



## DUNDEE: A City Vision

**Dundee**  
CITY OF DISCOVERY.....

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# A CITY VISION

## Introduction

The Scottish Executive's 'Cities Review Analysis' report and their policy response entitled 'Building Better Cities' were launched in January 2003. These documents outline the Executive's assessment of the key issues for Scotland's Cities and their proposals for addressing these issues.

At the heart of the Scottish Executive's approach to the outcome of the Cities Review is the reinforcement of their commitment to Community Planning Partnerships as the vehicle for delivering improvements for Scotland's Cities.

A fundamental component of achieving this aim is the existence of a clear, shared vision which provides a framework and the impetus for a successful city. Each city has therefore been invited to prepare a ten-year 'City-Vision' through its Community Planning Partnership and to submit this to the Scottish Executive. The Scottish Executive has allocated funding to support the development of each of the cities and wishes to ensure that this is focused on priority issues identified by the 'City-Vision' exercises.

Community Planning in Dundee is being progressed through the Dundee Partnership which brings together the public, private, voluntary and community sectors within the city. In May 2001, the Dundee Partnership held a Workshop which looked at the future of Dundee and discussed the issues facing the city. From this event, a new Vision for Dundee was endorsed and the broad direction and priorities of the new Community Plan for Dundee were determined.

As well as the visioning exercise, meetings were held with representatives of our neighbouring Community Planning Partnerships - Angus, Perth and Kinross and Fife respectively. Although a general agreement on the City Vision was arrived at during the meetings, none of the neighbouring Community Planning Partnerships were prepared to support the Dundee Partnership view regarding local authority boundaries and in order to obtain the support of our neighbours for the overall Vision, it was agreed that the boundary issue would be addressed separately in an Appendix (Appendix 1) solely supported by the Dundee Partnership.

## OUR VISION FOR DUNDEE

Through the work of the Dundee Partnership, our city will;

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

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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;

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have a strong and sustainable city economy that will provide jobs for the people of Dundee and the city region, retain more of the universities' graduates and make the city a magnet for new talent.

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## REGIONAL CONTEXT

Dundee and its hinterland comprise a compact yet diverse part of the East of Scotland offering a high quality of life with easy access to a range of environments equal to any in the country and beyond.

The area is characterised by:-

- The City of Dundee which continues to undergo economic and environmental restructuring, aimed at community regeneration and renewal, including supporting a level and range of services commensurate with the City's role as the Regional Centre.
- The close network of surrounding towns and villages, which together offer a range of opportunities for development balanced alongside the strong local identity of each town and its capacity to successfully absorb change without the loss of amenity or individual character.
- The attractive and varied rural area, extending from coastal lowlands and countryside around towns to remote uplands, and containing a range of villages and small settlements including some fragile communities.

Dundee and its hinterland complement one another providing a range of urban and rural qualities and opportunities which extends beyond the sum of the individual parts. This synergy can be harnessed for the benefit of the area as a whole. Sustaining the economic, social and environmental well being of local communities across the Greater Dundee area is therefore a common interest and strategic development priority.

The key inter-linked objectives for the Dundee City Region are;

1. To respond positively to changing employment patterns and opportunities where, despite generally rising living standards, the area does not rank among the more prosperous parts of Scotland or the UK.

In economic terms the City Region has been characterised by considerable degrees of change, and the trend continues, with the movement from manufacturing employment focus towards service industries. There are also levels of unemployment present in Dundee and in the wider city region which need reduced. There are social problems concentrated in particular locations notably in the outer areas of Dundee designated under the Social Inclusion Partnership Programme.

2. To capitalise on the strong attributes of the area as a good place in which to live, where continued population loss in Dundee and in some rural areas may damage the wider community of interests.

In the period since 1971 Dundee has sustained a population loss in excess of 30,000. This trend according to the General Register Office for Scotland if continued for the period to 2016 shows the population of the City area will be around 123,000.

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3. To ensure that, within an area encompassing both a major Scottish City and remote rural countryside, access to services and facilities is widely available.

The promotion of a pattern of development and land use which encourages sustainable methods of transport and reduces the need to travel remains a major challenge in the City Region where accessibility rather than congestion is the key problem. This includes the vital role of town, district and city centres in providing accessible locations offering a wide range of services and facilities.

4. To reinforce the advantages of an attractive location between the Central Belt and relatively buoyant North East, where the Dundee City Region is often viewed as peripheral in Scottish, UK and European terms.

The area sits on the edge of the populous Central Belt of Scotland and can be seen as bypassed by major road networks and other transport links. The changing pattern of global influences on technology, markets and the provision of services and activities provides both a threat and an opportunity for the area.

5. To protect and enhance the diversity and quality of both the natural and built heritage of the Greater Dundee area while encouraging new development that can contribute to economic and cultural sustainability.

The environmental assets and resources of the City Region have long been recognised as important in local, national and international terms. However, the capacity of both the natural and built environment to accept changes and absorb development varies from area to area. Balancing sometimes competing pressures for change to maintain and improve the quality of life remains a major challenge.

### Strategic Vision

In 2016 we are looking to maintain the Dundee City Region as a dynamic and prosperous part of the East of Scotland, a viable economic and social entity, working as a network to offer attractive and inclusive places in which to live, invest and work. This will be achieved by;

1. Enhancing Dundee's role as a strong regional centre and major Scottish City including promoting an integrated approach to the City's development.
2. Promoting and enhancing the identity, quality and prosperity of the close network of towns and villages in the surrounding Travel to Work area.
3. Supporting development which sustains viable communities, protects and improves the countryside, and maintains the quality of valued landscapes and the natural and built heritage.

# DUNDEE TODAY

Dundee has a long and proud history of innovation, industry and creativity. More important, it has an exciting future.

As one of Scotland's six cities, Dundee plays a major role in meeting the needs of people who live in the city and far beyond. It is a city of dramatic contrasts and has been the focus of considerable change over the last decade.

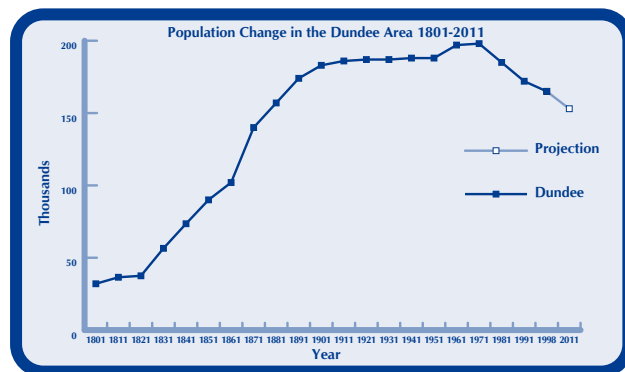
Many factors will influence our ability to achieve our new vision for Dundee. It is essential that we understand what is happening in the city so that we can take the most appropriate action.

## Population

Dundee's falling population is a major issue facing the city. From a peak in the 1970's, the number of people living in the Dundee area has fallen dramatically. Diagram 1 shows how Dundee's population started to reduce at the start of the 1970's. It continued to fall in the next two decades and it is predicted that it will fall further over the next ten years. Each year between 500 and 2000 people leave the city, but the city has recently been making inroads into reducing that decline.

Diagram 1

(Population Change 1801-2011)



The age of our population has implications for the challenges that face us if we are to reverse our population loss. Diagram 2 shows changes in the age of population of the Dundee area between 1991 and 1998 and as projected to 2013. This shows that the number of people in younger age groups is projected to fall with those in the 45-64 age group rising significantly. Little change is predicted for those aged 65 and over.

Diagram 2

(Changes in Age Structure)

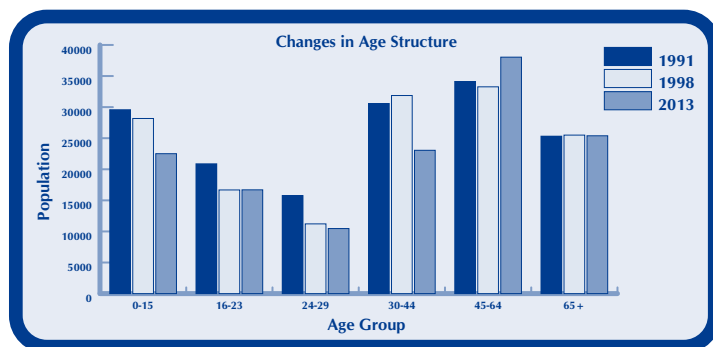
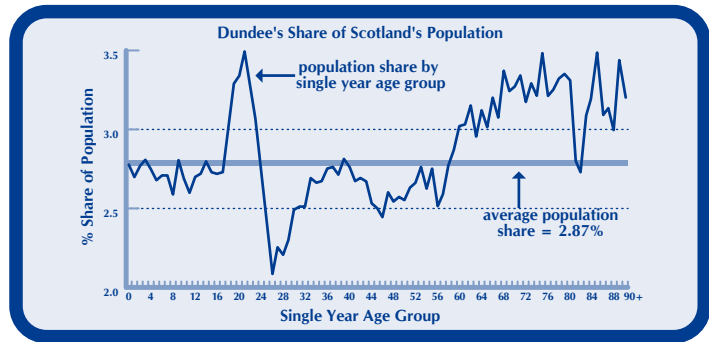


Diagram 3 shows how the Dundee area compared to Scotland as a whole in 1998. The graph shows the proportion of the Scottish population who are residents of Dundee by age. The 'average' line is the proportion of the total population who live in Dundee. This shows that we have a lower proportion of our population in the 0-17 and 24-55 age groups. We have a higher proportion in the 18-23 age group and over 55.

Diagram 3

(Dundee's Share of Scotland's Population)

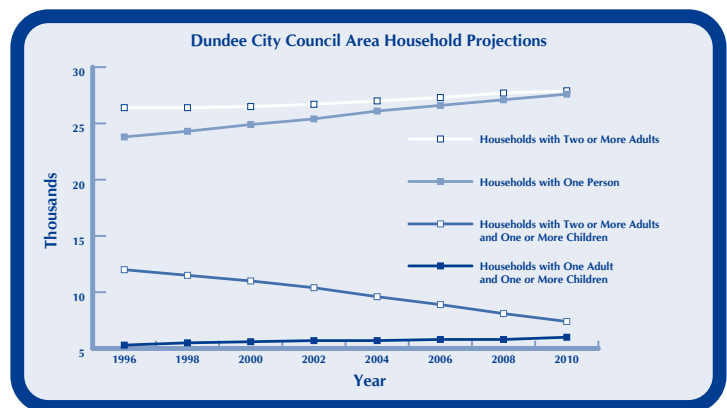


The sharp rise in the 18-23 age group reflects the large number of higher and further education students who come to study in Dundee. However the almost equally sharp fall suggests that relatively few students remain in Dundee after their courses finish. The increasing number of people aged 65 and over reflects the fact that on average people are living longer and that by this stage of their lives they are less likely to leave the city.

Although the total population is falling, the number of households has been rising as shown in Diagram 4. The numbers of one person households and lone parent households has grown while the number of couples with families has gone down. This pattern is repeated across Scotland.

Diagram 4

(Dundee Area Household Projections)



Economy

Dundee's economic regeneration continues; after many years of decline, the current picture is one of growing employment. Between 1995 and 2000 over 3000 jobs were added giving a total of 78,070 in the city. For the first time in over 25 years the number of unemployed in the city has fallen to below 5,000 persons to 6.8%. However this is still above the Scottish average (5.5%) and the number of long-term unemployed continues to be much greater than across Scotland as a whole.

Recent and current investment levels in the city are at a record level. Since 1997 Dundee has been the focus of investment approaching an estimated £1 billion.

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## Education and Skills

Dundee is a major centre of education. Our higher and further education establishments attract over 20,000 full-time students and offer a range of part-time and access courses.

Our early years provision continues to grow with a part-time pre-school education place available to every three and four year old in the city.

In our schools the results of pupils gaining 5 or more standard grades at level 1-4 is below the Scottish average. More pupils leave school at 16 than on average across Scotland and 11.9% of school leavers in Dundee have no qualifications compared with the Scottish average of 6.5%. Similarly, fewer pupils leave school to enter full-time higher education, but more enter full-time further education. The number of pupils leaving school and entering employment is again below the Scottish average. The challenge exists to equip school leavers with the skills necessary to secure jobs available in Dundee.

## Inequalities

Many people living in Dundee experience real inequalities. These can be based on a range of factors such as their gender, race, employment, health or where they live. And while there is much evidence of prosperity in Dundee, there are also many indications of poverty.

The proportion of Dundee's population whose lives are affected by poverty and who can be described as socially excluded is second only to Glasgow in Scotland. Dundee has high rates of unemployment and high levels of benefit dependency. Almost half of all properties in Dundee are assessed as in the lowest Council Tax band. A third of Dundee's population are located in areas of deprivation.

The health of people in Dundee is generally poorer than Scotland as a whole, with higher levels of cancer, heart disease and respiratory illness. The rate of teenage conception remains an obvious concern. Within Dundee there are significant differences in the health of different communities. Many people living in Social Inclusion Partnership areas experience inequalities with higher levels of smoking, mental illness and substance misuse among many others.

## Environment

Dundee contains a balance of a thriving urban city centre and attractive public open spaces. Its location on the River Tay provides an impressive waterfront and the Law Hill a prominent backdrop. The built environment continues to develop through the creation of award winning buildings such as Dundee Contemporary Arts and the University of Abertay Library and housing developments including the emerging Ardler New Housing Partnership. The city's parks remain a significant environmental asset.

The location of Dundee and the road and rail links make it a remarkably accessible city. Dundee Airport's growing success and reputation are encouraging a greater number of people to fly to and from the city.



## City Governance

Dundee is recognised as Scotland's fourth city and yet its local authority area covers only 65 square kilometres. The smallest mainland authority, Clackmannashire, has an area almost three times as large at 157 square kilometres.

Dundee citizens also enjoy many of the leisure and transport opportunities provided by our neighbouring partnerships in Angus, Fife and Perth and Kinross.

## Diagram 5

(Dundee's Travel to Work Area & Levels of Commuting)



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## OUR KEY VISIONARY THEMES

To help explain our vision, we have identified seven strategic themes that will help us to focus on the really important priorities for people in Dundee.

All of these themes are extremely important individually. Clearly they all overlap and influence each other, but in particular it is our aim to consider social inclusion and sustainability in relation to everything we do in pursuing our Vision for Dundee.

In our themes we have tried to be careful not to describe everything that can and is being done to address each theme. Instead we have concentrated on the biggest priorities and the areas where we intend to make the biggest difference.

### An Enterprising City

Dundee needs a thriving economy where prosperity, job opportunities and employability are developed across the city.

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### A Learning City

Dundee needs learning opportunities which prepare people for life, employment and learning for its own sake.

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### An Inclusive City

Dundee needs to ensure that regardless of social or economic background, everyone has the chance to play a full part in the life of the city.

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### A Sustainable City

Dundee needs to develop in ways that safeguard the future of the environment in the city.

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### A Healthy & Caring City

Dundee needs to promote and protect the physical and mental health of communities and to provide effective care for those who need it

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### A Safe City

Dundee needs to deliver the right services to reduce crime so that people are safe and feel safe.

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### A Regional Centre

Dundee needs to play a key role in the balanced development of the city region

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# DUNDEE - AN ENTERPRISING CITY

Our Vision is to create a thriving economy where prosperity, job opportunities and employability are developed across the city.

## Introduction

Dundee is currently demonstrating many key aspects of economic regeneration and is confidently re-establishing itself as a regional economic centre. Unemployment is at its lowest for more than 25 years and significant investment is taking place across a variety of sectors. The image of Dundee is finally showing signs of catching up with the reality of a city which is becoming successful again economically.

At the same time, like most urban centres, Dundee still has people who, despite the determined efforts of a variety of organisations, remain unable to play an active role in the city's regenerating economy. There is no simple reason for this and there is no simple solution. Any city's economy depends on a number of factors and our economic regeneration strategy recognises this by taking a long-term approach to tackling all of them.

## KEY OBJECTIVES

### 1. A Major Location for Employment and Investment

**Population** - Dundee's declining population must be stabilised by creating more jobs and making the city a more attractive place to live, particularly for young people.

**Inward Investment** - We need to maximise the amount of investment in Dundee whether it comes from Europe, the Government or private companies. Inward investment efforts must be focused towards the areas where Dundee can be more competitive rather than trying to attract large projects which require substantial financial support.

**Building Local Business** - Local enterprise is important in order to achieve lasting economic success. Greater encouragement must be given to business start-ups, investment by local firms and entrepreneurs and to skilled people such as Dundee's graduates.

#### Priorities for Action:

- Provide support for inward investment and local business
- Create conditions which encourage people to start businesses
- Maintain growth in all sectors
- Assist employment and training initiatives
- Provide land and property to interested companies.

### 2. A Thriving Regional Shopping and Service Centre

**Prime Shopping** - We must continue to attract more national chain stores to the city. Department stores are successful in themselves and also encourage other retail activity.

**Secondary Retailing** - A good city centre has much more than big well known stores. Dundee has less of the smaller and often unique shops which broaden a shopping experience compared to other centres of a similar size. Opportunities to eat out in the city centre are improving and increase the overall appeal of Dundee, particularly for visitors from outwith the city.

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**Business Services** - There is a severe shortage of business, professional and financial service providers in Dundee, particularly in the city centre.

**Shopping Catchment** - Around 425,000 people live within 20 miles of Dundee. Many own cars and have high levels of disposable income. Dundee City Centre must provide a comprehensive range of attractions, including a broad range of shops if it is to achieve its full potential as a regional centre.

**Priorities for Action:**

- Provide high quality prime shopping
- Provide a good range of secondary retailing
- Encourage providers of business, professional and financial services
- Balanced development of the city region's shopping catchment
- Ensure continued provision of town centres, neighbourhood shopping and services

### 3. A City of Knowledge, Innovation and Enterprise

**Global Trends** - A successful local economy must have a high degree of knowledge, innovation and skills.

**Higher Education** - For its population Dundee has the highest number of university students of the four Scottish cities. We have a comprehensive range of faculties and disciplines within two universities and two colleges and an international reputation in several areas of research. As a result Dundee city region provides outstanding opportunities for educational and vocational training.

**Economic Impact** - Higher education is very important to the local economy. It attracts investment, creates well paid jobs and uses many local services.

**Local Integration** - Dundee is beginning to harness the potential of the academic sector through a number of local companies. Taking advantage of the commercial value of research activity remains a key focus of attention.

**Learning in the Workplace** - There is an increased recognition of the importance of Lifelong Learning and its implications for people already in employment. If the full potential of individuals is to be realised, a process of developing learning organisations is necessary.

**Schools** - It is recognised that the seeds of knowledge and innovation are planted in the school years. Dundee should continue to encourage this by promoting interaction between schools and the world of innovation and business.

**Priorities for Action:**

- Assist in providing property for commercial spin off activities
- Develop mechanisms to encourage graduates to remain in Dundee
- Promote improved connections with local companies
- Encourage access to education and training for all sections of the community

### 4. A Vibrant Cultural, Leisure and Visitor Economy

**The Dundee Product** - Dundee has made good progress in this area by developing new facilities such as Dundee Contemporary Arts and the Sensation science centre. It will be necessary to build on current

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strengths and to identify gaps and opportunities. We can enhance the city's cultural appeal, business tourism and outdoor pursuits, develop the families market and address the needs of young people with a focus on contemporary popular culture. There are also tourism opportunities based upon the wider city region with golf being a key asset.

**Cultural Industries** - The development of the cultural economy through the arts, leisure and tourism industries plays an important role in building Dundee's reputation as a vibrant city which supports innovation.

**Image** - The image of Dundee has a vital influence on the visitor market and there is potential to improve Dundee's reputation as a visitor destination.

**Priorities for Action:**

- Develop a broad range of facilities and attractions particularly within the cultural quarter
- Bring forward development plans for key visitor attractions
- Develop a Local Cultural Strategy to maintain and enhance the City's growing reputation.
- Maximise Dundee's city region base including development of cycling, golf and outdoor pursuits
- Generate conditions for the promotion of cultural and creative industries
- Improve the image of Dundee as a centre for arts, leisure and tourism

**5. Improve the City's Environment, Transportation and Digital Communications**

**City Centre Environment** - Improving the city centre by pedestrianising and improving the main shopping routes has contributed greatly to changing the image of Dundee. Current efforts are concentrating on support to secondary and specialist shopping areas.

**City-wide Environment** - A long-term programme of city-wide environmental improvement is underway. This includes major investment in Social Inclusion Partnership areas and improving the physical quality of the major visitor routes into the city. Certain visitor destinations are not achieving their full potential and would benefit from improvements such as environmental enhancement.

**Transportation** - It remains difficult for people to go between the city centre and the waterfront area. People continue to feel that it is difficult to drive into the city centre. The quality of public transport provision is generally satisfactory but requires continued improvement. The range of services offered by the airport and the port are improving and adding to the economic performance of Dundee. Ease of access from the wider city region and convenient interchange between modes are important matters.

**Communications** - Dundee requires a first-class communications infrastructure in order to remain competitive in the rapidly changing world of new technology and e-commerce.

**Priorities for Action:**

- Maintain a high quality city centre environment to support shopping and tourism
- Upgrade key city-wide locations, such as the Central Waterfront, in support of tourism and the image of Dundee
- Improve the quality of public transport provision
- Improve services offered by the airport and port
- Improve interchange between transport modes
- Improve strategic transportation linkages to the Central Belt particularly by rail.
- Improve Dundee's competitive position in digital communications infrastructure and technology

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## 6. Maximise External Financial Resources

**Regional Economic Centre** - As one of Scotland's cities, Dundee's economic influence spreads well beyond its official boundaries. Because of this it will be difficult for the city to afford to act as an effective regional centre without additional external resources. Securing these resources will continue to be a priority.

**Lobbying** - Dundee must continue to press its case for discretionary financial support through regional and European policy measures.

- Improve Dundee's status as a regional economic centre.
- Continue to press Dundee's case for discretionary regional, European and other financial support.

## 7. Improve the City's Image and Reputation

**Changing Perceptions** - Dundee has achieved a number of significant economic improvements but people's opinions do not change as quickly as the city itself. There is therefore an ongoing task to promote the city as it now is and to update Dundee's image.

**Specific Initiatives** - We will develop and promote initiatives like BioDundee and events like the Dundee Flower Show to project the new image of Dundee.

**Civic Pride** - It is important to the economy of Dundee (e.g. population stability) to encourage residents to feel pride in their city.

### Priorities for Action:

- Maintain the momentum of the City of Discovery Campaign
- Raise the external awareness of the City in a positive way
- Alter the perception of those who may have an outdated view of Dundee
- Spread the message about the broadening range of visitor attractions available
- Make young people living in Dundee aware of the opportunities in the City
- Give the residents of Dundee a reason to feel a greater pride in their City
- Encourage individuals, groups and organisations to act as ambassadors for Dundee.
- Remove the blighting effect of the current Central Waterfront environment on the image of Dundee.



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# DUNDEE - A LEARNING CITY

Our vision is to promote learning opportunities that prepare people for life, employment and learning for its own sake.

## Introduction

This theme focuses on the importance of Lifelong Learning to the quality of life, health, vibrancy and the long-term sustainability of the City of Dundee.

## KEY OBJECTIVES

### 1. Community Learning and Capacity Building

Community learning is an essential part of lifelong learning. It should result in increased individual self-confidence, skills, and knowledge, and in expanded community capacity, reflected in improved social infrastructure, greater wealth creation, environmental improvement and a more vibrant local democracy. A Community Learning Strategy for Dundee was approved by Dundee City Council in April 2000.

#### Priorities for Action:

- Promote community access to lifelong learning throughout the city, through the development of Community Learning Centres
- Produce and implement Community Learning Plans for;
  - Ardler, Kirkton and Mid-Craigie/Linlathen
  - Volunteers learning through voluntary activity
  - Young adults with special needs leaving school

### 2. Learning at the start of Life

The early years of life are an important time for learning. Establishing effective services to support early learning is, therefore, the foundation on which to build lifelong learning.

Dundee has a long-standing tradition of early years' services. Services have been developed to promote the emotional and social well-being of children and their families to meet care and learning needs together, and to actively support the role and involvement of parents.

The challenge facing Dundee is to develop in young people the skills and knowledge for life in an increasingly competitive work environment. Dundee's successful bid for additional resources from the Excellence Fund for Schools has allowed the City Council to take forward a bold range of initiatives in schools in the City.

Improving Pupil Attainment is a strategic priority in Dundee. A range of initiatives have been identified to address this priority:

- early intervention in primaries 1 and 2 to develop early numeracy and literacy skills
- investment in Information and Communications Technology to network all secondary and primary schools
- the development of the critical link between attainment and attendance at school through policies to monitor and support attendance
- the development of opportunities to achieve in Arts and Sports
- the development of links between schools and local further and higher education institutions

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**Priorities for Action:**

- Improve pupil achievement across a range of areas including attainment.
- Provide internet access for all school children in Dundee
- Raise attendance levels towards national average
- Improve staying-on rates beyond sixteen through schemes such as Education Maintenance Allowances
- Increase progression to Higher and Further Education

### 3. The Transition from School to Adult Life

Every young person leaving school should have the opportunity to progress into training, further or higher education, or a job. For a significant number of young people in Dundee, this has not been the case and, despite the dramatic decrease in youth unemployment (23% over the last 2 years), there is still a significant group estimated at one thousand 16-19 year olds who have dropped out of the system or who are registered unemployed.

Dundee has for a number of years had the highest rate of severe hardship payments for 16-17 year olds of all local authorities in Scotland.

**Priorities for Action:**

- Develop further partnership working through the Childcare and Xplore Partnerships
- Increase effective early intervention for those who are experiencing difficulty during their last years at school or early post-school life
- Improve support, uptake and quality of training opportunities for those leaving school

### 4. Work Based Learning

With support through the Government's "Pledge to Learning", Dundee will continue to build on current opportunities for employees to engage in work-based learning. These tend to be better developed in large employers in both the public and private sectors and developments need to focus on small to medium enterprises in the private and voluntary sectors.

**Priorities for Action:**

- Strengthen networking for the support of work-based learning between the Chamber of Commerce, Further and Higher Education providers, Scottish University for Industry and existing developments of community learning centres.



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## 5. Higher and Further Education

The higher and further education sectors are enormously significant to the City. Dundee is Scotland's student city, with over 20,000 full-time enrolled students. Students constitute a larger percentage of the population than any other city in Scotland. The significant numbers coming into Dundee to study contrast sharply with the under-representation of young people from the City itself.

In 2000 only 23% of schools leavers in Dundee entered higher education compared to the Scottish average of 31%. However 26% entered further education.

### Priorities for Action:

- Raise transfer rates and support transfers through initiatives such as Summer Schools and Compacts.
- Collaborate closely to offer an integrated range of post-school education and training opportunities
- Improve access and the quality and relevance of courses
- Continue to develop fee waivers and strategies for reaching under-represented groups

## 6. Learning in Later Life

A distinctive feature of Dundee's population profile is the percentage of the population of the City which is over retirement age. This is far higher than other Scottish cities. The Lifelong Learning Strategy for the City has to address both their potential contribution and the learning needs of those over 60.

There already exists an impressive network of local organisations which exist to work with and enhance the quality of life of older people. Thirty-two percent of students enrolled in the Continuing Education Department of the University of Dundee are over 56 (1120 enrolments).

### Priorities for Action:

- Produce an Older Persons' Lifelong Learning Strategy
- Respond to the needs and interests of older people
- Develop a communication strategy to promote access to opportunities
- Support the learning needs of those who assume care responsibilities.





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# DUNDEE - AN INCLUSIVE CITY

Our vision is to ensure that regardless of social or economic background everyone has the chance to play a full part in the life of Dundee.

## Introduction

Dundee is a city of contrasts. It has an excellent physical environment, and good services. In a recent UK-wide survey, it was rated as one of the best places to live in Britain. At the same time, Dundee has significant levels of poverty. In 1997 deprivation in the city was recognised and four areas of the city were designated as Priority Partnership Areas and Regeneration Programme Areas. These were later renamed as Social Inclusion Partnership Areas. A recent Scottish Executive study confirmed that Dundee was second only to Glasgow in terms of the percentage of its population who lived in poverty, or who were affected by multiple deprivation.

In promoting Social Inclusion we aim to ensure that no one in Dundee is denied the opportunities which exist in the city because of a combination of problems such as unemployment, poor skills, low incomes, poor housing, bad health or family breakdown.

The Social Justice Policy in Scotland invites us to consider how we need to respond to five groups of people - children, young people, families, older people, and communities. We need to create a Dundee where everyone matters.

## KEY OBJECTIVES

### 1. Every Child Matters

Dundee has more children living in poverty than any other authority in Scotland, bar Glasgow. The proportion of children in workless households in Dundee is 26%, compared with a national average of 19%.

#### Priorities for Action:

- Further developing and supporting out-of-school-hours child learning
- Explore potential for developing Safe Home Zones and Safe Travel Routes.
- Further develop affordable and accessible childcare initiatives for babies and toddlers
- Further develop early intervention literacy and numeracy initiatives
- Support quality early years, childcare and family support services
- Improve access, flexibility and responsiveness to mainstream early years and childcare services for families suffering from poverty and social exclusion
- Implement the next phase of the New Community School Initiative
- Ensure that the Local Transport Strategy addresses the needs of children and families suffering from poverty and social exclusion

### 2. Every Young Person Matters in Dundee

Many young people in Dundee find the change from school to adult life difficult. Pupils at school in Dundee are achieving better results for standard and higher grades but they still lag behind the Scottish Average. Twice as many school leavers in Dundee leave school with no qualifications compared with the Scottish average of 6.5%. Teenage conception rates in Dundee have been the highest in Scotland for a number of years, and remain a source of concern.

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#### Priorities for Action:

- Identify indicators/measures based on young people's experience of poverty and social exclusion
- Develop a youth inclusion strategy based on the inter-agency identification of young people's needs
- Further develop a multi-agency approach to promote the mental health and well-being of young people
- Reduce teenage pregnancies by widening access for young people to community-based sexual health and youth information services
- Increase inter-agency support for school leavers moving from school to work, further education, training and community life
- Review school clothing grant levels and distances for free travel to school
- Invest in alternative services/full-time education for young people who are excluded from school due to their challenging behaviour
- Target service provision towards the most vulnerable and excluded young people in Dundee including ethnic minorities, the homeless, and lesbian, gay and bi-sexual young people
- Develop and extend out-of-school hours learning opportunities
- Extend the range and diversity of activities, services and opportunities available to young people

### 3. Every Family Matters in Dundee

In Dundee we support the Government's objectives of building a more inclusive society, making work pay and providing support for those who cannot work. We are committed to breaking down the barriers of discrimination and disadvantage that impact on those at the margins of society. The percentage of households in Dundee who are in receipt of housing benefit is second only to Glasgow. While unemployment in the city has come down steadily over the last four years, the picture for long-term unemployed is less positive and the rate of decline in unemployment in Dundee has been slower than in Tayside or Scotland as a whole.

#### Priorities for Action:

- Develop an inter-agency Alcohol Action Plan
- Produce a strategy for promoting financial inclusion
- Extend citizen access to credit union services
- Promote free school meals/school clothing grant entitlements
- Encourage family-friendly employment practices, such as flexible working hours, paid paternal leave and high quality childcare
- Further develop and promote inter-agency family literacy initiatives
- Tackle social inclusion barriers for people with physical disabilities

### 4. Every Older Person Matters in Dundee

The percentage of older people in Dundee is far higher than in most local authority areas, and much higher than the Scottish average. Dundee offers the potential of a high quality of life for those over retirement age. Older people already make a vital contribution to the life of the community. They are, arguably, the most active sector of our society, supporting voluntary activities, providing family support/childcare and maintaining the quality of community life in many other ways.

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**Priorities for Action:**

- Review public services according to the needs of older people
- Ensure that every older person has a level of care according to their needs

**5. Every Community Matters in Dundee**

The concentration of poverty and disadvantage in Dundee creates social and economic circumstances which have an adverse effect on the quality of life of many its citizens.

Many of these issues are currently being addressed in the Social Inclusion Partnership areas. There are signs however, that other neighbourhoods are becoming increasingly at risk as the difficulties associated with poverty and social exclusion show signs of beginning to spread into other community areas of Dundee.

We will tackle this by developing local neighbourhood plans across the city. These will highlight the issues facing individual communities and the response that will be generated at the most local level. Communities themselves will be closely involved in the process of producing these plans. Local neighbourhood plans will be developed gradually to take account of the demands that will be placed on communities and service providers. It is our intention to produce five pilot neighbourhood plans over the next five years. These local plans will add impetus to the efforts already being made in Dundee to address inequalities, promote community identity and stability and increase residents' satisfaction with their neighbourhoods.

**Priorities for Action:**

- Develop measures which will bring stability to neighbourhoods in Dundee
- Prevent exclusion by developing early intervention strategies targeting neighbourhoods at risk
- Identify the priority community regeneration areas in the city
- Pursue improvements in housing conditions and service along with tenants and their representatives
- Address gaps in services by supporting the development of the social economy to provide services in areas which cannot be viably provided for by the public or private sectors
- Maximise community/voluntary sector access to external funding and grant aid
- Increase the level of community/voluntary sector involvement in Council's Decentralisation Scheme and its partnership structures
- Further develop strategies for involving and consulting socially excluded individuals and minority groups
- Promote higher levels of community participation



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# DUNDEE - A SUSTAINABLE CITY

Our vision is to develop Dundee in ways that safeguard the future of the environment in the city.

## Introduction

When people talk about sustainability, they normally mean Sustainable Development which is all about promoting the welfare of people today and in the future socially, economically and environmentally. Other themes in our community plan look at social and economic issues, so this theme concentrates on the environmental challenges facing the city. The broadest approach to sustainable development can be found in the city's Local Agenda 21 Strategy.

## KEY OBJECTIVES

### 1. Business and the Social Economy

Economic activity is increasingly driven by global forces and rapid technological change and this can have serious consequences for local communities and the environment. While the economy is dealt with as a specific theme within the Community Plan, it is considered here in terms of environmental and social sustainability.

The social economy, primarily made up of not-for-profit organisations, can provide valuable support to the community, as well as jobs and work experience. Too often it is restricted by the short-term nature of project funding and a lack of business skills. Local exchange and trading schemes (LETS) can help to retain income in the community. Indicators of progress can include the health and durability of community/voluntary organisations as well as the numbers they employ, and the levels of income retained in the local area. Among businesses, there is a need to find a practical way of promoting awareness of

environmental issues and to benefit from each other's experience. This can result in a number of practical joint initiatives to reduce environmental impacts and achieve business benefits. The partners in Community Planning have a responsibility to set an example.

For individuals, the environmental impact of employment should be emphasised (e.g. travel to work and environmental education), as well as benefits to the individual through personal development, and the benefits to the community of the activity.

#### Priorities for Action:

- Encourage good environmental practice in the business community
- Develop and provide support for the Social Economy
- Promote Sustainable Employment

### 2. Built Environment

Dundee has a diverse and changing mixture of built environments reflecting the City's historical growth and development. It contains many quality buildings and open spaces. However, there are pressures on these open spaces, and the City also contains areas which are in need of attention. Although some of these are subject to current initiatives, more improvements are necessary.

Rehabilitation of existing buildings can have environmental and social benefits, where it improves energy efficiency and standards of sound insulation, and minimises disruption to communities. The provision of local amenities within housing areas improves the quality of life for residents and reduces the need for travel.

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In a similar fashion to other Scottish cities, Dundee is experiencing major changes to its housing stock. Redevelopment has also had a major impact on the city. Debate is taking place, partly through the Cities Review, about what is needed to make Dundee a more vibrant place to live and about how these changes should be financed.

Local people have a part to play in the process of developing their community, and the city as a whole. The process of making decisions about buildings in Dundee will be open and accountable, with feedback being given when decisions are taken.

#### Priorities for Action:

- Increase community involvement in planning and design of the built environment
- Encourage more sustainable rehabilitation of the housing stock
- Promote the provision of local facilities and amenities within communities

### 3. Natural Environment

The City enjoys a range of environmental features that support a wide variety of habitats for differing species, and enhance the quality of life for residents and visitors. A number of initiatives and strategies already address this, relating to the Tay Estuary, public open space, footpaths, urban woodland, play areas and parks, and bio-diversity. However, more can be done to highlight the importance of Dundee's natural assets, and develop understanding of the pressures created on them by modern urban life.

Activity which benefits the natural environment can be undertaken by individuals or small groups, led by major voluntary sector and public organisations, or funded by business sponsors. If this activity is to have maximum impact then it is necessary to bring together all those involved to share experience and co-ordinate efforts, and ensure that sufficient financial resources and training are provided.

Through education and public information we can increase the public's respect for the natural environment and their involvement in it. A specific priority for Dundee will be to re-connect the city and its people with the river, acknowledging the Tay's scenic impact and its importance as a diverse natural habitat. This can have major environmental, social, and economic benefits for the city. The rural hinterland is also a valuable recreational resource based upon a high quality natural environment. This easy access to attractive countryside and coastline is a key factor in the quality of life for the city region residents and visitors.

#### Priorities for Action:

- Co-ordinate action and information relating to the natural environment
- Raise people's awareness of the natural environment
- Protect and promote the Tay Estuary through a sustainable management strategy



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## 4. Transport

Dundee as a regional centre has to meet the requirements of transporting people and goods between the City and other local authority areas. Road and rail are the most common forms of travel, but there are also good port facilities and emerging air links. Public transport provision is critical to give many people access to jobs and services in the city and beyond, and to reduce road congestion and pollution. This is recognised in the Dundee's Local Transport Strategy.

A more sustainable transport policy requires a shift away from car use towards cycling, walking, and the use of public transport. Popularising public transport will go a long way to contributing to the reduction of carbon dioxide, but it will need to be safe, affordable, accessible, integrated, and effectively promoted. New mechanisms will be required for transport providers and planners to create improvements and the necessary co-ordination, within Dundee and with neighbouring areas. The expansion and maintenance of networks of safe footpaths and cycleways are also required to improve access to local facilities, workplaces and employment and for leisure.

### Priorities for Action:

- Ensure that transportation across the city region is planned in a co-ordinated, sustainable manner, involving users and recognising their needs
- Ensure that public transport is, safe, affordable, accessible and integrated

## 5. Waste & Energy

Generating and disposing of waste has costs for householders and businesses. It impacts on the environment and uses scarce resources. It therefore has social and economic, as well as environmental, impacts. This is recognised in the promotion of the National Waste Strategy for Scotland, with an Area Strategy for Tayside currently in preparation. Like other cities, Dundee presently generates a high volume of waste, despite tighter constraints on landfill and increasing legislation to control waste. The new Dundee waste-to-energy plant, which will operate for 25 years, will reduce pressures on landfill.

Strategically there is a need for major players both public and private to take a lead and to co-ordinate their approaches and actions. Communities and companies can also take action at a local level. Businesses and individuals need accurate and easily understood information on the best ways to minimise levels of waste, and how to dispose of it, backed up by easy access to the necessary facilities.

Energy use is a crucial aspect of resource management for domestic and business users, and in combating global warming. Consumers need to know how to achieve better energy conservation, and where possible use renewable energy sources.

### Priorities for Action:

- Reduce the City's use of resources and production of waste
- Actively promote energy and waste awareness and facilities
- Encourage greater use of innovative technologies and solutions

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# DUNDEE - A HEALTHY & CARING CITY

Our vision is to promote and protect the physical and mental health of communities and provide effective care to those who need it.

## Introduction

Having access to a range of high quality health and care services is vital to help people to cope with illnesses and disease regardless of what age they are or where they live. These services continue to be developed through joint community care and children's services planning and by working together to make local health plans more responsive to local needs.

However good health is about much more than just the absence of illness or disease, it is about taking actions to prevent ill health and positively promote well being. This means finding ways to work with people in their own communities to find solutions to some of the issues which they have identified as affecting both their health and the health of their communities.

There are some areas of Dundee where the health of residents living in these areas is a particular concern. These include the Social Inclusion Partnership areas where the links between poor health and living in an area of deprivation, and/or on a low income are very strong.

The results of a Health Audit in the Social Inclusion Partnership areas identified a number of health, lifestyle and life circumstance issues that affected people living in these areas. These tended not to be particular illnesses or diseases but rather some more general issues such as, high levels of stress, lack of accessible affordable healthy food and lack of appropriate affordable exercise opportunities. In addition people felt that things like poverty, anti-social behaviour and crime affected individual and community health.

There is a lot that can be done to address these issues, both by individuals taking more responsibility and action by those who shape public policy. This will extend the conditions required for improved health and well-being. The challenge in tackling health inequalities is to find ways to join up the efforts across the range of agencies.

## KEY OBJECTIVES

### 1. Tackling Health Inequalities

We will work with partners to bring the issue of health inequalities more firmly into the mainstream by promoting the alignment of Local Health Plans, Healthy Dundee plans, Dundee Joint Community Care Plan, Children's Services Plan and the Housing Plan.

We will develop a strategy for tackling health inequalities and make sure that the challenges of improving health in deprived areas is given a special focus. We will find ways to work together with people within their own communities in order that they can set local priorities and also involve them in finding solutions to improve health and well being.

#### Priorities for Action:

- Develop a strategy for tackling health inequalities
- Focus on the areas of poorest health

### 2. Promoting Health Awareness & Healthier Lifestyles

Individuals and organisations can take action to influence their health. This is one of the ways we will achieve long term improvements in the health of people in Dundee. Health Promotion has a vital part to play in improving health and tackling health inequalities, particularly in the context of social inclusion. We will

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continue to develop our partnership working to ensure health promotion is a shared inter-agency priority. By working in partnership to develop health promoting activities with employers, schools and in a range of community settings, we can create environments that support the health of individuals and communities.

**Priorities for Action:**

- Demonstrate partnership working in all aspects of health promotion and health inequalities planning
- Implement health promotion programmes within key settings
- Further develop the Healthy Dundee Alliance
- Publish a long term inter-agency plan to address health promotion and health inequalities issues

### 3. Modernising Healthcare Services

To address some of the issues which people in Dundee have told us affect their own health and the health of their communities we need to continue to work together to modernise how we plan and deliver services. At the heart of modernisation is the use of new treatments and technologies, making it easier to access services and continuing to shift the emphasis toward family doctor and other primary care services (nurses, therapists, pharmacists, dentists and opticians). Dundee Local Healthcare Co-operative provides a vehicle for taking forward the modernisation agenda.

Community Planning gives us the opportunity to work together on the modernisation agenda, for instance looking at innovative solutions to where services might be delivered, using shared opportunities to involve individuals, their carers and/or their families about their care. Modernisation also means sharing information to help streamline processes, developing joint assessments and provide integrated services.

**Priorities for Action:**

- Demonstrate an increased stakeholder involvement in planning and delivery of services
- A programme of audit and review of services

### 4. Developing Community Based Care Services

Providing services and care for people in the community is a shared priority. We have been working to achieve effective joint Community Care Planning in Dundee over the past few years by developing our relationships with partners in the statutory, private and voluntary sectors. Wherever possible, people will be cared for at home and services will be co-ordinated to deliver this. We are working hard to provide services which are based on local planning for local needs.

Through community planning we will work together to promote understanding between agencies and to identify barriers to future progress. It also gives us the opportunity to think more broadly about community based services and to develop the range of service providers by making new links with those who deliver mainstream community services.

The joint Community Care Planning process has been reviewed and revised in Dundee to try to ensure the local community is actively involved in the development, monitoring and delivery of community care services.

**Priorities for Action:**

- Develop a new emphasis on inter-agency working to meet community needs, which includes a broader range of service providers.
- Develop more joint funding
- Demonstrate more involvement of service users and carers



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# DUNDEE - A SAFE CITY

Our vision is to create a city where crime is reducing and where people are safe and feel safe.

## Introduction

This theme focuses on the importance of Community Safety in encouraging all sections of the community to feel secure within and outwith their homes, at work and at leisure. Communities who feel secure are more likely to take up opportunities to learn, provide voluntary service, participate in activities and avoid the misuse of drugs and alcohol.

The agencies who support community services will also be able to prioritise resources on key services, rather than diverting scarce resources to unproductive expenditure on vandalism, offending, misuse of services and crime.

In our vision we value “the support of the majority of citizens who share our vision of their communities, within a City which will be a thriving regional centre where people will be proud to live, work and play”. (Dundee Community Safety Partnership - Community Safety Strategy 2000-2003).

The Dundee Community Safety Partnership exists to enhance collaboration, joint planning and co-ordination in community safety strategies and action plans. It provides a forum where Community Safety policies and priorities can be influenced. This Partnership has close links to Dundee Safety Forum and other key groups which contribute to community safety services. Its membership is currently being expanded to include key outside agencies, voluntary organisations and local community safety groups.

## KEY OBJECTIVES

### 1. Building and Sustaining Community Reassurance and Participation

The Annual Consumer Survey carried out on behalf of Dundee City Council has indicated a rise in confidence and reduction in the fear of crime in areas covered by the CCTV network. It is recognised, however, that the level of actual crime within an area is only one element in the overall perception of a community's fear of crime.

It is seen as important to communicate positively to communities that crime levels are dropping (by 5.8% in the year 2000) and that there is a commitment to undertake proactive measures which directly influence the fear of crime.

#### These measures are:

- Support for and involvement of local communities in community safety priorities and problems
- Support for the victims of crime
- Target-hardening to design out or reduce vulnerability to crime
- Community-orientated policing
- The involvement of key agencies in collaborative development of community safety strategies and action plans
- Proactive community safety project development, e.g. message in a bottle, neighbourhood watch etc.
- Sustaining specialist forum support to tackle domestic abuse, and racial harassment and improve public protection
- Reduce deaths and injuries caused by fire
- A multi-agency approach to tackling youth offending

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**Priorities for Action:**

- Enhance the support for local community safety groups
- Target areas of high community concern through focused community policing
- Utilise CCTV systems to aid community reassurance
- Improve support for the roles of specialist forums
- Undertake target-hardening where the incidence of crime is higher than average

## **2. Tackling Substance Misuse**

Substance misuse is a major concern throughout Scotland and has a direct correlation with the incidence of certain crimes. The local strategy, co-ordinated via the Dundee Drug and Alcohol Action Team's Corporate Plan 2000-2003, underpins the national strategy by adopting the key principles of inclusion, partnerships, understanding and accountability and these are reflected in the operational priorities of the plan.

Within these priorities, the Team will work collaboratively and encourage partnership working and accountability to individuals, communities and funding bodies; develop effectiveness in consultation, information and involvement in drug education; and enter into direct partnership with the widest possible range of interested groups in tackling substance misuse and developing initiatives.

**Priorities for Action:**

- Reduce the acceptability and availability of drugs
- Address the health risks related to the misuse of drugs
- Reduce the damage caused to communities by drug-related crime and increase their protection from such crime

## **3. Improving Road Safety**

A wide range of provision exists to aid information, education and the prevention of road accidents. This will continue but will be strengthened by the actions set out below.

**Priorities for Action:**

- Undertake proactive education and policing to ensure traffic safety at school entrance/exit points
- Implement traffic-calming measures at accident blackspots and within housing estates
- Promote safe cycle/walking routes to school
- Provide a high-profile and ongoing focus on speeding within built-up areas

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#### 4. Reducing Crime and the Fear of Crime

This section is closely inter-related with the section on Building and Sustaining Community Reassurance and Participation, in that the reduction of crime has a direct effect on one of the main contributors to the fear of crime.

As indicated earlier, levels of reported crime in the City have continued to drop, with the exception of certain categories of offences. The increased use of technology - for example, CCTV and DNA - has helped enforcement agencies to improve detection rates and this, together with intelligence-gathering and community-focused policing, is helping to reduce opportunities for crime.

##### Priorities for Action:

- Investigate options to improve/extend CCTV coverage and effectiveness
- React speedily to community hotspots by focused community policing
- Target key crime areas by high-profile intervention campaigns/initiatives
- Improve building facilities and design in order to reduce opportunities for crime
- Maintain support for information exchange networks to reduce anti-social behaviour, including Pub Watch and Retailer Anti-Fraud networks



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# DUNDEE - A REGIONAL CENTRE

Our vision is to develop a vibrant city region in which the strengths and opportunities of Dundee and the surrounding rural area are maximised.

## Introduction

The Dundee city region is relatively small and, in order to fulfil its potential, it is important that the city and the adjoining rural areas are developed in a balanced and sustainable manner. While Dundee will be the main employment, retail, education and cultural centre as well as the transport hub, the rural area has key strengths in the quality of the natural environment with international tourism and resources and a high quality of life. It is recognised that both the city and the wider region need to function effectively and that administrative boundaries do not prevent achievement of the vision.

## KEY OBJECTIVE

### 1. 'City-Region' Joint Strategies

Dundee already works successfully in partnership with its adjoining Councils on a number of strategic issues such as Waste Management, Local Housing Strategies and Structure Planning. Joint working will continue with the newly formed Regional Transport Partnership and the preparation of the new city region plans.

## Priorities for Action

- Work in partnership with adjoining Community Planning Partnerships to secure the implementation of an agreed city region vision.
- Continue to develop opportunities to work in partnership with neighbouring Councils to agree shared strategies for Dundee's City/Region.
- Work in partnership with adjoining Council's in order to agree joint funding arrangements for Regional facilities and services within the city region.



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# PHYSICAL DEVELOPMENT STRATEGY

Our vision will only be meaningful if it leads to real improvements on the ground in the key areas of the city

## Introduction

Whilst Dundee continues to face serious threats from depopulation and parts of the city are characterised by high levels of deprivation, in many respects the future for Dundee is positive. As the image and environment of the city improve, employment opportunities increase and we embrace with enhanced confidence the role of Regional Centre, the importance of realising further opportunities to develop Dundee cannot be over-emphasised.

It is with this recognition that, in order to achieve our 'City-Vision' for Dundee, we must advance a physical development strategy for the city which;

- recognises that investing in growth is required to build on the recent economic progress made in the city
- understands the crucial role that the improvement of infrastructure and the development of land can have on social exclusion and the quality of life in the city
- promotes sustainable development not only in terms of the environment, but also the social and economic sustainability of the city.

Therefore, as well as identifying seven strategic themes for priority action, this 'City-Vision' also seeks to set a spatial context within which opportunities to further enhance the City can be grasped and initiatives to tackle depopulation and social exclusion can be positively advanced. The task is to make Dundee a place where people want to stay; a place where businesses will want to invest and a place people will be happy to visit.

## LIVING IN DUNDEE

Enhancing Dundee's role as a strong Regional Centre demands the availability of quality living environments that can attract and retain people in the City.

There are, however, marked variations in the quality of living environments within the Dundee. This 'City-Vision' must meet the challenges of maintaining the quality of the best residential neighbourhoods whilst also encouraging improvements in less attractive areas.

In this regard, this 'City-Vision' identifies four Housing Investment Focus Areas in Dundee;

- Central Dundee;
- Stobswell/Baxter Park;
- the Caird/North West Suburb; and
- Dundee Western Gateway.

Within these areas, additional new housing will be encouraged, together with investment in social and physical infrastructure to improve the quality and choice of living opportunities in the City. To maximise the benefits of investment in these locations it will be necessary to carefully manage the release of land for housing in other parts of Dundee.

Decline in the population of the City over the last 30 years has created issues, stresses and substantive problems in the housing stock. Initially this stress has been focused in the least attractive parts of the Council's own housing stock where a housing surplus has resulted in significant levels of demolition in parts of the City.

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This has helped to improve the quality and profile of the City's housing stock. In the absence of any projected growth in the number of households in the City, new development will continue to fuel this housing surplus across all tenures. To address this surplus, as a last resort further demolitions of the least popular house types in the least popular locations will be necessary.

The type, size and quality of new development needs to reflect more popular sections of the housing market in order that continued demolition of the housing stock remains justified. In particular, there is a need to address the mismatch between the preponderance of flats in Dundee's housing stock and the increasing proportion of households that aspire to live in a house.

Therefore, it is the strategy of this 'City-Vision' to:

- enhance the range and quality of housing opportunities available as part of an integrated strategy to tackle population decline;
- strike an appropriate balance between the priority given to brownfield release and the demand for greenfield housing to satisfy varying household aspirations;
- manage the supply of brownfield housing land to ensure that new development is targeted to maximise benefit to the regeneration of the city;
- focus additional greenfield housing land release in the Dundee Western Gateway area, with modest allowance for further release elsewhere in Dundee;
- improve the choice of housing available in Dundee through encouragement, where appropriate, of the development of houses as opposed to flats; and
- demonstrate the long-term viability of inner-city tenemental communities by achieving a sustainable regeneration of the Stobswell area.

## WORKING IN DUNDEE

A diverse and buoyant local economy generates wealth and jobs within the area. Access to a range of jobs is important to people's quality of life and overall well being. However, the vitality of economic activity is equally dependent on the integration of all in society into the formal economic system. The 'City-Vision' must focus on removing the barriers to economic and social integration. A reduction in poverty in Dundee is desirable from an equity perspective and is fundamental to the strength of the economy itself.

It is a primary concern of this vision to foster conditions in which industry and commerce can flourish and employment opportunities in Dundee can increase.

The edges of economic activity are becoming more and more blurred, with traditional manufacturing industry in a further round of restructuring and the emergent service industries taking on ever changing incarnations. The pattern of employment has also changed with more smaller businesses and fewer larger businesses. Cumulatively, these small businesses employ a significant number of people and are an essential component in promoting economic growth.

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Business and industry is now much more mobile and investment decisions are often based on the availability of skills, facilities, transport and the quality of the environment. Economic expansion is the universal goal. Scotland in general and Dundee in particular faces very strong competition to be successful in this respect.

If Dundee is to succeed then it has to be able to offer attractive opportunities across a network of industrial and business sites. These should range from prestigious greenfield sites that can be marketed at an international level, through to brownfield sites that can accommodate a number of mixed uses and are readily accessible to local communities. It is crucial to recognise that the needs of businesses differ and that if Dundee is to respond positively to opportunities that arise, a choice of sites which can be developed for employment purposes must be available at all times.

The service industry is currently one of the fastest growing employment sectors. This is a very diverse and evolving sector and Dundee is well placed to attract service sector employment given the skills of the available workforce and the quality of the environment.

Our Universities and Colleges make a very significant contribution to the local economy, particularly in terms of job creation, research and development. Harnessing the scientific and technological knowledge gained in our universities and research organisations can create commercial success. In addition, cluster development can contribute to Scotland's competitiveness by promoting innovation and improved business practices.

Tourism is an important economic activity for the City that generates employment opportunities across Dundee and supports a growing number of jobs and businesses. Maintaining and enhancing the environment is important to the quality of life and the local economy. The long-term objective of establishing Dundee as a significant tourist and visitor destination has been progressed with the award winning improvements to the City Centre and the proposals for the Central Waterfront.

These improvements have been complemented by the redevelopment of the Overgate shopping centre. The increased appeal of the City for visitors and residents has been further assisted with the addition of the Dundee Contemporary Arts Centre, the Science Centre (Sensation) and the City Quay development. The City is also actively involved in promoting business tourism by enhancing Dundee's role as a major conference centre. This will be further improved by the increase in hotel provision in the City Centre.

Therefore, it is the strategy of this 'City-Vision' to:

- facilitate employment growth in Dundee by identifying and promoting a diverse range of economic development sites that encourage inward investment and assist the establishment and growth of indigenous business;
- promote new business development in Dundee Western Gateway and the proposed Digital Media Park;
- encourage the redevelopment of existing well located industrial and business sites for employment generating development;
- support and encourage appropriate developments that will enhance Dundee's attractiveness as a destination for a wide range of tourists and visitors; and
- work with the business community to provide land use requirements for economic development.



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## SHOPPING IN DUNDEE

Dundee operates as one of the key Regional Centres in the east of Scotland. Its role includes the provision of shopping facilities and services for a population extending far beyond the City itself to include Angus together with much of Fife and Perth and Kinross. The main aim is to support and enhance the City's Regional Centre role by a range of retailing and related measures, while at the same time, seeking not to undermine the viability of town centres in the city region area.

Over the past 10-15 years, major retail investment in the City has been heavily focussed on the city centre, out of centre developments like the retail parks and on food superstore developments. Within the City Centre, major investment in the redevelopment and refurbishment of the Overgate shopping centre has provided a major boost to the image and attraction of the City centre. There is now a need to capitalise on this situation by progressing measures to further enhance perceptions of the City Centre and strengthen its shopper and visitor appeal. A major opportunity exists to pursue this objective through the redevelopment of the Central Waterfront area to provide a further destination within Dundee's current range of retail and visitor facilities.

Dundee's District Centres, by contrast, have not attracted significant new investment in recent years and Albert Street and Hilltown have been the subject of separate studies to identify measures to tackle decline in their retail provision and in the overall shopping environment. There is a need to attract more investment to the District centres and to progress the improvement measures identified for Albert Street and Hilltown.

Therefore, it is the strategy of this 'City-Vision' to:

- consolidate and enhance Dundee's regional role by progressing an integrated package of retailing and related measures with particular emphasis on the City centre and District centres;
- consolidate the existing retail park at Kingsway East and also support the committed proposals for the expansion and redevelopment of Kingsway West retail park and for the new edge of centre retail park at East Dock Street;
- improve the quality and distribution of major food shopping by supporting major new foodstore provision in the north and west of the City;
- enhance the accessibility of out of centre retailing by measures to assist visits by travel modes other than the car and seeking to relocate poorly located retail warehouse units; and
- ensure convenient access to local shopping by providing appropriate support for existing shops and encouraging new provision in areas of need.

## THE ENVIRONMENT OF DUNDEE

Dundee has a varied built, historic and natural environment, with a diversity of features of local, regional, national and international importance. The quality of the environment is a major factor contributing our citizens well being and quality of life.

Visitors, tourists, local people and investors judge cities on the "sense of place" created by their environment. It is essential that this 'City-Vision' promotes, conserves and enhances the townscape, heritage and environmental qualities of Dundee.

Urban renewal and regeneration projects present significant opportunities in which to revitalise and improve the quality of the environment, not least in the City Centre, the Central Waterfront and along Major Routes into the City. The Central Waterfront, in particular, offers a unique opportunity to bring the City and its river back together again through the creation of a new urban quarter which will trigger a step-change in the image of Dundee.



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Open spaces are also an important part of our public realm, and add to the City's character and local distinctiveness. They are essential to the health and well being of the people of Dundee by providing extensive opportunities for sport, recreation and play, and offering citizens an escape from the demands of modern life. The environmental benefits of open space are also extensive. For these reasons, the way that we plan, manage and maintain our open space influences the way that communities and visitors perceive the City and how they connect and interact with its urban form.

Whilst the Council affords priority to the reuse of previously developed sites, it is recognised that not all derelict and/or vacant sites lend themselves at this time to redevelopment. Urban woodland and other types of open space with low intensity maintenance such as wildflower meadows, green access corridors and complementary recreational facilities are identified as possible permanent and temporary treatments for such sites.

The Council continues to support the principles of renewable energy, although there are relatively few opportunities for such developments within the City at the present time. The Council will monitor and respond to technological advancements in the renewable energy sector where they are appropriate to Dundee, such as wind or tidal power associated with the Estuary.

The National Waste Strategy and the Tay Area Waste Plan will provide a focus for waste management activity in the City. The Council will support development proposals that promote waste minimisation, reduction and recycling. The development of waste management facilities will be controlled and directed through the Local Plan to safeguard key environmental assets and the quality of life of residents.

In support of the Development Strategies of the Dundee and Angus Structure Plan and this Local Plan, there will be a general presumption against development in the open countryside outwith allocated sites, so that any expansion of the urban area can be carefully managed and controlled.

Therefore, it is the strategy of this 'City-Vision' to:

- ensure that new and existing developments achieve high standards of design whilst supporting the sustainable use and management of natural resources;
- protect and enhance the natural setting of Dundee and its environment by ensuring that new development respects landscape character, promotes biodiversity and facilitates public enjoyment and understanding of the outdoors;
- enhance environmental quality within the Housing Investment Focus Areas, District centres, Principal Economic Development Areas and General Economic Development Areas in particular;
- conserve the built and historic environment by protecting and enhancing listed buildings, buildings of townscape importance and other elements of the City's built heritage;
- achieve a network of open space for formal and informal recreation needs, coupled with indoor sporting and recreational facilities that meet the needs of residents, tourists and visitors alike;
- encourage urban woodland and open spaces with low cost maintenance regimes as attractive and sustainable treatments for brownfield sites which are unsuitable for development in the Plan period;
- provide a framework for renewable energy development and waste management; and
- restrain new developments in the open countryside outwith allocated sites.

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## ACCESSIBILITY IN DUNDEE

A successful City is one where movement between services and facilities by a range of transport modes is possible, thereby ensuring that accessibility is maximised and none in society are excluded. The transportation network is a key element in maintaining Dundee's position as an important economic and social centre, not only for its resident population, but also the wider community that Dundee supports.

The location of development is a key factor influencing the need for travel. All developments generate travel needs; the challenge is to locate development with efficiency and sustainable practices in mind. This includes measures such as careful design to permit accessibility by a range of transport modes and providing housing in locations that relate well to employment and service options, together with mixed use developments and small scale local facilities.

Whilst Dundee has an efficient overall road network, there remains a need to promote public transport, walking and cycling as options to the private car. Significant delays on the road network are uncommon and far below the scale expected of the other cities in Scotland, but complacency could easily erode that enviable position as the City has a low level of car ownership and current congestion hotspots can be identified. The long-term aim is to redress the balance between modes and reduce the dominance of the private car when planning for transportation provision to benefit the whole of the City's population.

As well as promoting alternatives, exercising an appropriate degree of regulation over car use must be considered. Whilst the private car has provided a greater freedom for many in Dundee, it has brought a cost in terms of localised congestion, safety, noise and air pollution concerns. It is not the ownership of cars that requires to be controlled, but principally their use in particular locations and at certain times of day. Dundee services a wide community with many people living outwith the City boundaries and the car remains an essential element in meeting their transport needs. Positive but balanced provision is accordingly required.

Therefore, it is the strategy of this 'City-Vision' to:

- encourage development in the right location so to reduce the need for travel;
- address accessibility issues by promoting alternative choice in the range of transport modes available for any particular journey;
- Locate regional facilities and services in locations which are easily accessible by residents in the wider city region by a choice of transport modes.
- control car use in a manner that is balanced with other modes; and
- where necessary, tackle congestion hotspots in order to support the overall efficiency of the network



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## MEASURING A SUCCESSFUL VISION

If our 'City-Vision' is to make a difference, we have to be able to measure our progress. To do this we have agreed a number of outcomes for each of our themes which will tell us over time whether we are succeeding or not.

### An Enterprising City

- Halt Dundee's population decline and achieve a stable and balanced population by 2006
- Increase the number of jobs in Dundee from the current level of 79,500 (February 2001) by at least 1% each year over the next five years giving an increase of 4,000 jobs to 83,500 by 2006
- Increase the average gross weekly earnings in Dundee up to the Scottish average by 2006 (from £336 in 1998 to £350 in 2006)

### Lifelong Learning

- Increase the number of participant hours in adult learning activity each week by 15% by 2006
- Establish Community Learning Plans for each priority regeneration area of the city by 2003
- Establish an accurate baseline and maintain high levels of participation in Lifelong Learning by older people
- An extensive set of performance indicators has been established to measure the outcomes of schooling in Dundee.

These are to be revised in 2002 and published in the first Community Plan progress

### An Inclusive City

- Increase the number of people taking part in community and voluntary activity by 10% by 2006
- Reduce the percentage of households in Dundee who are in receipt of housing benefit from 33.2% to 28% by 2006
- Reduce the percentage of the workforce who are unemployed from 7.2% to national average for Scottish cities by 2006
- Reduce the number of long-term unemployed by 10% by 2006

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## A Regional City

- Continue to work in partnership with adjoining Community Planning Partnerships.
- Prepare a new draft 'City-Region' Structure Plan by 2007
- Promote the interests of the city region in the Regional Transportation Partnership

## A Sustainable City

- Meet national Air Quality Standards by 2005
- Increase the number of journeys to work by bus by 33%
- Reduce biodegradable domestic waste going to landfill to 75% of 1995 levels by 2010
- Increase number of businesses in Dundee accredited with Environmental Management and Auditing systems to 30 by 2006
- Establish a Dundee Environment Trust & Sustainability Forum by December 2002

## A Healthy and Caring City

- Reduce the number of people under 75 dying from coronary heart disease by 50% by 2010
- Reduce the number of people under 75 dying from cancer by 20% by 2010
- Reduce the pregnancy rate among 13-15 year olds by 20% by 2010
- Reduce smoking among 12-15 year olds from 14% to 12% by 2005 and to 11% by 2010

## A Safe City

- Increase support arrangements for specialist forums delivering community safety work including the Multi-Agency Panel on Racial Harassment and the Domestic Abuse Forum
- Improve police responses to community concern over drugs by raising drug-related convictions by 5% by 2006
- Reduce accident levels by 5% by 2006 with particular focus on speeding and parking by drivers at school entrances and exits
- Reduce recorded crime by 5% on Housebreaking and 20% on Autocrime by 2006
- Reduce cost of crime related to Council property by 5% by 2006.

**Scottish Crop Research Institute**  
Proposed expansion of Research and Development facilities to the south of A90 dual carriageway to Perth.

**Western Gateway Business Park**  
Proposed strategic inward investment site to the north of A90 dual carriageway to Perth.

**Western Villages**  
Proposed development of three new high-quality villages set into existing countryside setting.

**Dundee Medipark**  
Development of site for cluster of biomedical research institutions.

**Ninewells Hospital**  
One of the largest regional teaching hospitals in the country, Ninewells is a natural focus for further improvements in health services and research.

**Ardler Village**  
Ongoing redevelopment of former council housing to create a new urban village as part of regenerated suburbs north of the Kingsway.

**Dundee Technopole**  
Inner city Business Park providing incubator units for emerging research technologies in the city.

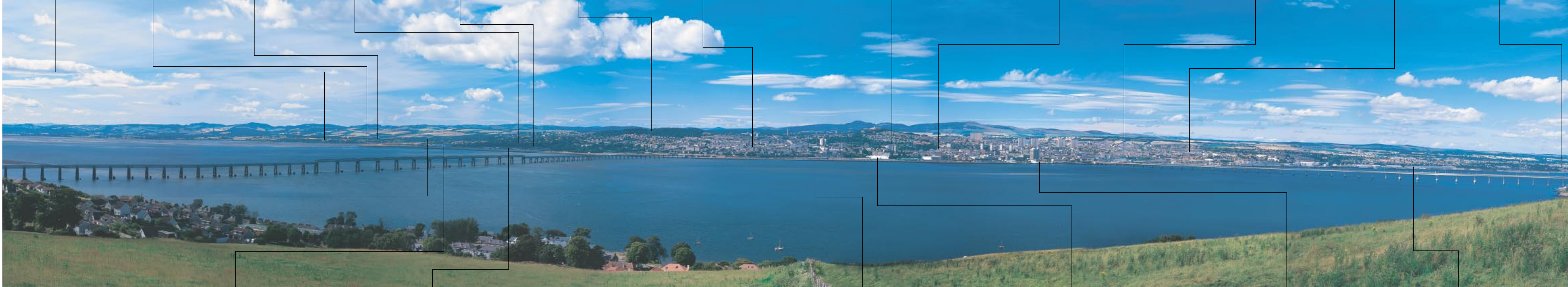
**Dundee University**  
The city's largest University is planning major improvements to its extensive campus that will further develop its range and quality of degree courses and student facilities.

**Abertay University**  
The city's newest university is continuing to develop its city centre campus as a focus for its growing reputation in Engineering, Management and Science degree courses.

**City Quay**  
Ongoing redevelopment of former docks by Forth Ports as a mixed-use quarter with housing, retail, hotel and offices.

**Stobswell**  
Proposed regeneration of inner city tenement area to form quality residential quarter and district centre. This project will be the focus for Dundee's allocation of vacant and derelict land funds.

**Eastern Villages**  
Proposed development of two new high quality villages set into existing countryside setting.



**Balgarthno Business Park**  
This proposed development will accommodate new technology related businesses as an extension to the Technology Park on the south side of the Kingsway.

**Dundee Technology Park**  
This premier business park continues to provide a high quality campus style environment for existing and new businesses in the city.

**Dundee Airport**  
This thriving regional airport provides direct daily links to London and Manchester and is crucial to business access to and from the city.

**Welcome Trust Extension**  
The proposed extension to this medical research institute will almost double its capacity which already links 250 leading bioscientists from Europe and North America.

**Digital Media Quarter**  
Redevelopment of former railway yards as a centre for new spin-out businesses from Digital Media Research.

**Central Waterfront**  
Proposed redevelopment of Road Bridge landfall areas to create new mixed-use urban quarter in the heart of the city. This project will be the basis of Dundee's bid to the Cities Growth Fund.

**Dundee Port**  
Recently extended deep water wharfage facilities will provide new opportunities for oil related usage of the city's modernised harbour.