

REPORT TO: CITY GOVERNANCE COMMITTEE – 22 JUNE 2026

REPORT ON: COUNCIL PLAN 2022-2027 - PROGRESS REPORT FOR 2025/26

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 127-2026

1.0 PURPOSE OF REPORT

- 1.1 To provide the fourth annual progress report on the Council Plan 2022/2027.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that Committee:
- a notes the progress made in 2025/26;
 - b remits the report to the Scrutiny and Audit Committee for further consideration; and
 - c remits the Council Leadership Team to monitor progress and implement improvements as necessary to deliver the outcomes agreed.

3.0 FINANCIAL IMPLICATIONS

There are no direct financial implications arising from the agreement of this report.

4.0 BACKGROUND

- 4.1 The [Council Plan 2022-2027](#) was agreed by the Policy and Resources Committee on 5 December 2022 (article II of the minute refers). The Council Plan 2022 - 2027 is the strategic plan for Dundee City Council as a corporate entity. It aims to set out the main corporate approaches, priority targets and actions, and key strategies for the purposes of public accountability on delivering on our priorities.
- 4.2 In line with the Council's performance management framework, the City Governance Committee receives an annual and six-monthly progress report on the Council Plan. The annual report (attached at appendix 1) aims to capture progress during 2025/26 on the Plan's main priority themes, actions, and targets. The mid-year report due in late 2026, will also include some annual data for 2025/26 not available for this report.
- 4.3 The report tracks performance with the indicators set in the plan, compared to the previous 2 years, and compared to the current year targets. It also includes progress made on each of the actions in the Plan.
- 4.4 Each service also sets out in more detail how they aim to support the delivery of the City and Council Plan priorities within their Service Plans being brought forward to Committees after summer recess.
- 4.5 Key strategic partners, Dundee Health & Social Care Partnership and Leisure and Culture Dundee, both make significant contributions to the delivery of the City and Council Plan priorities. They have separate reporting and governance arrangements but will bring forward reports to City Governance Committee to note their progress as appropriate.

5.0 PERFORMANCE AND PROGRESS SUMMARY

- 5.1 The Council Plan annual report shows the Council is focused on tackling its key priorities as well as contributing to those agreed in the Dundee Partnership's City Plan 2022/2032. It is building on over a decade of transformation in the city's economy and quality of life in

neighbourhoods. The increased focus on reducing child poverty and inequalities and tackling climate change addresses two areas from the evaluation on the previous Plan and the Council's Best Value Audit.

- 5.2 The summary of Council Plan performance by priority theme in the table on Page 7 of the main report shows that, overall, 68% of the 22 performance indicators in the Council Plan are on or within 5% of the target. This is an increase from 64% of performance indicators that were on or within 5% of the target in last year's 2024/25 annual report. The Deliver Inclusive Economic Growth including Community Wealth Building theme has seen the Council now within 5% of the target for 100% of its performance indicators. The table also shows that 68% of performance indicators have improved over the previous year, the same as 68% of performance indicators in last year's annual report.
- 5.3 The purpose of this type of reporting is to ensure focus on delivering the levels of improvement on key measurable outcomes. The Council Leadership Team reviews all areas to ensure all plans help towards the priority outcomes. Looking across the total number of indicators in the appendix, the most improved indicators and the areas for improvement are noted below. The areas for improvement on Page 9 will be a focus during the next year to get on track towards the target.
- 5.4 The summary of progress on the 43 actions in the Council Plan for the Council's 5 priorities shows that 36 actions are now over 50% complete or completed. 5 actions have been completed during 2025/26.
- 5.5 Appendix 1 attached is the full report setting out in detail our progress and includes the following sections:
- An introduction by the Leader of the Council and Chief Executive and Background (pages 3 - 6).
 - An overall summary of performance, and areas for improvement (pages 7-12).
 - A section on each theme covering priorities, a performance scorecard, and some key highlights and activity for the next six months:
 - Reduce child poverty and inequalities in incomes, education, and health (pages 13-27).
 - Deliver inclusive economic growth including community wealth building (pages 28-39).
 - Tackle climate change and achieve net zero by 2045 (pages 40-53).
 - Build resilient and empowered communities (pages 54-66).
 - Design a modern council (pages 67-80).

6.0 POLICY IMPLICATIONS

- 6.1 The progress presented in this report and all actions will make an impact on achieving the priorities and outcomes set out in the Council Plan 2022-27 report. The Integrated Impact Assessment (IIA) for previous years' reports continues to be accurate. Article II of the Minute of the Policy & Resources Committee on 5 December refers to the original report and IIA.

7.0 CONSULTATIONS

The Council Leadership Team were consulted in the preparation of this report.

8.0 BACKGROUND PAPERS

None.

GREGORY COLGAN
CHIEF EXECUTIVE

DATE: 1 JUNE 2026

ANDREA CALDER
HEAD OF CHIEF EXECUTIVE'S SERVICES

Dundee City
Council
Plan
2022-2027

Annual Progress Report 2025-26

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Introduction

by the Leader of Dundee City Council and the Chief Executive

This fourth annual progress report shows the Council is making steady progress on delivering on its Council Plan 2022-2027 objectives.

Together with the Dundee Partnership we are working to shape our future and improve the lives of the people who live, work and learn here. We are a caring city and tackling the root cause of poverty head on remains one of the biggest challenges we face, especially as the cost-of-living crisis continues to significantly affect many of our citizens.

We are **reducing child poverty and inequalities in incomes, education and health** by working to give every young person the best start in life. Closing the attainment gap is a key part of tackling the effects of child poverty and attainment levels in literacy and numeracy for our primary school pupils continues to improve to a level now above the Scottish average. We have won national awards for innovative approaches. In 2025, the city's Local Fairness Initiative in Linlathen won the Cosla Excellence SOLACE Best Team Award while What Matters To You was successful in the Strengthening Communities and Local Democracy category. We are working with communities in the North East and East End Wards to develop a whole family approach, ensuring that families get the support they need, where and when they need it.

We are **delivering inclusive economic growth** to create jobs and opportunities for all by keeping Dundee in the spotlight as a place to invest. In March, Dundee marked seven years as a living-wage city. There are approximately 120 Living Wage accredited employers headquartered in Dundee, collectively employing over 43,000 workers. Visitor numbers to the city have also increased for another year to 1.42m, bringing in £333m to the local economy. The Community Wealth Building Strategy's Action Plan has been agreed and is in progress, and we lead the way in local procurement, being the local authority with the highest proportion of local spend in Scotland. Key employment opportunities are being created through both major development projects and the expansion of industrial activity across the city, supporting job growth and benefiting communities facing the greatest challenges.

We are **tackling climate change** and making Dundee greener. We are consulting on plans for a nature network, which would create a connected network of green spaces and habitats across the city, enhance biodiversity while supporting climate resilience and community wellbeing. We launched our Air Quality Action Plan in November to improve public health and create a cleaner local environment for our citizens. We have also agreed our new Waste and Recycling Action Plan 2026/30, setting out a roadmap towards a waste-free Dundee.

We are **building resilient, empowered communities**. The past year saw Drumgeith Community Campus and Greenfield Academy officially opened. The campus is popular with pupils and local groups alike with state of the art facilities and a full programme of evening and weekend activities. The campus is delivering real benefits for the east end of the city by expanding access to services, improving facilities and supporting at risk individuals to help reduce inequalities and improve lives. The transformation of community services in Kirkton is well underway. Locals are embracing the new library and community facilities at the hub, and we are continuing to work with people in Kirkton in an ongoing effort to build a new community facility. The Community Benefits Programme continues to support local projects, several of which are benefiting from the community wishes initiative. The Capital Neighbourhood Fund has already allocated over £600k for local people to decide how to improve local community spaces and facilities.

Local government continues to face a very challenging situation. Once again, the Council has achieved a balanced budget, but we need to **Design a Modern Council** that can be sustainable for the long term. We continue with plans to rationalise our properties and redesign some services to be leaner yet able to meet people's needs. In living our values, and striving to deliver on our key priorities, we will be open and honest. We will let the data on performance targets and progress on our plans speak for themselves. Through progress reports on this Plan, and our other key plans, we will show our commitment to be inclusive, innovative and constantly learning about where we can improve.



Councillor Mark Flynn
Leader of Dundee City Council



Gregory Colgan
Chief Executive

Background

Dundee City Council fully endorsed the shared vision for our city set out in the Dundee Partnership's City Plan 2022 – 2032. This reflects a consensus in the city which we can all work towards and is set out as follows:



To achieve the vision, the Council Plan 2022-2027 sets out a commitment to focus on five strategic priorities for the life of the five-year plan and how the Council aims to support delivery on these. Underpinning this is our bold and ambitious culture to encourage everyone at Dundee City Council to live our values and deliver on these priorities.

The strategic priorities are:



Over the life of this 5-year plan, the aim is to make sure we can report on the social transformation of the city in the same positive terms as the economic transformation. Dundee, like many urban areas, has major social challenges to overcome. It is also clear that the pandemic and the cost-of-living crisis has exacerbated the challenges faced by the city.

At this stage in the year some of the annual data for 2025/26 is not available yet. Where this is the case, the report uses the most recent annual data available. For these measures where annual data is not available for 2025/26, these figures will be updated in the mid-year progress report when the 2025/26 data has become available.

Over the life of the plan, targets were set in year one (2022/23), year three (2024/25), and year five (2026/27).

Progress Summary 2025-2026

Table 1 (below) shows that, overall, 68% of the 22 performance indicators in the Council Plan are on or within 5% of the target. This is an increase from 64% of performance indicators that were on or within 5% of the target in last year's 2024/25 annual report. Within the Deliver Inclusive Economic Growth including Community Wealth Building theme, the Council is now within 5% of the target for 100% of its performance indicators.

The table also shows that 68% of performance indicators have improved over the previous year, the same as 68% of performance indicators in last year's annual report. All themes have achieved improvement in at least 67% of their performance indicators, with the exception of Build Resilient and Empowered Communities which has a lower improvement rate of 20%, although 80% of indicators within this theme are on target.

Table 1:

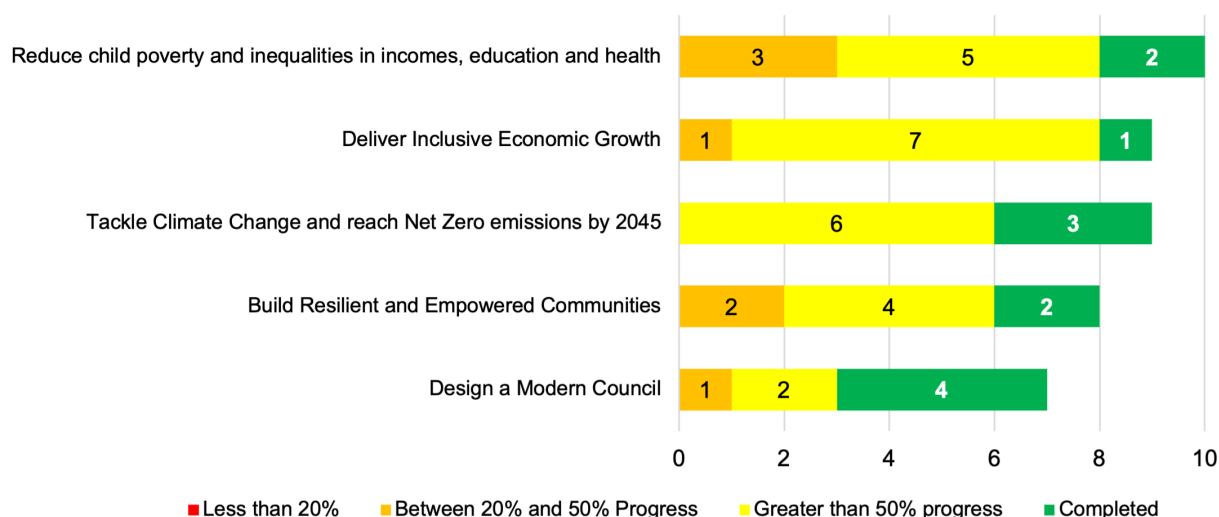
Priority Theme		Within 5% of target	Improved over previous year	Total Indicators
	Reduce Child Poverty and Inequalities in Incomes, Education and Health	3 (50%)	4 (67%)	6
	Deliver Inclusive Economic Growth including Community Wealth Building	4 (100%)	4 (100%)	4
	Tackle Climate Change and achieve Net Zero Carbon Emissions by 2045	2 (50%)	3 (75%)	4
	Build Resilient and Empowered Communities	4 (80%)	1 (20%)	5
	Design a Modern Council	2 (67%)	3 (100%)	3
TOTAL		15 (68%)	15 (68%)	22

Graph 1 (below) shows that all actions are in progress, which means someone has been assigned, briefed and already taken some steps towards achieving an action plan or the target. The percentage complete is a self-assessment of the progress on priorities in each theme and is defined in the Table 2 below. Responsible officers are advised to use the following definitions to help assess percentage complete. Twelve actions are now complete, including five which have been completed during 2025/26.

Table 2:

20%	The task is defined and agreed by relevant partners/stakeholders.
40%	Necessary tasks planned and implementation in early stages.
60%	Number of key actions achieved/agreed process or improvement taking shape or in place or underway.
80%	Majority of actions achieved/ agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule.
100%	Action has been completed, and objectives have been achieved.

Graph 1: Council Plan Actions progress



The following sections on the five Council Plan themes highlight the activities completed or those where we are making considerable progress this year as well as the actions which need more progress.

Areas for Improvement and Improvement Action Plan

The table below outlines progress on previously highlighted areas for improvement, and highlights areas for improvement in the year ahead based on the performance indicators furthest away from the target and with no improvement on the year before.

Performance Indicator to be Improved	Indicator Performance and Planned Improvement Activity	Status/Target Completion Date	Lead Officer & Service
Annual emissions from energy use in the council's property estate in tonnes of CO2 equivalent (tCO2e).	This indicator was previously highlighted in the Mid-Year Progress Report , due to being above the target. However, new data since this last report shows a significant improvement in this indicator, which has decreased by 8% between 2024/24 and 2025/26. It is now within 5% of the current year target. Because this indicator has decreased and is now within close proximity of the target, it no longer needs prioritising as a highlighted area for improvement. However, work will continue to reduce the emissions from the Council's property estate through the Net Zero Transition Plan.	Completed Improvement shown.	Head of Design & Property

Performance Indicator to be Improved	Indicator Performance and Planned Improvement Activity	Status/Target Completion Date	Lead Officer & Service
Average Total Tariff for SIMD1.	This indicator was previously highlighted in the Mid-Year Progress Report. Available analysis highlights variation in attainment across SIMD Quintile 1, with outcomes strongly influenced by stage of leaving. Pupils who remain in school to S6 attain complementary tariff points in line with, or above, the Virtual Comparator, demonstrating that retention in the senior phase is a key factor in improving outcomes for young people from the most deprived areas. Planned improvement activity includes: • Continue to improve senior phase pathways, including access to a broader range of qualifications and flexible curriculum options that meet learners' needs, increase staying on rates and raise attainment. • Continue to target support at the lowest attaining 20% through focused literacy, numeracy and attainment interventions within the senior phase. • Continue to strengthen partnership working with colleges, training providers and employers to improve progression pathways and increase the proportion of young people entering sustained positive destinations. • Use Insight and school level data more rigorously to identify where attainment for SIMD Quintile 1 learners is strongest and replicate effective practice across schools. The Annual Education Plan and individual School Improvement Plans contains further improvement actions.	30th September 2026 The date above will be when next year's data will be available for comparison to show if there has been improvement.	Head of Education, Children & Families

Performance Indicator to be Improved	Indicator Performance and Planned Improvement Activity	Status/Target Completion Date	Lead Officer & Service
Town Vacancy Rate.	This indicator was previously highlighted in the Mid-Year Progress Report. There is positive progress including the introduction of the City Centre Commercial Waste Project, which has significantly reduced the clutter of trade bins on streets, and encouraging better recycling. There is strong partnership approach in relation to Youth Diversionary Activity working with Dundee Youth Network, Anti- Social Behaviour Team and Police Scotland. The Business Improvement District (BID) has been approved, with city centre businesses overwhelmingly voting to create a £2.4 million, five year programme focused on cleaner streets, enhanced maintenance, safety, and coordinated events and marketing. These achievements build on to the City Centre Strategic Investment Plan, and the city centre is well positioned to accelerate momentum and reposition the city centre as a cleaner, safer, and more vibrant destination helping attract investment and fill vacant shops.	30th September 2026 The date above will be when next year's data will be available for comparison to show if there has been improvement.	Head of Planning, Economic Development and Regulatory Services.
Increase the percentage of waste recycled within the city.	This indicator was previously highlighted in the Mid-Year Progress Report. Improvement in the city's recycling rate has been identified as a key priority following its recent deterioration. In response, the Waste Team has developed and published an updated Waste Strategy and Action Plan for 2026–2030. This strategy outlines a series of key actions, including initiatives linked to the Take Pride in your City Campaign, aimed at driving improvements and achieving long-term sustainability goals.	30th September 2026 The date above will be when next year's data will be available for comparison to show if there has been improvement.	Head of Environment, Neighbourhood Services

Performance Indicator to be Improved	Indicator Performance and Planned Improvement Activity	Status/Target Completion Date	Lead Officer & Service
Increase the percentage of care experienced young people in positive destination.	This indicator is a new area for improvement highlighted in this report. The service is focusing on improving the attendance, attainment and positive destinations of young people in kinship care through several measures. This includes targeted support at home, in school and in the community, alongside enhanced pathways out of school into further education, training and employment. It also includes a strengthening of supported accommodation for all care leavers.	31st March 2027 The date above will be when next year's data will be available for comparison to show if there has been improvement.	Head of Children & Families Social Work and Community Justice, Children & Families

Reduce Child Poverty and Inequalities in Incomes, Education & Health



“Dundee will be a caring city which has tackled the root causes of poverty and delivered fairness in incomes, education and health.”

Dundee Plans

The Council has several plans and strategies that are focused on reducing child poverty and inequalities in the city. These include:

- Local Child Poverty and Fairness Action Plan
- Children and Families and Chief Executive's Service Plans
- Equalities Outcomes Action Plan 2025/29
- British Sign Language Plan 2024/30
- Our Promise 2023/26
- Discover Work Strategy & Action Plan 2022/2027
- Positive Destination Improvement Plan
- Local Housing Strategy 2026/2030

Strategic highlights from last year

- Latest data shows that the improving trend of school attendance levels for all children and young people living in SIMD 1 is continuing. Attendance levels have been increasing per annum over the last 4 years and now sits at 87.9%.
- Take up of free school meals for children and young people in P1-S6 continues to show an improvement year on year. Over 59.5% of children and young people are accessing free meals, the highest ever level and significantly surpassing the target of 54%. The take up of free concessionary travel continues to increase, with 82.7% of 5–21-year-olds now having an NEC card which includes a free bus pass.
- Closing the poverty-related attainment gap is a key part of tackling the effects of child poverty. The attainment gap for both literacy and numeracy for primary school children has decreased between 2023/24 and 2024/25. However, senior phase attainment remains a key area for improvement as the 2024/25 average tariff score for school leavers living in the most deprived communities within the city was 563, a decrease of 30 points from 2023/24.

- 2025/26 saw the implementation phase of “A Step Change in Positive Destinations for Young Dundonians”. The plan explicitly aims to close the participation and destinations gap for young people from the most deprived communities, including SIMD1. Each secondary school now has a senior leader (Depute Head Teacher) designated as the Senior Responsible Officer for youth participation up to age 19. This role includes accountability for young people post school, not just leavers, which is critical for SIMD1 cohorts where drop off often happens.

National Performance Framework (Aligning global, national and local aims)

The UN Sustainable Development Goals	The National Performance Framework		Council Plan Key Priority
	 We are well educated, skilled and able to contribute to society  We grow up loved, safe and respected so that we realise our full potential  We are healthy and active  We protect human rights and live free from discrimination	 We are creative and our vibrant diverse cultures are expressed and enjoyed  Tackle poverty by sharing wealth, opportunity and power more equally  We live in communities that are inclusive, empowered, resilient and safe	 Reduce child poverty and inequalities in incomes, education and health  Resilient and Empowered Communities  Design a Modern Council

Actions completed 2025/26

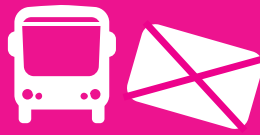
- Deliver on the Mainstreaming Equalities Report Action Plan 2021/25.

Actions due for completion 2026/27

2026/27 is the final year of this Council Plan, and most actions in progress are due to be completed by March 2027. All actions are currently on schedule:

- Continue work to reduce the cost of the school day.
- Implement the recommendations of The Promise.
- Prioritise welfare support grants to children and families.
- Maintain momentum in energy efficiency and wall insulation programmes to reduce fuel poverty for children and families.
- Monitor Progress of the Local Fairness Initiatives to ensure support and engagement across council services, as well as implementing changes to services or policies, as appropriate.

82.7%



Take up in Dundee of young people aged 5-21 using a National Entitlement Card for free bus travel.

59.5%

Take up of free school meals (includes pupils from P1-S6).



629



2021/22

577



2022/23

593



2023/24

563



2024/25



Average tariff score for pupils living in SIMD Quintile 1.

Priorities in Action

Income Maximisation for Children and Families

Income maximisation is a key mechanism that the Council and other public and third sector organisations can use to reduce poverty by providing people in Dundee additional financial gains to use for everyday costs. Importantly, it can leverage large social value for a much smaller proportion of cost. A social return on investment report by the Improvement Service showed that an overall social gain of £968,175 was levered from an investment of £31,000. This equates to £32 per £1 spent, emphasising excellent value and a model to be replicated going forward.

Council Advice Services in Dundee have successfully helped secure over £17 million in financial gains for people across the city in 2024/25. Compared to the previous year, there has been a 37% increase in the total amount of money put back into people's pocket. This is largely a result of increased collaborative partnership working and more proactive community engagement. Significant financial gains and benefit claims were made in several key areas over the past year, including:

- Maximising benefit uptake with Macmillan Cancer Support – over £2 million
- Working with Midwives and Health Visitors to identify and support people eligible for financial support – over £500,000
- Pension Credit Take-Up campaign – over £2 million
- Partnership work with GP surgeries – over £3 million

A further £4.2m and £2.2m of financial gains were secured through Brooksbank Centre and the Citizen's Advice Bureau respectively, adding up to a total of £23.4m of additional money for people in the city.

In addition, the Council's money advisers have been working with people who are struggling with debt, offering advice and assistance to help them regain financial stability. As part of the proactive community engagement efforts, Council Advice Services has been holding clinics directly in local communities. These clinics are available in several locations including Lochee Hub, Broughty Ferry Library, and St Mary's Community Centre. School linked welfare and benefits advice services continued in Morgan, Baldragon and Greenfield Academies throughout 2025/26, supporting families to maximise income, prevent rent arrears and avoid crisis situations such as homelessness or fuel poverty.

The 2025/26 Council budget allocated £500,000 for cost of living support, targeted at households experiencing financial hardship, including families with children.

The Council is dedicated to supporting customers remain in their tenancies via the Discretionary Housing Payment fund. In 2025/26, over £4m of Discretionary Housing Payments/Local Authority Hardship Fund Payments have been awarded to tenants.

To help families and children the cost of school meals was frozen again in the 2026/27 budget.

Reducing the Cost of the School Day

Ongoing targeted mitigation work to reduce the cost of the school day (meals, transport, participation) continued during 2025/26, helping ensure children from low income households could fully access education. All Dundee schools have a Cost of the School Day action plan which are reviewed annually and integrated into school improvement strategies. The key city-wide pledges are:

- No child starts school without breakfast.
- No child misses P7 residential due to cost.
- Affordable school uniforms available (most schools have uniform shops).
- Leadership for Equity programme in development to enhance knowledge, awareness and improve practice.

School meal prices were frozen for the 2025/26 financial year, directly reducing daily household costs for families with children during the ongoing cost of living crisis. Most schools offer free breakfast through clubs, toast rounds, or snack boxes, and Swap shops, donations, and clothing grants are widely used.

Local Fairness Initiatives

During 2025/26, the Local Fairness Initiatives (LFIs) sustained a highly targeted, place based approach to reducing poverty and inequality, with Linlathen continuing as the most developed locality. Delivery focused on income maximisation, reducing the cost of living, improving employability, strengthening wellbeing and simplifying access to support services. Key achievements included maintaining trusted, multi agency local access points for welfare and financial advice; supporting residents to progress towards and into employment through integrated employability pathways aligned with the Child Poverty Pathfinder; improving access to coordinated housing, health and family support; and strengthening community resilience through co produced wellbeing activity and resident led initiatives. The LFIs continued to operate as a system change model rather than a short term project, embedding co production, early intervention and partnership working, with learning from Linlathen informing wider approaches across Dundee.

During 2025/26, a major external wall insulation and whole house retrofit programme commenced in Linlathen, covering 121 properties. The project forms part of a wider programme to tackle fuel poverty and improve energy efficiency in high deprivation areas.

During 2025/26, the Local Fairness Initiative received national recognition for collaborative, place based working. This included winning the APSE Service Award for Best Collaborative Working Initiative and the COSLA Excellence Award (SOLACE Best Team) in 2025. The initiative was also shortlisted for COSLA Excellence Awards in Tackling Inequalities and Improving Health & Wellbeing.

The Promise

Considerable progress is being made in Dundee to improve outcomes for care experienced children, young people and care leavers. Since implementation, 19 initiatives out of a total of 29 have been completed and the remaining 10 are making good progress. Key highlights to date include: A 14% reduction in the number of care experienced young people, from 375 in 2023 to 335 in 2025; The school attendance rate for care experienced pupils is now 82.8%, higher than the Local Government Benchmark Framework Family Group average of 80.5%; and the percentage of care experienced pupils achieving one or more awards at SCQF Level 4 or better has steadily increased from 73% in 2020–21 to 81% in 2024–25.

Work continues to strengthen the support provided by the New Beginnings Team to vulnerable parents and carers with babies and infants. Over the past year, 70% of referred babies were able to remain either at home in the care of their parent or with a kinship carer. Other initiatives to support parents and carers with babies and infants includes Alternatives Counselling helping people with emotional health concerns and Tayside Council on Alcohol assisting those who have previously had children removed from their care.

During 2025/26, Dundee continued delivery of relationship based, early intervention family support through Children's Services, supported by the £2m additional Children's Services investment built into the 2025/26 budget. This funding supported services that reduce escalation to statutory intervention, consistent with The Promise commitment to early help rather than crisis response.

LFIs are explicitly linked to the Child Poverty Pathfinder, aligning adult income stability with children with lived experience, an approach endorsed by The Promise.

Youth work programmes operating in deprived communities continued through 2025/26 (e.g. Positive Minds), enabling young people including care experienced young people to shape provision, gain confidence and achieve accredited learning. These programmes align with The Promise objective that children influence decisions affecting their lives, not just receive services.

There was a reduction in children living in temporary accommodation and children linked to homeless applications, with prevention activity and housing stability measures continuing into 2025/26. Stability of home environments is a direct enabler of Promise outcomes relating to safety, attachment and continuity.

All of this work reflects system reform, not isolated initiatives, and aligns strongly with national expectations for Promise deliver.

Free Bus Travel for Under 22s

Under 22s have access to concessionary travel which includes a free bus pass. Dundee City Council has actively promoted the scheme through local communications, surveys and engagement with young people and families, alongside practical support to access National Entitlement Cards and partnership working with local bus operators to ensure ease of use.

By the end of 2025/26, there were 24,913 under 22-year-olds with an NEC card with the free bus travel on it, up from 24,309 at the end of 2024/25. That is 82.7% of the Dundee 5-21 population. Targeted local promotion and engagement have contributed to increased take up of under 22 concessionary travel in Dundee. This consistent promotion helped normalise free bus travel, increase awareness and reduce access barriers, and reinforce its role in supporting education, employment and social participation.

Mainstreaming Equality

During 2021–2025, Dundee City Council achieved meaningful progress in mainstreaming equality by embedding equality and human rights more consistently into governance, planning and decision making, particularly through strengthened use of integrated impact assessments and closer alignment with the Council Plan. A substantial programme of actions across the seven equality outcomes was delivered or advanced, including improvements in workforce equality monitoring and reporting, wider promotion of Fair Work principles, strengthened partnership working across education, health, social care and community justice, and improved consideration of equality in transport and service access. The period consolidated equality as a core part of day to day Council activity rather than a standalone function. However, key challenges remain in relation to educational attainment gaps, health inequalities, poverty related disadvantage and Fair Work and improving outcomes in those areas are set out within the refreshed priorities and actions contained in the 2025–2029 Equality Mainstreaming Report.

The Equalities Mainstreaming Action Plan (2025-29) was approved at City Governance Committee in April 2025. The plan aims to strengthen and embed equality, diversity and human rights across all aspects of Dundee City Council's functions, building directly on progress and learning from the 2021–2025 period. New equality outcomes and actions have been agreed for 2025–2029, focused on ensuring equality is mainstreamed into governance, strategic decision making, service planning and delivery, rather than treated as a standalone activity, and confirms continued use of integrated impact assessments and the Fairer Scotland Duty to address socio economic disadvantage. It also aims to improve transparency and accountability through updated employee equality monitoring, gender pay gap reporting and evidence based use of workforce and service data, while supporting partnership working where equality outcomes cannot be delivered by the Council alone. Overall, the report seeks to deliver a refreshed, realistic programme of equality outcomes for 2025–2029 that responds to persistent inequalities identified during 2021–2025 and aligns equality delivery with the Council Plan and wider strategic priorities.

Positive Destinations for Young People 16-19

Dundee has achieved consistently high and improving outcomes for young people entering positive destinations on leaving school, with outcomes supported by senior phase attainment and strengthened transition support. The proportion of school leavers entering an initial positive destination for the academic year 2024/25 remains high at 93.7%, although there has been a small decrease from 94.8% in 2023/24. This decrease reflects a trend in local authorities which are in Dundee's LGBF family group of councils that have similar characteristics.

Improvements in attainment at National 5, Higher and Advanced Higher have helped strengthen readiness for post school pathways. The number of young people achieving passes at National 5, Higher and Advanced Higher level has increased in Dundee. The pass rate at grades A–C for National 5s in Dundee has increased from 74.9% in 2024 to 77.0% in 2025, which is higher than the pre-pandemic 2019 pass rate of 74.9%. The pass rate at grades A-C for Highers increased from 70.3% in 2024 to 70.6% in 2025. The pass rate at grades A-C for Advanced Highers increased from 70.0% in 2024 to 73.4% in 2025.

Targeted work with partners has focused on reducing drop out, improving sustained participation, and developing a school–college–work experience model to better support young people requiring additional help at transition points. Taken together, the data indicates strong performance in supporting 16–19 year olds into education, employment or training, with ongoing work directed at further improving sustainability and equity of outcomes.

All in Dundee has committed to flexibility, with a desire to deliver services in partnership with the Council including the 'Collaborative and Coordinated' aspects of the Challenge Fund. Elements of All in Dundee's service offer were scaled up during 2025/26. An Alternative Route Collaborative (ARC) is designed specifically to support young people who have engaged with Dundee City's offsite provisions, including Rockwell Learning Centre, PACE, or RISE. This was developed in direct response to findings of 'A Step Change in Positive Destinations for Young Dundonians'.

Other additional support was made available for young people and parents to enable their participation in further education, training, or employment. For example:

- Discover Together – 6-month paid placements for up to 8 unemployed or underemployed parents within NHS Tayside. Placements are paid above the Real Living Wage and offer family friendly working pattern to accommodate family commitments;
- Scottish Childminding Association (SCMA) Programme for Scotland's Childminding Futures - A programme to support up to 10 new childminders in Dundee with a training and induction package from SCMA, business start-up support from Business Gateway, and a Scottish Government Business Grant.

- Earn and Learn Opportunities - Up to 14 Modern Apprenticeship opportunities with partner organisations for young people not participating in employment, education, or training. This was developed in direct response to findings of 'A Step Change in Positive Destinations for Young Dundonians'.

Further information on performance of the Employability Pathway programme up to 31/03/2026, including a summary of customers supported (e.g. equalities data; characteristics; circumstances; locality by ward, community, data zone), will be included in a report for the City Growth & Infrastructure Committee later in the year. The information will be used to inform improvement activity - e.g. community and customer engagement activity as part of the 'Stakeholder Engagement Plan'.

Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
Reduce Child Poverty and Inequalities in Incomes, Education and Health	1	3	3	6	4 (67%)

Most Improved PI's 	Most Deteriorating PI's 
Percentage of 5-21 population who have a free bus concession NEC smartcard.	Percentage of care experienced young people in positive destinations.
% Take up of free school meals entitlement P1 - S6.	Average Total Tariff for SIMD 1.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
		Data	Data	Data	Target	Target			
	Overall school attendance of all children and young people living in SIMD 1**.	87.0%	87.8%	87.9%	95.0%	96.0%			Latest figure is attendance from the start of academic year 2025/26 up to March 31st. Improving this indicator remains a key priority.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
	Average Total Tariff for SIMD 1*.	577	593	563	660	805			There have been different approaches to awarding in sessions since 2019/20. Comparisons of attainment between years should be treated with significant caution and do not allow for conclusions to be drawn on changes in education performance during this time. The next interim update due September 2026.
	Percentage of 16–19-year-olds living in SIMD 1 areas participating in positive destinations*.	84.1%	87.3%	87.3%	90%	93.5%			Skills Development Scotland published their participation measure 2025 in August 2025. This reported that 87.3% of 16-19 year olds in Dundee City living in SIMD Quintile 1 were participating in education, employment or training. The improvement between 2023 & 2024 has been maintained.
	Percentage of care experienced young people in positive destinations*.	71%	100%	84%	94%	96%			Most care experienced children are in positive destinations. This indicator can fluctuate due to a small number of care experienced children who are 16+. Key workers in the youth employability service are continuing to support Children and Young People across Dundee and support them into positive destinations.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
	% Take up of free school meals entitlement P1 - S6.	52.5%	58.6%	59.5%	54.0%	60.0%			This indicator measures take up of free school meals for all primary pupils and includes the P1-P5 group who have universal entitlement to free meals.
	Percentage of 5-21 population who have a free bus concession NEC smartcard.	75.2%	80.7%	82.7%	86.0%	91.0%			The high percentage of under 22s accessing concessionary travel has improved again in 2025/26 with 82.7% now possessing an NEC smartcard.

* Data is a year behind i.e. latest figure data and current year target is for 2024/25

** Latest figure data is March 2026. Current year target shown is target for 2025/26

Performance Indicator Key

Status		Short Term Trend		Long Term Trend	
	More than 5% away from Target		Improving		Improving
	Within 5% of target		Maintaining		Maintaining
	On Target		Deteriorating		Deteriorating

Progress on Key Actions

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
✓	Deliver on the Mainstreaming Equalities Report Action Plan.	100%	31st March 2025	Equalities Mainstreaming Action Plan (2025-29) approved at City Governance Committee on 21 April 2025.	CEX
✓	Promote the uptake of concessionary travel scheme for young people, ensuring quick and easy access to entitlement.	100%	31st March 2027	Completed September 2024. This indicator will continue to be monitored and reported on via the service plan for the Chief Executive's Service.	CEX
▶	Continue work to reduce the cost of the school day.	93%	31st March 2027	A meeting with appropriate stakeholders was held in April 2026 to discuss and agree how all schools and nurseries can go further with their commitments to reducing the cost of the school day. Agreed actions are being taken forward and progress will be recorded and monitored.	CF
▶	Implement the recommendations of The Promise to deliver the Scottish Government's commitment to care for Scotland's most vulnerable children and give them the best possible childhood.	92%	31st March 2032	The Our Promise Annual Report, approved by Elected Members in November 2025, highlights progress over a range of areas. The next 3-year plan will be incorporated into the Children's Service Planning Partnership Plan 2026-29, where care experienced children and young people will continue to be a key priority with annual updates on progress.	CF
▶	Prioritise welfare support grants to children and families.	90%	31st March 2027	Collaborative working continues with school co-location work proving very successful. Income Maximisation gains from all schools includes access to the various welfare and fuel support grants available.	CS

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Monitor progress of the Local Fairness Initiatives to ensure support and engagement across council services, as well as implementing changes to services or policies, as appropriate.	90%	31st March 2027	An evaluation of the Linlathen Local Fairness Initiative (LFI), including key lessons, was completed and presented to the Child Poverty & Inequalities Strategic Leadership Group. The Stobswell LFI is fully into implementation phase with the drop-in established, employability support deployed and action progressing on support to people in private tenancies.	CEX
	Maintain momentum in energy efficiency and wall insulation programmes to reduce fuel poverty for children and families.	70%	31st March 2027	The next phase in the Retrofit programme, Linlathen Phase 1, has been approved by Committee and works commenced in March 2026. Phases 2 and 3 will continue before progressing retrofit projects at Glenprosen, Lawton and Fleming Gardens Developments.	NS
	Build on the United Nations Convention on the Rights of the Child #MakeltRight campaign encouraging young people to know about their rights under the UNCRC, and for adults and the public sector to help safeguard those rights.	43%	31st March 2027	An audit of where schools are in relation to the Rights Respecting Schools Award (RRSA) has been concluded and an officer has been assigned to support schools in progressing this. Almost all of Dundee schools have achieved Bronze RRSA Award. 15 schools have achieved Silver RRSA and four schools achieved Gold.	CF

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Deliver on the Mainstreaming Equalities Report Action Plan 2025/29.	30%	31st March 2029	The Equality & Mainstreaming Report & Action Plan is discussed as a regular agenda item at the Corporate Steering Group Meetings and Council Leadership Team are updated on progress as appropriate.	CEX
	Expand our free early years education to all 1- and 2-year-olds, starting with children from low-income households.	25%	31st March 2027	110 families with children under 3, who are not yet eligible for free early learning and childcare and who live in the North East and East End Wards of Dundee have engaged in the project between October 2025 and March 2026. Early Years Family Workers continue to take the opportunity to consult with families to gather their views, needs, and childcare preferences and will collate and analyse responses.	CF

CD-City Development, CEX-Chief Executive Services, CF-Children and Families, CS-Corporate Services, NS-Neighbourhood Services

Action progress symbols and progress percentage explained

	In Progress - Action is progressing well, on target for achieving all objections set in the initiation phase. 20% - The task is defined and agreed by relevant partners/stakeholders. 40% - Necessary tasks planned and implementation in early stages. 60% - Number of key actions achieved/agreed process or improvement taking shape or in place or underway. 80% - Majority of actions achieved/ agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule.
	Overdue – Action is still progressing; however, it has exceeded its due date.
	Completed - Action has been completed, and objectives have been achieved.

Deliver Inclusive Economic Growth and Community Wealth Building



“Dundee will have a strong, creative, smart and sustainable city economy with jobs and opportunities for all.”

Dundee Plans

- The Tay Cities Region: Prospectus for Regional Growth 2025/2035
- Dundee City Centre Events Strategy 2024/29
- Dundee Tourism Strategy 2025/30
- Discover Work Strategy and Action Plan 2022/2027
- Dundee Local Development Plan
- City Centre Strategic Investment Plan 2050
- Waterfront Masterplan 2001/2031
- Community Wealth Building Strategy 2025/30
- Economic Vision and Action Plan

Strategic highlights from last year

- Significant external funding to support inclusive economic continues to be managed by the Council. During 2025/26, Dundee City Council used UK Shared Prosperity Fund (UKSPF) and Tay Cities Regional Deal investment to support inclusive economic growth through business support, employability, regeneration and capital investment. UKSPF was deployed to provide digital and grant support to SMEs, deliver business growth and innovation funding, support skills development through Dundee & Angus College, and fund community outreach advisers to widen access to start up and business support. In parallel, Tay Cities Regional Deal funding continued to support employability programmes, and wider economic regeneration activity.
- The Bell Street Hub, a £14.4 million Levelling Up funded project became partially operational during 2025/26 with the re-opening of the refurbished parking facility and core transport infrastructure. The hub has transformed the former Bell Street multi storey car park into a Green Multi Modal Transport Hub, supporting sustainable travel, electric vehicle infrastructure and active travel facilities. The ground-floor green travel facility will open during 2026. The project has attracted significant national and sector specific attention through construction, sustainability and transport media and was shortlisted for a COSLA Excellence Award in the “Building Towards a Just Transition” category.

- Latest data available (for 2024/25) shows Dundee has 9,000 jobs within the tourism sector. The Waterfront developments continue to contribute to the City's economic growth by attracting and retaining major employers, tourism growth and construction and supply-chain activity.
- Employability services continued to support residents into positive destinations during 2025/26, with targeted support for young people, care experienced leavers and those furthest from the labour market through the Discover Work partnership and employability pathway approach.

National Performance Framework (Aligning global, national and local aims)

The UN Sustainable Development Goals



The National Performance Framework



A globally competitive, entrepreneurial, inclusive and sustainable economy



Thriving innovative business with fair and quality jobs for everyone



Open connected and make a positive contribution internationally

Council Plan Key Priority



Deliver Inclusive Economic Growth (including Community Wealth Building)

Actions completed 2025/26

- Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs.

Actions due for completion 2026/27

2026/27 is the final year of this Council Plan, so most actions in progress are due to be completed by March 2027. All actions are currently on schedule:

- Continue to raise the profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to businesses, investors, developers and visitors.
- Increase the number of start-ups and SMEs in the city and support their expansion.
- Maximise apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice.
- Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations.
- Continue to grow the number of jobs within Dundee Waterfront.
- Increase and enhance employment pathways, in particular supporting around 11,000 economically inactive people towards job seeking and 16–19-year-olds into positive destinations.
- Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre.

57.7%

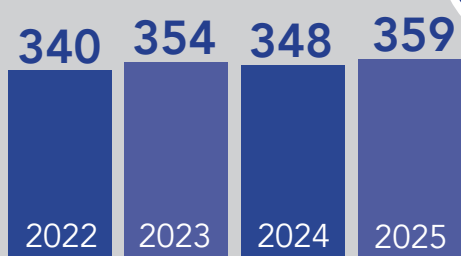


of Dundee City Council procurement spent with Dundee based organisations in 2024/25.

2021/22 - 36.0% • 2022/23 - 38.9% • 2023/24 - 47.0%

Target
2024/25 - 41%
2026/27 - 50%

Business SME business
base per 10,000 population



Target
2025 - 372

1.42m

Visitors to Dundee in 2024,
bringing **£333m** into the city.



Priorities in Action

Long-term City Centre Investment Plan to deliver a vibrant City Centre

This work has been driven through delivery of the City Centre Strategic Investment Plan (CCSIP) 2050, which provides the strategic framework for regeneration activity and has enabled the Council to progress both visible public realm improvements and longer term development proposals.

Work to permanently transform Union Street into an accessible pedestrianised space co-designed in collaboration by Dundee City Council, the Walk, Wheel and Cycle Trust and UNESCO City of Design with input from the public and key stakeholders began in February 2026. This city centre project has been awarded more than £1 million of funding from the Scottish Government, with a tender worth nearly £1.9 million for Tayside Contracts approved by the Council in 2025. The project will also provide improved crossings over Nethergate to the north and Yeaman Shore to the south. Union Street will be transformed into high-quality, accessible, level public space with seating, shelters, a public events space, planting, cycle parking, space for outdoor eating and drinking and new and improved lighting.

During 2025/26, several other key developments reached completion or opening, demonstrating tangible investor confidence and progress against the City Centre Strategic Investment Plan (CCSIP) objectives. These include the completion of the BT Headquarters on West Marketgait, the opening of a major new city-centre event and culture in venue LiveHouse, and the opening of new major retail stores in the Overgate Centre, including the flagship store Frasers.

Housing delivery and repurposing of underused sites is also a core pillar of the CCSIP increasing the number of people living in the city centre and supporting local businesses. On the Murraygate, 31 flats above ground-floor retail have been completed while at Trades Lane, a 28 flat residential development at the Seagate corner has also been completed. Further residential properties are still under construction are underway at Thorter Row, Gellatly Street. These developments contribute directly to the plan's ambition to reposition the city centre as a mixed-use location rather than a retail-only environment.

The Scottish Government's Vacant & Derelict Land Investment Programme awarded £695,000 towards the ongoing Lochee Placemaking Project, Lochee being another potentially vibrant hub in the city. This will support work to improve and unlock a number of vacant sites along Lochee High Street. Further Scottish Government investment will allow the addition of a major new water and drainage system in the High Street to allow development of social housing.

Waterfront Development

Significant investment activity continued at the Waterfront during 2025/26, with the £26m James Thomson House on Site 6 of the Central Waterfront delivering additional Grade A office space. Construction activity has generated wider community benefits, including employability support and opportunities for local suppliers, aligning Waterfront delivery with the Council's inclusive growth and community wealth building objectives. Ongoing demand for this type of accommodation provides evidence of the Waterfront's role in supporting economic confidence and inward investment.

Construction is underway to deliver new homes at the corner of Dock Street and Gellatly Street, the former Department for Work and Pensions building. The building is being converted and extended to provide 49 affordable apartments. The development by Hillcrest Homes brings a vacant city centre building back into use for housing.

Promoting The City

During 2025/26, Dundee City Council continued to progress a coordinated programme of activity to promote Dundee as a vibrant, accessible and investable city. The Council has actively promoted the city by successfully securing and publicising significant external investment aligned to regeneration and economic growth objectives. Confirmation that Dundee would receive £20 million through the Community Regeneration Partnership during 2025/26 has provided a clear mechanism for progressing projects that enhance the city centre, support reuse of vacant buildings and strengthen cultural and commercial activity. Funding announcements and associated project updates have reinforced Dundee's capacity to attract national investment and deliver complex regeneration programmes, supporting confidence among partners, investors and stakeholders.

The Council has also taken steps to promote city centre vitality through partnership based initiatives and stakeholder engagement. This has included ongoing work with businesses on proposals for a Business Improvement District (BID), support for major cultural and retail openings, and promotion of activity and events aimed at increasing footfall and improving perceptions of the city centre. Evidence of delivery includes completion of major developments, increased cultural programming and continued engagement with city centre stakeholders.

Latest Scottish Tourism Economic Activity Monitor (STEAM) figures revealed that visitor numbers to the city have increased again to over 1.4 million, bringing in £333 million for the Dundee economy last year. The new Dundee Tourism Strategy 2025/30 was developed by Dundee's Tourism Leadership Group with the ambition to make Dundee Europe's best emerging city break destination by 2030.

Dundee has been named the 'best city in the UK for a spring day out'. A survey by train company LNER analysed 88 of the most populated towns and cities in the UK across a range of environmental and activity-based factors. These include historical weather data, the amount of green and blue space, alongside land and woodland cover, and the number of walking trails in each location. The Times has highlighted locations across Britain that the paper said were "vibrant, full of potential and relatively affordable".

According to the publication, “The City of Discovery has a buzz that belies its size thanks to a 25,000-strong student population breathing life into its pubs, music venues and weeknight nightlife, alongside the opening of the V&A Dundee and regeneration of the waterfront.”

More visitors are attracted to the city, with the latest data showing that Dundee welcomed 1,418,000 visitors during the last year.

Dundee came top within Scotland in a list of best cities to move to as a graduate. Ranking took place based on a range of factors including average wage, job availability, rent costs, utilities and the average cost of a meal. Across the whole of the UK, Dundee ranked second in the top cities to start a graduate career as well as second in most affordable cities for a post-University career.

It is estimated that the 37th European Cetacean Society (ECS) Conference generated more than £1.6 million in direct economic benefit for Dundee and the wider region as over 750 marine science experts travelled to Dundee for the five-day event in April. LiveHouse hosted the main conference programme, with workshops at venues across the city centre, allowing delegates to engage with and experience the city throughout the event.

Supporting Start Up Businesses and SMEs

Business Gateway Tayside Service continues to meet or exceed performance targets providing a core entry point for advice and support to new businesses across Dundee. The positive position reported in last year’s annual progress report has been improved with an additional 50 new business start-ups compared to last year. There are now over 3,500 businesses in Dundee employing less than 250 people.

UK Shared Prosperity Funding has been used during 2025/26 to deliver digital support to SMEs, grant funding through the Dundee Business Growth and Innovation Grant, skills support for SMEs via Dundee & Angus College as well as dedicated outreach support through two Community Advisers working directly with start-ups and SMEs.

Employment pathways for unemployed people and 16-19 positive destinations

During 2025/26, Dundee City Council continued to progress work to improve employment pathways for unemployed people and support young people aged 16–19 into positive destinations, in line with the Discover Work Strategy and Action Plan 2022–2027. Further progress was made with the implementation of a single, coordinated Corporate Employability Service, aimed at simplifying access to employability support and strengthening partnership delivery through the Discover Work Local Employability Partnership.

All in Dundee, a consortium of Third Sector Employability Providers led by ENABLE,

continues to work in partnership with Apex Scotland, Barnardo's, Helm, One Parent Families Scotland, Street League, Volunteering Matters to increase and enhance employment pathways for unemployed Dundonians.

The Employability Pathway programme, delivered through Discover Work and third-sector partners, continued to support people to progress into employment, education or training, with 75% of participants achieving a positive outcome. Additional No One Left Behind funding enabled elements of the employability offer to be scaled up, including specialist support for those facing barriers to work. For young people aged 16–19, progress continued against the Positive Destination Improvement Plan, including the establishment of Improvement Groups within secondary schools and off-site learning settings, alongside continued delivery of apprenticeships, paid placements and initiatives such as Career Ready, supporting young people to move towards positive destinations.

75% of 992 employability pathway customers progressed into employment, education, or training.

Community Wealth Building

During 2025/26, the Council has continued to progress Community Wealth Building in line with the 2025-2030 Strategy and Action Plan. Community Wealth Building principles are increasingly embedded within mainstream Council activity, supported by governance and performance monitoring arrangements. A central focus has been on maximising the economic and social value of public investment, strengthening the local economy, and ensuring that communities benefit directly from Council spend.

Procurement has been a key delivery mechanism for Community Wealth Building, with continued improvement in local and regional spend and targeted activity to strengthen the local supply chain. Supplier development activity, including Meet the Buyer events, has supported local businesses to access public-sector opportunities, while community benefits and Fair Work requirements have been embedded within contracts and major capital programmes. The Community Wishes approach has further strengthened delivery by connecting contractors with local communities to support community-led projects, ensuring visible and place-based benefits from Council procurement activity.

Dundee is performing best in Scotland in terms of procurement spend on local enterprise, for 2025/26 the percentage of total spend was 58%. While the recent figures represent a significant success, it is important to note that the Council's local spend has seen a notable increase during the 2023–2025 period, largely driven by major construction projects such as the Drumgeith Community Campus and Greenfield Academy. These large-scale contracts have had a substantial impact on local economic activity and procurement statistics that will be challenging to maintain next year.

Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
Deliver Inclusive Economic Growth	3	4	0	4	100%

Most Improved PI's 	Most Deteriorating PI's 
Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations.	n/a
Visitor numbers to Dundee (,000s).	n/a
SME Business base per head of 10,000 working age population.	n/a

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
		Data	Data	Data	Target	Target			
	Increase the percentage of all 16-19-year participating in positive destinations*.	89.4%	90.5%	91.3%	92.0%	94.0%			Skills Development Scotland Published their Annual Participation Measure for 2025 in August 2025. It reported that 91.3% of 16-19 years olds in Dundee were participating in Education, Employment or Training. 68.4% were in education, 19.7% were in employment and 3.1% were in training or development.

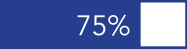
Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
✓	Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations*.	38.9%	47.0%	57.7%	41.0%	50.0%	▲	▲	2024/25 data shows Dundee is exceeding Council Plan target. Dundee is also exceeding LGBF benchmark, as our family group average is 33.4%. Spend Data for 2025/26 available in June 2026.
▲	SME Business base per head of 10,000 working age population Businesses.	353.8	347.6	359.4	372	400	▲	▲	Latest data shows 3,530 businesses with fewer than 250 employees in Dundee (ONS UK Business Data 2025). An increase from 3,470 the previous year.
✓	Visitor numbers to Dundee (,000s) *.	1,249	1,357	1,418	752	1,058	▲	▲	Latest visitor numbers from STEAM Report 2025. Data is for 2024 calendar year.

* Data is a year behind i.e. latest figure data and current year target is for 2024/25

Performance Indicator Key					
Status		Short Term Trend		Long Term Trend	
	More than 5% away from Target		Improving		Improving
	Within 5% of target		Maintaining		Maintaining
	On Target		Deteriorating		Deteriorating

Progress on Key Actions

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs.	100%	30th November 2024	Completed July 2025. A comprehensive action plan focusing on key activities across the 5 pillars of Community Wealth Building was presented to City Governance Committee in June 2025.	CS
	Increase the percentage of care experienced young people in positive destinations.	80%	31st March 2032	Young people referred to Employability service are offered bespoke 1:1 support to address their needs and aspirations and an action is created for each individual young person. Key workers continue to provide support to sustain their positive destination.	CF
	Continue to raise the profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to businesses, investors, developers and visitors.	77%	31st March 2027	A new marketing campaign "It's a Dundee thing" is underway on meta and Sky ads promoting the city as a great destination. This will run to July/ August 2026.	CD

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Increase the number of start-ups and SMEs in the city and support their expansion.	75% 	31st March 2027	Business Gateway Tayside Service continues to meet or exceed performance targets. UK Shared Prosperity Funding has been used to provide digital support to SMEs, provide grant support (Dundee Business Growth and Innovation Grant); and provide SME skills support via D&A College. 2 Community Advisers have also been employed using UKSPF to offer outreach support to start-ups and SMEs.	CD
	Increase and enhance employment pathways, in particular supporting around 11,000 economically inactive people towards job seeking and 16–19-year-olds into positive destinations.	70% 	31st March 2027	Elements of All in Dundee's service offer were scaled up during 2025/26 including an expansion of a specialist service known as Individual Placement and Support (IPS), developed to support people with severe and enduring mental health problems to secure and sustain employment and an Alternative Route Collaborative (ARC) designed to support young people who have engaged with Dundee City's offsite provisions.	CD
	Maximise apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice.	60% 	31st March 2027	All secondary schools are actively involved in partnering with 'Career Ready' a programme connecting young people aged 15 to 18 to workplace opportunities, which includes a mentoring program and paid internships within the Council.	CS
	Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations.	55% 	31st March 2027	Procurement spend with Dundee based suppliers continues to increase. The Procurement Team continue to engage with local suppliers. Another successful Meet the Buyer Tayside Event was held on 3 March 2026 with 290 individuals attending on the day and 35 companies exhibiting.	CS

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Continue to grow the number of jobs within Dundee Waterfront.	50% 	31st March 2027	In February 2026, Thorntons Law committed to a lease for the top three floors of the new James Thomson House becoming the company's new HQ. Marketing of the two-ground floor commercial units is now commencing with viewings being conducted.	CD
	Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre.	40% 	31st March 2027	Key developments in progress include Union Street pedestrianisation works, Murraygate streetscape redesign, and completion of the Bell Street Green Transport Hub, all improvements which will enhance the city's vibrancy.	CD

CD-City Development, CEX-Chief Executive Services, CF-Children and Families, CS-Corporate Services, NS-Neighbourhood Services

Action progress symbols and progress percentage explained

	In Progress - Action is progressing well, on target for achieving all objections set in the initiation phase. 20% - The task is defined and agreed by relevant partners/stakeholders. 40% - Necessary tasks planned and implementation in early stages. 60% - Number of key actions achieved/agreed process or improvement taking shape or in place or underway. 80% - Majority of actions achieved/ agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule.
	Overdue – Action is still progressing; however, it has exceeded its due date.
	Completed - Action has been completed, and objectives have been achieved.

Tackle Climate Change and Achieve Net Zero by 2045



“Dundee will be a greener city, made up of strong communities where people feel empowered, safe and proud to live.”

Dundee Plans

The Council has several plans and strategies that will be focussed on tackling climate change and reaching net zero by 2045. These include:

- Dundee Climate Action Plan
- Net Zero Transition Plan 2024/30
- Local Area Energy Plan
- Local Heat and Energy Efficiency Strategy
- Local Heat and Energy Efficiency Delivery Plan 2024/28
- Air Quality Action Plan 2025/29
- Biodiversity Action Plan 2020/30
- Open Space Asset Management Plan 2024/29
- Local Food Growing Strategy
- Regional Transport Strategy
- Sustainable Transport Delivery Plan 2024/2034
- Waste and Recycling Strategy Action Plan 2026/30

Strategic highlights from last year

- The new Green Transport Hub in Bell Street is now up and running, fully fitted with a new state of the art cycle hub run by Angus Cycle Hub CIC, and car park with EV charging points powered by the building's own solar panel and battery storage.
- Dundee City Council's New Waste and Recycling Strategy 'Towards a Waste Free Dundee 2026-2030' was approved by committee, with a comprehensive set of actions and performance measures to improve the Council's recycling rate, reduce waste volume across the city, and promote positive behaviours within the city's communities.
- The Council's longstanding achievement of retaining external accreditation for beautiful spaces in eight locations across the city has been extended for another year. Seven locations across the city have retained their Green Flag status, and Broughty Ferry Beach was successful in retaining its Keep Scotland Beautiful's Beach Award.

- The Council's administration of Scotland's first council-led green participatory budget fund, the Climate Fund, has been successful, with the 3rd round of funding totalling approximately £107,000 being delivered to 6 community-led climate change projects across the city.
- Environmental upgrade works are being delivered across the city in all wards, with key developments including the reopening of revamped Longhaugh Park, and future works in the pipeline from £1.5m investment in Camperdown Park, and £160,000 on new features for the Eliza Street Pocket Park in Stobswell. Approximately £0.5 million has been invested in play areas throughout the city during 25/26 with the majority of funding coming from the Scottish Government's Play Renewal scheme.

National Performance Framework

(Aligning global, national and local aims)

The UN Sustainable Development Goals



The National Performance Framework



We value, enjoy, protect and enhance our environment

Council Plan Key Priority



Tackle Climate Change and reach Net Zero emissions by 2045

Actions completed 2025/26

- Expand the rollout of 'safer school streets' initiative.

Actions due for completion 2026/27

2026/27 is the final year of this Council Plan, so all remaining actions in progress are due to be completed by March 2027. All actions are currently on schedule:

- Develop and implement a Net Zero Transition Plan and Carbon Budget for DCC.
- Deliver Scotland's first council-led green participatory budgeting initiative – Dundee Climate Fund.
- Embed a Cycle Network Plan within the Local Development Plan.
- Provide further opportunities for pedestrianised areas, pocket-parks and support empowered communities to be partners and leaders on local plans and initiatives to develop biodiversity, local food growing and community spaces.
- Deliver the action plan to reduce waste, and reuse or recycle more.
- Support the Scottish Government's plans to invest £500 million nationally over the next 5 years to support walking, wheeling and cycling infrastructure.

Dundee City Council's Carbon emissions in 2024/25 were:

25,374 tCO₂e

2022/23 - **24,130** tCO₂e • 2023/24 - **26,419** tCO₂e



Target
2024/25-**24,359**
2026/27-**21,984**

Dundee City Council's property energy consumption:

2023/24 - **19,482** tCO₂

2024/25 - **19,174** tCO₂

2025/26 - **17,713** tCO₂



Target
2025/26-**16,960**
2026/27-**16,111**

35.1%



Household waste recycling rate; and an all-time low of 1% of household waste going to landfill.

Target
2024/25-**41%**
2026/27-**47%**



28

Community Projects have been funded with approximately £750,000 from the Climate Fund.

Priorities in Action

Net Zero Strategies

Dundee City Council's Net Zero Transition Plan outlines the Council's organisational approach and emissions reduction programmes to achieve its goal of becoming a net-zero organisation by 2038. It includes key actions structured around four themes of Net Zero Emissions, Climate Resilience, Engagement and Circular Economy and implements a carbon accounting process that will embed delivery across all our Services. The most recent update report showed that the Council has reduced its total carbon emissions by around four percent in the last reporting year of 2024/25 and a total reduction of 55% since reporting began. This decrease has been driven largely by a reduction in energy use across Council buildings and improvements to fleet performance.

In addition to the Council's Net Zero Transition Plan, the Local Heating and Energy Efficiency Strategy (LHEES) and the Local Area Energy Plan (LAEP) were both approved by councillors in April 2024 and September 2024 respectively and will complement each other to support the city in delivering its 2045 net-zero target.

The LHEES identifies opportunities for energy efficiency improvements, heat decarbonisation and priority areas suited for developing heat networks for buildings across Dundee. The LHEES Delivery Plan outlines 39 deliverable actions in relation to: stakeholder engagement; overarching actions; heat decarbonisation; fuel poverty; energy efficiency; and heat networks. It has identified five prioritised heat network zones; City Centre, Baldovie, Caird Park, Ninewells Hospital and Lochee. There has been significant momentum on the heat network vision driven by external funding, detailed technical studies, delivery model exploration, and active engagement with NHS Tayside, Universities, Industry, and District Network Operators to shape network development and future infrastructure needs.

The LAEP provides an understanding of the nature, scale, rate, and timings of changes needed for the transition to a net zero energy system within Dundee by 2045. It takes a whole energy systems approach, so while it has an integral relationship with the LHEES, it has a wider focus. It outlines actions and route maps for its implementation to improve energy efficiency, decarbonise heat, maximise rooftop PV and storage, reduce and decarbonise transport, and ensure network resilience.

Improving Air Quality

The annual Air Quality report in June 2025 showed Air Quality in Dundee had met all the targets in the six locations where it continuously monitors nitrogen dioxide (NO₂) and 11 locations where it continually monitors particulate matter (PM). There are also 83 locations where less reliable but less costly passive diffusion tubes (PDTs) are used. The annual concentration levels have remained below pre-pandemic levels and have decreased further in many locations. These improvements are likely to be because of the proactive introduction of cleaner vehicles to fleets ahead of the implementation of the Low Emission Zone (LEZ). This has included the investment in modernising bus fleets, supported by Scottish Government grant funding with the aim of improving air quality not only within the LEZ but also along the arterial routes served by these buses. Similarly other commercial operators upgraded their fleets in preparation of the LEZ's introduction.

Enforcement of the Dundee LEZ scheme commenced on 30 May 2024 following the conclusion of the two-year grace period. From this date, owners of non-compliant vehicles that were identified through the automatic number plate recognition (ANPR) cameras as being driven on a road within the LEZ area would be issued a Penalty Charge Notice.

A new Air Quality Action Plan was approved by City Governance Committee in November 2025 and outlines the actions to deliver on further improvements to the city with (where possible) timescales, delivery organisations, funding sources, and target reductions in pollutants have been detailed for each action plan measures.

Sustainable and Active Travel

The new Green Transport Hub on Bell Street has partially opened following its transformation from the previous multi-storey car park. This began with the re-opening of the car park in December 2025 which has now been enhanced with additional electrical vehicle chargers supported by a solar panel array on the roof with a battery storage system.

Following this, Angus Cycle Hub CIC has now moved into the ground floor of the refurbished building, providing affordable access to bikes for Dundee residents, 24-hour secure bike parking and storage, a state of the art bike and cycle service centre, a regional bike reuse centre, and an indoor bike skills park. With these new developments, alongside enhanced landscaping with active travel routes designed with consideration of future active travel connections and development, the facility is believed to be one of the first of its kind in Scotland at this scale, creating a flagship destination for active travel, skills development and community cycling and was nominated for the COSLA Awards 2025.

Data from the Walking and Cycling Index Dundee shows 28% of residents in Dundee cycle, and 12% cycle at least once a week. Both of these figures have maintained from the previous index in 2023. A key positive is that 49% of residents now think cycling safety in their area is good; up from 40% in 2023. Likewise, 71% of people think walking and wheeling safety in their local area is good; an increase from 64% in 2023. It also highlighted how Walking, wheeling and cycling in Dundee prevents almost 400 serious long-term health conditions each year, creates £127 million for the local economy, and saves 5,700 tonnes of greenhouse gas emissions.

The report highlighted key sustainable transport projects in Dundee, including completed construction on both the Bell Street Hub and the Broughty Ferry-Monifieth Active Travel Project; progressing design work on Sustainable Transport Corridors on both Lochee and Arbroath Road as well as Eden Connections, connecting Eden project with the City Centre, Waterfront and neighbouring areas; and Strathmartine Connections, creating new and improved active travel routes through the park connecting schools and the neighbourhood to the Green Circular and future active freeway on Macalpine Road.

Dundee City Council was awarded £745,000 in grant funding from Transport Scotland to develop designs for the Lochee and Arbroath Road Sustainable Transport Corridors. This new design will integrate previous concepts for active travel and bus priority. These are two of the City's six key strategic corridors with development of concept designs for high-quality Active Freeways aimed to encourage more people to walk, wheel and cycle. These two routes in particular were identified by the Tayside Bus Alliance as being key bus corridors that would benefit from bus priority measures.

Dundee City Council has previously received a number of awards for its drive to net zero through its use of electric vehicles (EVs). To build on these successes and strengthen the city's position as a leader in electric vehicle (EV) innovation, Dundee City Council has committed to a major agreement with Evolt Charging, part of SWARCO Smart Charging, to manage, operate and expand Dundee's EV charging network, making Dundee one of the first local authorities in Scotland to secure a long-term partnership with a private charge point operator. As well as taking over the responsibility for existing EV charging infrastructure, Evolt will help drive plans to include a new rapid charging hub in the north of the city and expanded infrastructure at council depots to support the fleet electrification strategy.

Reduce waste, and reuse or recycle more

The recycling rate in Dundee has decreased from 36.6% in 2023 to 35.1% in 2024. Landfill remains low with just 1% of all residual waste going to landfill and the remainder being used to provide energy through the Council's energy from waste facility. However, improvement in the city's recycling rate has been highlighted as a key area for improvement. Dundee's main waste management challenges, which continue to include high recycling bin contamination, low recycling participation among residents in flatted properties, and widespread reliance on general waste bins. In response to these challenges, a key recycling initiative was launched in October 2025. 'Recycling: Let's Sort It' aimed to boost recycling and encourage the people of Dundee to use Council resources such as the [Dundee MyBins App](#) and the [A-Z Recycling Guide](#) to sort their waste and put the right item in the right bin.

35.1% of household waste was recycled in Dundee in 2024, down from 36.6% in 2023.

Dundee's new Waste and Recycling Strategy 'Towards a Waste Free Dundee 2026-2030' prioritises increasing recycling rates, reducing the volume of waste sent for disposal, and fostering long-term waste behavioural change. These aims have been defined by actions and performance measures have been set to measure success. The strategy also focuses on fly tipping, litter, and street cleanliness, with objectives aligned to those of the Take Pride action plan which has already been delivering actions such as an ongoing programme of Community Clean Up events across the city, with clean ups taking place in the City Centre, West End, Strathmartine, and Lochee. Also launched as part of Take Pride in Your City was a high school litter initiative to tackle litter and raise recycling awareness at the city's secondary schools by providing litter picking equipment, reviewing bin provision and ongoing advice, enabling school communities to lead their own events and activities which focus on litter and recycling. This concerted effort in tackling littering

and improving the streetscene environment has been reflected in the most recent LEAMS (Local Environmental Audit Management Audit Scheme) score which has seen an improvement by 3% on the previous year and now stands at 86.2% for 25/26.

Dundee City Council's PAS 100 quality standard Discovery Compost is produced by the Council from the garden waste taken from brown bin collections, the same materials brought to the city's recycling centres and from green waste produced from local parks and commercial landscapers; this helps to minimise our carbon footprint as well as making a valuable product.

Supporting Biodiversity

In 2025/26 along with other local authorities Dundee City Council received Nature Restoration Funding from the Scottish Government. The Council was awarded a total of £184,000. As in previous year seven locations in the city successfully retained a Green Flag award in 2025/26 through external accreditation by Keep Scotland Beautiful. Broughty Ferry Beach was successful in achieving the Keep Scotland Beautiful's Beach Award and retaining an excellent standard of bathing water quality, as measured by SEPA. Dundee continues to maximise biodiversity within the city through the Biodiversity Action Plan, which is currently under review.

Projects funded by the Nature Restoration Fund during 2025/26:

- **Stobswell Community Project** – working in partnership with the RSPB this project focussed on community inspired and locally delivered 'on the ground' biodiversity improvements, such as the new wildlife garden at the Boomerang Community Centre.
- **Bird boxes in schools** – working in partnership with Dundee Eden this initiative focussed on installing bird boxes at or nearby all primary schools in Dundee supporting local bird populations and connecting young people with nature
- **City wide biodiversity planting** – Unused ground at Western Cemetery has been planted with bulbs and fruit trees, and building on previous success, additional sedum planting. Throughout the city spring bulbs have been introduced to provide early forage for pollinators while remaining practical to maintain. A previous area of annual planting has been converted into a native meadow making it more attractive to biodiversity. Broughty Ferry Local Nature Area has also benefited from native wildflower planting.
- **COVID memorial garden** - designed with climate-resilient, wildlife-friendly planting and interpretive signage to inspire residents and visitors alike.
- **Barnhill Rock Garden** - collaboration with the Friends group restored two connected ponds by installing new electrical connections and pumps. This reversed stagnation, improved water quality, and enhanced habitat value, supported by new pollinator-friendly planting following vegetation clearance.
- **Controlling invasives** – revenue from the Nature Restoration Fund has enabled the Council to continue controlling invasive species.
- **Trees** – a tree survey along the railway corridor will enable a risk-based management approach rather than wholesale removal, balancing safety with habitat retention.

- **Nature Network consultation** – the funding supported public consultation events and a communication campaign about Dundee’s emerging Nature Network, the results of which will inform the Biodiversity Action Plan.

In addition to projects supported by the NRF the Council continues to implement environmental improvements which enhance the city’s greenspaces for people and biodiversity, examples of which include the installation of infrastructure at Dawson Park’s sunken garden which will also welcome tree planting and natural planting. Additional funding from the Trees for Cities campaign has enabled further tree planting at Baxter Park and Templeton Woods. Tree and bulb planting were also carried out at Rosebank Park.

Approximately £107,000 was allocated to six projects through the third round of the city’s Climate Fund with three projects specifically benefiting the city’s biodiversity, namely Campy Growers, Creative Gardens and Dawson Park Community Garden (Scottish Association for Mental Health).

Pedestrianisation, pocket parks & empowered communities

Environmental improvement is a key focus in the city centre, including the pedestrianisation of Union Street, and design work to improve the Murraygate is progressing. Key developments are also happening in Stobswell where over £160,000 of funding from Transport Scotland will be used to install new facilities at the Eliza Street Pocket Park, which has been developed with input from local people, and Camperdown Park which will receive a total of £1.5m from the UK Government’s Pride in Place Fund to be used to deliver significant investments, including renewal of the park’s main play zones, improvements to park entrances, and future proofing of infrastructure. In addition, a number of play parks have benefited from an investment of approximately £0.5million during 25/26, funded by a variety of sources, not least the Scottish Government’s play renewal funding. Those playparks which have seen this investment are Longhaugh and Pitairlie, with play upgrades at Dudhope Park, Fairbairn Street, Kinpurnie Place, Moncur Crescent, Lawton Road, Rosebank Street and Lochee Park.

There are also a significant number of ward-based actions progressing to create and maintain outdoor spaces for communities to enjoy and make use of:

Strathmartine - Further funding has been secured for improvements to Keswick Greenspace, including support from the Future Woodlands Trust for tree planting. Engagement and consultation took place over the summer, with children and young people identifying priorities for the site. This led to a successful £120,000 application to the Community Facilities Fund to install a BMX pump track, with work expected to begin next year. Young people from local primary schools also worked with the V&A Design Museum to design potential play equipment and seating for the greenspace. Engagement with St Mary’s Local Management Group supported joint work with Dundee City Council and Scottish Water, resulting in practical upgrades to St Mary’s Community Centre.

Lochee - In Dryburgh, learners involved in the Dryburgh 4 Change group have continued developing a business plan linked to aspirations for a community park. A new pocket park on Lochee High Street has been completed following consultation with local people and includes seating, planting and public art.

Coldside - Work has continued on the development of Hilltown and Clepington Road play parks, with designs progressing and delivery planned in the coming months. Local partners have been involved in the development of Play Week and Green Health Week activity. Ongoing engagement has also highlighted community concerns around park maintenance, dog fouling and use of shared spaces, which have been raised through local forums and discussions with council services.

Maryfield - Activity has focused on biodiversity and greenspace projects, including work at Stobsmuir Ponds, Wolseley Street and Baxter Park. These projects have involved local schools and community groups, alongside support for community garden activity and outdoor space use around Arthurstone Library.

East End - Monthly Climate Cafés have been established with a focus on the Dighty corridor, bringing together environmental groups and local residents. Estate walkabouts have taken place in partnership with Housing Associations, alongside local activities such as litter picks supported by the Finmill Family Group.

North East - Engagement has continued around the Dighty Connections Project, with DCC officers and SEPA attending community settings to seek local input on improving the Dighty Water. Several Neighbourhood Capital Fund applications have been approved, supporting inclusive outdoor spaces, community gardens and play park improvements.

The Ferry & West End - Local Community Planning Partnership environmental subgroups have met during the early months of this year. Meetings have been well attended and have focused on developing shared actions to support improvements to local greenspaces and partnership working.

Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
Tackle Climate Change and Reach Net Zero Emissions by 2045.	0	2	2	4	3 (75%)

Most Improved PI's 	Most Deteriorating PI's 
Annual emissions from energy use in the council's property estate in tonnes of CO2 equivalent (tCO2e).	Increase the percentage of waste arising recycled within the city.
Reduce Dundee City Council's corporate emissions (Carbon Footprint) towards net zero tCO2e.	

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
		Data	Data	Data	Target	Target			
	Reduce Dundee City Council's corporate emissions (Carbon Footprint) towards net zero tCO2e*.	24,130	26,419	25,374	24,359	21,984			The targets for this indicator aim for a 5% reduction of CO2 emissions per year from the start of the Council Plan. The most recent data shows a 13.2% decrease between 2023/24 and 2024/25.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
	Annual emissions from energy use in the council's property estate in tonnes of CO2 equivalent (tCO2e).	19,482	19,174	17,713	16,960	16,111			The emission from the council's operational property estate in 2025/26 decreased by 8.6% compared to previous year. The closure of Braeview Academy and Craigie High School continued reduction in the UK grid electricity emission factor and energy efficiency works including efficient heating control has contributed to the reduction.
	Increase the percentage of waste arising recycled within the city*.	35.6%	36.6%	35.1%	40.2%	44%			Improvement in the city's recycling rate has been highlighted as a key area for improvement following this deterioration and considering where the current value is in relation to the target.
	Measure of cycling in the city**.	32%	28%	28%	36%	40%			The data in this report comes from 2025 and includes local walking, wheeling and cycling data, modelling and an independent, demographically representative survey of 1,139 residents aged 16 or above. The survey was conducted from March to June 2025.

* Data is a year behind i.e. latest figure data and current year target is for 2024/25

** Data for this indicator is biennial. Latest figure data is for 2025/26

Performance Indicator Key

Status		Short Term Trend		Long Term Trend	
	More than 5% away from Target		Improving		Improving
	Within 5% of target		Maintaining		Maintaining
	On Target		Deteriorating		Deteriorating

Progress on Key Actions

Status	Actions in the plan	Progress %	Due Date		Lead
	Deliver the Low Emission Zone to improve air quality (LEZ).	100%	31st May 2024	Completed May 2024. Dundee's Low Emission Zone enforcement commenced on the 30th May 2024. There is an ongoing statutory requirement for DCC to annually report on the performance of the LEZ.	NS
	Develop a city-wide Local Area Energy Plan and Local Heat & Energy Efficiency Strategy in partnership with the Dundee Climate Leadership Group.	100%	31st March 2027	Completed October 2024. The Local Area Energy Plan (LAEP) was agreed by Committee on 23rd September 2024, and the Local Heat and Energy Efficiency Strategy was approved by Committee and published in April 2024.	NS
	Expand the rollout of 'safer school streets' initiative.	100%	31st March 2027	Completed March 2025. Active Travel officers continue to support School Streets with a variety of behaviour change measures at 13 schools which are taking part.	CD

Status	Actions in the plan	Progress %	Due Date		Lead
▶	Develop and implement a Net Zero Transition Plan and Carbon Budget for DCC.	89% 	31st March 2027	Net Zero Transition Plan approved by committee November 2023, and 2nd annual report agreed by committee in April 2026 with a full update on actions and emissions reduction.	NS
▶	Deliver Scotland's first council-led green participatory budgeting initiative – Dundee Climate Fund.	85% 	31st March 2027	The DCF Round 3 has awarded Cake or Dice underspend from Round 1. Cake or Dice was the next voted for project. All Round 3 funds now allocated. Round 3 should conclude by March 2027. Underspends from Round 2 and 3 will be identified in due course.	NS
▶	Embed a Cycle Network Plan within the Local Development Plan.	75% 	31st March 2027	The Sustainable Transport Delivery Plan is currently being updated to reflect additional active travel projects.	CD
▶	Deliver the action plan to reduce waste, and reuse or recycle more.	75% 	31st March 2027	The team have now developed and published the updated Waste Strategy and Action plan 2026-2030. The plan includes an interface with key actions and aspects of the Take Pride Campaign. The updated strategy incorporates elements of new and emerging legislative and regulatory obligations and indicates how these will be met over the next five years.	NS

Status	Actions in the plan	Progress %	Due Date		Lead
	Provide further opportunities for pedestrianised areas, pocket-parks and support empowered communities to be partners and leaders on local plans and initiatives to develop biodiversity, local food growing and community spaces.	70% 	31st March 2027	Following successful public realm improvements in Lochee and Stobswell, further work to provide high quality open space, biodiversity enhancements and alleviation of flood risk is underway. The first phase of the transformation of Eliza Street is currently under construction with a second and final phase expected later in 2026. The construction of a new public space in Lochee is also under construction with completion expected in Summer 2026.	CD
	Support the Scottish Government's plans to invest £500 million nationally over the next 5 years to support walking, wheeling and cycling infrastructure.	65% 	31st March 2027	An application has been submitted to Transport Scotland's Active Travel Infrastructure Fund to secure funding to support the continued design and construction of active travel schemes identified within the Council's Sustainable Transport Delivery Plan.	CD

CD-City Development, CEX-Chief Executive Services, CF-Children and Families, CS-Corporate Services, NS-Neighbourhood Services

Action progress symbols and progress percentage explained

	In Progress - Action is progressing well, on target for achieving all objections set in the initiation phase. 20% - The task is defined and agreed by relevant partners/stakeholders. 40% - Necessary tasks planned and implementation in early stages. 60% - Number of key actions achieved/agreed process or improvement taking shape or in place or underway. 80% - Majority of actions achieved/ agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule.
	Overdue – Action is still progressing; however, it has exceeded its due date.
	Completed - Action has been completed, and objectives have been achieved.

Building Resilient and Empowered Communities



“Dundee will be a greener city, made up of strong communities where people feel empowered, safe and proud to live.”

Dundee Plans

- Strategic Housing Investment Plan 2026/31
- Dundee Local Housing Strategy 2026/30
- Empty Homes Strategy 2024/27
- Rapid Rehousing Transition Plan 2019/26
- Housing Service, Energy Efficiency and Net Zero Strategy 2023/2027
- Community Learning & Development Plan 2024/27
- WM2U Partnership Plan 2024/26
- Dundee Community Safety Outcome Improvement Plan
- Local Community Plans 2022/2027
- Gaelic Language Plan 2026/31

Strategic highlights from last year

- Dundee City Council has recognised current challenges in the provision of social housing and the level of homelessness in the city and shown its commitment to address these challenges through the declaration of a Housing Emergency. The Council has a number of strategies in place to improve the availability of housing including the Local Housing Strategy which was approved by Committee in March 2026, the Strategic Housing Investment Strategy, the Rapid Rehousing Transition Plan and the Empty Housing Strategy. There have been 227 new affordable housing completions in 2025/26.
- The Council's partnership to deliver the Family Empowerment Initiative with WM2U achieved a COSLA 2025 Excellence award for the 'Strengthening Communities and Local Democracy' category. This initiative supports meaningful change by listening to what matters to families, understanding their needs, and supporting them to act in their communities.

- Dundee City Council remains ahead of the game in relation to participatory budgeting. The Council has once again exceeded the 1% target for total spending allocated for participatory budgeting, and 11,384 citizens have taken part in participatory budgeting exercises in 2024/25.
- Drumgeith Community Campus opened its doors in August 2025 and was officially opened in December by the First Minister. Alongside the new Greenfield Academy secondary school on site, the campus is a community resource with its state of the art Passivhaus designed facilities fulfilling its role to host both pupils and communities for a range of community, library, leisure, and sports benefits.

National Performance Framework (Aligning global, national and local aims)

The UN Sustainable Development Goals	The National Performance Framework		Council Plan Key Priority
	 We are well educated, skilled and able to contribute to society  We grow up loved, safe and respected so that we realise our full potential  We are healthy and active  We protect human rights and live free from discrimination	 We are creative and our vibrant diverse cultures are expressed and enjoyed  Tackle poverty by sharing wealth, opportunity and power more equally  We live in communities that are inclusive, empowered, resilient and safe	 Reduce child poverty and inequalities in incomes, education and health  Resilient and Empowered Communities  Design a Modern Council
	 A globally competitive, entrepreneurial, inclusive and sustainable economy  Thriving innovative business with fair and quality jobs for everyone  Open connected and make a positive contribution internationally		 Deliver Inclusive Economic Growth (including Community Wealth Building)
	 We value, enjoy, protect and enhance our environment		 Tackle Climate Change and reach Net Zero emissions by 2045

Actions Completed 2025/26

- Kirkton Community HUB trial.

Actions due for completion 2026/27

2026/27 is the final year of this Council Plan, so all actions in progress are due to be completed by March 2027. All actions are currently on schedule:

- Increase community use and ownership of Council owned assets.
- Invest a further £80+ million in new and improved schools (Western Gateway and East End Campus).
- Build affordable houses that meet community needs.
- Work with Scottish Government on a Local Democracy Bill to further empower councils and local communities.
- Incorporate the 20 Minute Neighbourhood concept into the forthcoming the Local Development Plan.
- Help reanimate vacant places in the city centre and other retail areas.

227



Council and Registered Social Landlord Housing Completions in 2025/26.

993 Completions since the start of the Council Plan.

Target
PA
200

19.8%

of retail units
vacant in 2024/25.
(8% in 2016)



Target
2032
8%

1,010

Dundee Citizens contributing to local
community plan outcomes.
(Target 750)



1.04%

of 2024/25 budget
subject to participatory
budgeting.



Target
1%

1302 1314 1324

2023/24

2024/25

2025/26

Antisocial Behaviour Complaints



Priorities in Action

Building Quality Social Housing

A Housing Emergency was declared by Dundee City Council in March 2026, recognising the ongoing challenges faced by the city. Officers were remitted to work with the Scottish Government to ensure the Council is fully aligned with the National Housing Emergency Housing Plan.

The new Local Housing Strategy 2026-30 was approved by the Neighbourhood, Housing and Communities Committee in March 2026. The strategy includes a comprehensive suite of actions and performance indicators designed to measure progress consistently over the five-year period, and is built around six key priorities that aim to deliver real lasting improvements for people across the city:

- adequate supply of housing;
- placemaking and communities;
- homelessness;
- promote independent living and health through housing and communities;
- housing quality and energy efficiency; and
- private rented sector.

A key priority within the Council Plan is the delivery of more social and affordable housing. The aim is the delivery of 1,000 homes over a 5-year period or the target of 200 per annum which is being delivered through the Strategic Housing Investment Programme (SHIP). The Plan includes additional accessible housing for adults with either learning disabilities, physical disabilities or mental health disabilities, to allow them to receive the appropriate care and support that they need within their local community. This is funded through the Scottish Government's Affordable Housing Supply Programme. There was a total of 227 new Council and registered social landlord housing completions in 2025/26. Meaning the Council has exceeded its target of 200 units for the 3rd year in a row. In addition to the previous 706 completions since the start of the Council Plan, this makes a total of 993 houses that have been completed, so the Council is making good progress to achieve the 1,000-home target by 2027.

The Council also has a strategic framework and action plan to bring empty homes back into use through the Empty Homes Strategy 2024/27 which was approved by the Neighbourhood Resources, Housing and Estate Management Committee in October 2024. This follows the improvement highlighted in a report published in September 2025 by the Scottish Empty Homes Partnership which found that the number of empty homes in the city had reduced from 1,067 in September 2023 to 1,014 in September 2024. The Empty Homes Strategy will build on this improvement to contribute to alleviating the increasing housing demand of a growing population in Dundee and help to address and prevent homelessness.

Local Community Planning

Our eight Local Community Planning Partnerships continue to work towards their respective Local Community Plans to reduce inequalities in their communities. The five broad Community Priorities within each plan were identified from listening to community members. These are: empowering communities, the cost of living, health & wellbeing, children & families and climate change.

There was a 2.7% increase in the number of Dundee Citizens contributing to local community plan outcomes, increasing from 983 to 1,010 between 2024/25 and 2025/26. Citizens contribution to Local Community Planning is now well embedded within our structures and plays a vital role in reducing inequalities and delivering local community planning outcomes in Dundee. The Council's and Dundee Partnership's strategic priority to achieve a reduction in inequalities is one of the main drivers of current work and high numbers of volunteers continue to contribute to anti-poverty work in the city.

In areas such as Linlathen and Stobswell West, community organisations and residents co-designed Local Fairness Initiatives, shaping priorities and influencing action on poverty and inequality. A good example is the East Whole Family Support research project. Seven local parents took the lead as community researchers, using their own lived experience to talk with other families about what really matters in their community. They carried out interviews, surveys and creative activities, helping to surface real issues as well as local strengths. By putting families in the driving seat, the project has helped build confidence, local leadership and aims to develop more responsive support rooted in everyday life.

Young people have contributed through volunteering and neighbourhood activity, supporting community-led delivery and building local capacity. Collectively, this work strengthened community resilience and ensured planning outcomes were grounded in lived experience and local leadership.

Working alongside CLD and partners; individuals, voluntary and community groups have developed and led place-based community supports that responded directly to locally identified need. This included the establishment and delivery of food larders, community cafés, peer-led parent and family support groups, and wellbeing activities, helping to address the cost-of-living crisis, reduce isolation and improve access to support.

The Community Wishes Portal was launched in August 2024 and has since been operating to connect local community groups with business contractors to foster collaboration and enhance community development. A report to City Governance Committee in February 2026 outlined that the portal has already seen success in facilitating community driven requests, with 13 wishes having been delivered and a further 9 being worked on.

Participatory budgeting

Participatory Budgeting is recognised as one of the key drivers of community empowerment giving citizens the power to decide on public sector budgets. The COSLA participatory budgeting target for Local Authorities is defined as 1% of total estimated expenditure. For Dundee in 2024/25, participatory budgetary spend was 1.04% of total estimated expenditure, meaning that Dundee City Council has met this Participatory Budgeting target for a second year running. This includes spend from projects such as the Community Regeneration Fund, Pupil Equity Fund, Neighbourhood Capital Fund, Climate Fund and the District Centre Fund.

The third and final round of the £750,000 Dundee Climate Fund to support community-led climate change projects was voted on between January and March 2025. The winners were chosen by public vote, and £106,762 of funding was awarded to 6 projects. From the whole fund to date, 28 city-based projects from 22 organisations have been supported.

The key theme of the Participatory Budgeting activity for 2024/25 was the engagement of young people and families with over £1 million allocated through pupil/parents' voice projects in schools. A new Neighbourhood Capital Fund of over £600,000 was initiated with a specific target of getting youth voice heard in the allocation of monies to improve assets and the environment in communities so that they meet the needs of future Dundonians; over 1700 young people took part in the idea generation phase. The Dundee Alcohol and Drug Partnership's Dundee Alcohol & Drugs Devolved Fund has been nominated for an APSE award in recognition of the innovative work of involving people with lived experience of substance use in the allocation of funds to prevent substance use and the positive impact it has had upon those participants and their own recovery journey.

Dundee's Voice has become one of the main channels for open dialogue with citizens and community involvement that will influence and shape developments in Dundee to access funds such as the Community Regeneration Fund, Climate Fund, and Neighbourhood Capital Fund.

11,384 citizens took part in Participatory Budgeting exercises in 2024/25.

Community Hubs

Drumgeith Community Campus and Greenfield Academy officially opened on 10 December 2025. However, the building has been in use since August 2025 as a modern and vibrant central hub for the north and east of the city for both pupils and the community to use, offering a wide range of facilities in addition to the school including a library, games halls, gymnasiums, floodlit 3G football and rugby all-weather pitches, a fitness suite, and a dance studio. The project continues to be effectively managed in the twelve-month defects period, ensuring that learning and daily school and community activities have continued smoothly during the first year in the new building. Any outstanding issues or minor faults have been dealt with well, with contractors responding quickly and effectively. By planning most of this work for the Easter and Summer holidays, disruption to the community, pupils and staff has been kept to a minimum.

Further to the benefits Drumgeith provides as a community hub, the construction of the campus itself delivered significant community benefits. As part of this project, 78.76% of total spend was to sub-contractors and suppliers within 40 miles of the campus, and by working collaboratively with Robertson Construction Tayside, over 70% of the construction project's workforce coming from within a 40-mile radius of the site, linking to outcomes in the Council's Community Wealth Building Strategy. The project also created 40 employment opportunities, 11 new apprenticeships and supported 38 existing apprentices through the building programme. In addition, 41 work experience placements were provided, 14 for school pupils and a further 27 through employability programmes run by Dundee and Angus College and other local providers. Service and community groups/activities are now operating and expanding into the campus. As a result of these efforts to benefit the local area, Dundee City Council and Robertson Construction Tayside were named winners in the Excellence in Social Value category at the GO Awards Scotland.

Early work has begun on the Western Gateway Primary School and Nursery class. This reflects a forward-looking approach to meeting future demand for school places, particularly linked to new housing development in the area. Regular and positive discussions with Barratt Homes have helped align the project with the wider housing plans. Appointing Robertson as the main contractor brings reassurance based on their experience and supports effective project delivery. Work on the design brief and accommodation schedule is progressing well, helping to clearly define what the school will need to support both learning and community use.

The Council's Community Hub model has been implemented in Kirkton. The new community hubs are based at the Baldragon and St Paul's academies and have seen community activities provided at the two local secondary schools, with the library located at St Paul's. In addition, the Council is working in partnership with Kirkton Community Centre SCIO to support their ambition to build a new community centre on the same site as the previous community centre following its demolition. This will complement the community hub model by providing space during the day where people can access a fully operational café, retail units, daily activities and support, and the centre will aim to create community wealth that will be used to invest in community projects in the area. This was also awarded £1.5m by the UK Government's Community Regeneration Partnership.

Community Asset Transfers

Communities also strengthened their role in local planning through Community Asset Transfer, taking greater control of community assets and local facilities and enabling sustainable, locally led provision. The community asset transfer of Mid-Lin Day Care Centre was approved through Dundee City Council's voluntary CAT scheme, securing the building for £1. The transfer enables a long-established, not-for-profit organisation to continue delivering vital support for adults and older people with disabilities or social isolation, while ensuring long-term, community-led sustainability and best value. Fairfield Community Sports Hub submitted a full Community Asset Transfer application under the Community Empowerment Act (Scotland) 2015 and this was approved on the 20 April 2026. Dundee City Council have a strong record of working with community groups to support them to use Dundee City Council Assets with 60 Dundee City Council assets having been identified as having been sold or leased to community groups for community benefit, none of which have required community groups to conclude through the legislative route.

An event to explore community ownership and Community Asset Transfer 'Idea to Asset' brought together 70 representatives from a wide range of community organisations. It was delivered by Dundee City Council's Community Empowerment Team in partnership with Dundee Volunteer and Voluntary Action (DVVA). The session featured presentations and advice from Dundee City Council, DVVA, the Scottish Land Fund, Community Ownership Support Service, NHS Community Benefit Gateway and Business Gateway Dundee, alongside networking and Q&A. The event supported groups to better understand project planning, governance, funding and sustainability. Following the event, five community organisations went on to attend a bespoke Business Gateway business planning session, providing targeted follow-up support to help progress their projects.

Turning vacant to vibrant

Town Vacancy Rates continues to be a challenge for the Council, with the Council having one of the highest rates in Scotland. This has deteriorated further between 2023/24 and 2024/25 from 17.7% to 19.8%. However, the Council is committed to bringing vacant spaces in town and district centres back to life to make Dundee a vibrant city centre. The Council's City Centre Strategic Investment Plan sets out our ambitions for the development of the city centre up to 2050.

The Council continues to involve residents, businesses and other stakeholders in the planning and development process to ensure the plan meets the needs of the community. One current collaborative project is the launch of a Business Improvement District in the City Centre following the approval of 380 eligible businesses. The plan for this district focuses on four main ways of improving the area: making it safer through crime reduction and security initiatives, cleaner with enhanced street cleaning and maintenance, more vibrant with marketing and events, and empowering the business community through support and networking. These improvements will be funded by a 1.5% levy on eligible businesses in the area.

The Council is also making significant strides to improving public spaces, including pedestrian areas and green spaces to make the city centre more attractive. This includes the project to permanently transform Union Street into an accessible pedestrianised space and the Murraygate Streetscape redesign.

Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
Build Resilient and Empowered Communities	3	4	1	5	1 (20%)

Most Improved PI's 	Most Deteriorating PI's 
Number of Dundee Citizens contributing to local community plan outcomes.	Number of Council and Registered Social Landlord housing completions.
	Town vacancy rate.
	The percentage of Council budget allocated by participatory budgeting processes.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
		Data	Data	Data	Target	Target			
	The percentage of Council budget allocated by participatory budgeting processes*.	0.90%	1.18%	1.04%	1.00%	1.00%			For Dundee in 2024/25, the 1% target was £3,831.700. Participatory budgetary spend in 2024/25 was £3,989,000 which was 1.04% of total estimated expenditure. This is the second year in a row that Dundee has reached this target.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
	Town vacancy rate*.	15.2%	17.7%	19.8%	11.1%	10.0%			Overall vacancy rate has increased due to key closures in Murraygate, including Marks and Spencer's. Wellgate also contributing to high rate with 28% vacancy. Following significant investment, Overgate vacancy is just 2%.
	Number of Council and Registered Social Landlord housing completions.	264	341	227	200	200			227 affordable housing completions in 2025/26 which remains above the annual target. The Council has exceeded its target for affordable housing completions for the last 3 years in a row.
	Number of antisocial behaviour complaints.	1,302	1,314	1,324	1,432	1,244			Annually, there has been just over 1,300 complaints consistently over the past 3 years, with a slight increase each year. This indicator is monitored on a monthly basis by Council Leadership Team.
	Number of Dundee Citizens contributing to local community plan outcomes.	708	983	1010	750	1000			Participation from members of the local community in planning and decision-making remains consistently strong. This widespread involvement demonstrates the value placed on collaborative approaches to addressing community needs and priorities.

* Data is a year behind i.e. latest figure data and current year target is for 2024/25

Performance Indicator Key

Status		Short Term Trend		Long Term Trend	
	More than 5% away from Target		Improving		Improving
	Within 5% of target		Maintaining		Maintaining
	On Target		Deteriorating		Deteriorating

Progress on Key Actions

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Maximise participatory budgeting in all forms.	100%	31st March 2027	Completed October 2024. Participatory Budgeting is embedded across different services and budgets in DCC. The principles of providing opportunities for citizens to express their views on how resources are spent is central to our Council's way of working.	NS
	Kirkton Community HUB trial.	100%	30th June 2025	Completed September 2025. The move of all services has been completed with Kirkton Community Centre being closed to all service users from 28 April 2025. The building is now in the process of being demolished and will make way for the new Kirkton Community Centre.	CF

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Increase community use and ownership of Council owned assets.	85% 	31st March 2027	The Mid-Lin Day Care Centre community asset transfer has been approved through Dundee City Council's voluntary CAT scheme. Fairfield Community Sports Hub submitted their full Community Asset Transfer application under the Community Empowerment Act (Scotland) 2015 which was approved in April 2026. There have been further expressions of interest from 7 community organisations regarding the potential transfer of DCC assets with 5 submitting pre application forms.	NS
	Invest a further £80+ million in new and improved schools (Western Gateway and East End Campus).	75% 	31st March 2027	Overall, the condition of the school estate has improved significantly. Investment in new buildings and ongoing planned maintenance means that more schools are now in good or very good condition. This has improved the quality of learning environments, reduced ongoing maintenance issues, and created more sustainable buildings. To build on this progress, work is underway to develop a 10-year service estate strategy.	CF
	Build affordable houses that meet community needs.	65% 	31st March 2027	As at the end of financial year 2025/26 a total of 227 affordable homes were completed. This has exceeded the Council Plan target of 200 units.	NS
	Work with Scottish Government on a Local Democracy Bill to further empower councils and local communities.	50% 	31st March 2027	This is a regular item on the agenda for the COSLA Leaders meetings and officers continue to keep the Leader and Chief Executive briefed on the progress being made. We will provide reports to Council Leadership Team and City Governance Committee as and when required.	CEX

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Incorporate the 20 Minute Neighbourhood concept into the forthcoming the Local Development Plan.		31st March 2027	Consultations on Call for Sites and Call for ideas completed by 31 March 2026. Officers now considering these for incorporation in the Proposed Local Development Plan.	CD
	Help reanimate vacant places in the city centre and other retail areas.		31st March 2027	Alongside the Business Improvement District and longer-term strategic work to improve the City Centre, the Council's City Marketing Team work constantly to attract businesses to vacant units. There have been a number of recent new openings: The Works in the Overgate; Wendy's on Reform Street; The Enchanted Rooms on Whitehall Crescent; Riddoch's & Machair Bakery on the Nethergate; and Mountain Warehouse in the Gallagher Retail Park.	CD

CD-City Development, CEX-Chief Executive Services, CF-Children and Families, CS-Corporate Services, NS-Neighbourhood Services

Action progress symbols and progress percentage explained

	In Progress - Action is progressing well, on target for achieving all objections set in the initiation phase. 20% - The task is defined and agreed by relevant partners/stakeholders. 40% - Necessary tasks planned and implementation in early stages. 60% - Number of key actions achieved/agreed process or improvement taking shape or in place or underway. 80% - Majority of actions achieved/ agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule.
	Overdue – Action is still progressing; however, it has exceeded its due date.
	Completed - Action has been completed, and objectives have been achieved.

Design a Modern Council



“Our modern Council for the future will be lean and efficient with a clear set of priorities that deliver for Dundee citizens and communities, focusing resources where they can make the biggest difference.”

Dundee Plans

- Long Term and Medium-Term Financial Strategy
- Capital Plan 2026/31
- Treasury Management Strategy 2026/27
- IT Strategy 2024/29
- Workforce Strategy 2022/27
- Corporate Asset Management Plan 2023/28
- Transformation Programme
- Communications Strategy

Strategic highlights from last year

- The impact of the Local Government Financial Settlement and rising cost of service due to demand and inflation required the Council to identify upwards of £5m of savings or raise additional income to balance the overall budget. Despite these financial pressures, Dundee City Council has set a balanced budget for 2026/27.
- The Council's Transformation Programme is progressing well, with a number of projects being delivered to redesign our processes and services to be modern, based on the needs of their users, and financially sustainable. This will be key to achieving a balanced budget in the coming years.
- A Best Value Thematic Review on Dundee City Council's Transformation in 2025 found that the transformation programme is well resourced with robust officer-led governance arrangements in place to monitor transformational activity through its Transformation Board. There is also good partnership working aimed at improving outcomes and generating savings, and evidence of consulting with communities. This review outlined several actions which have been appropriately assigned and are monitored and reported on through the Chief Executive's Service Strategic Service Plan.

- The report and findings of the Best Value Thematic Review of Asset Management was submitted to Scrutiny Committee in April.
- Dundee City Council's Adult and Youth Employability Services have been restructured into a single Employability Service for all ages. This unified service will continue to support the vision and goals outlined in the Discover Work Strategy & Action Plan 2022 – 2027, aligned to Scotland's No One Left Behind approach.

National Performance Framework

(Aligning global, national and local aims)

The UN Sustainable Development Goals	The National Performance Framework	Council Plan Key Priority
	 We are well educated, skilled and able to contribute to society  We grow up loved, safe and respected so that we realise our full potential  We are healthy and active  We protect human rights and live free from discrimination	 Reduce child poverty and inequalities in incomes, education and health  Resilient and Empowered Communities  Design a Modern Council
	 A globally competitive, entrepreneurial, inclusive and sustainable economy  Thriving innovative business with fair and quality jobs for everyone  Open connected and make a positive contribution internationally	 Deliver Inclusive Economic Growth (including Community Wealth Building)
	 We value, enjoy, protect and enhance our environment	 Tackle Climate Change and reach Net Zero emissions by 2045

Actions completed 2025/26

- Deliver options to balance the Council's budget each year.

Actions due for completion 2026/27

2026/27 is the final year of this Council Plan. All remaining actions in progress are due to be completed:

- Deliver a programme of service redesign reviews to embed the digital and community empowerment changes.
- Increase the uptake of modern and graduate apprenticeships.
- The roll out of a digital transformation programme.

576,361

Online transactions have increased by 32.7% in 2025/26.

2024/25 - **434,420**, 2023/24 - **384,760**



£5m

Savings needed to balance the budget for 2025/26.



211

Young people supported by the Council's Employability Service.

Target
(2025/26)
181

The number of online self-service transactions as a proportion of all customer service transactions continues to increase year on year.

62.3% 63.6%

2024/25

2025/26

Target
(2025/26)
71%

Priorities in Action

Local authorities across Scotland are facing significant financial pressures. Despite these challenges, Dundee City Council will work towards delivering services which best support communities across the city, as well as continuing to remain sustainable. This means making use of service design, and of new technologies and ways of working, while continuing to set a balanced budget. Because this is so important, Design a Modern Council is one of five key priorities in the Council Plan 2022 – 2027, and employees can help to design a modern council that can deliver services in the most efficient way.

Balancing the budget

In September 2025, City Governance Committee agreed a Budget Strategy and Financial Outlook 2026/27 (Report No 235-2025). The report set out the strategy and process to enable the Council to set a balanced budget for 2026/27, as well as an updated Medium-Term Financial Strategy and outlook for 2026/29. The report outlined a projected budget gap of £8.4m for 2026/27, and that potential savings would require the Council to consult with the public on budget proposals in advance of the budget setting meeting to ensure that decisions taken are informed by information on the impact that they may have on individuals, particularly in regard to the Council's equalities obligations.

A budget consultation survey ran for 4 weeks from 21st November to 19th December 2025. Citizens were invited to share their views on a range of specific savings options put forward by officers, either online or by completing a paper form. There was regular promotion of the consultation undertaken during this period to encourage feedback, and there was a total of 3,906 responses to the questionnaire, a 9.4% increase from 3,571 responses the previous year.

A report (16-2026) to City Governance Committee in February outlined the impact of the Local Government Financial Settlement, together with the impact of inflation and other adjustments, would require the Council to identify £5m of savings to balance the overall budget for 2026/27. The 2026/27 Revenue Budget was approved by City Governance Committee on 5 March 2026 (report 54-2026 refers). This included a 7.75% increase in Council Tax to help close the budget gap while still providing essential funding for Council services to deliver on strategic priorities.

The budget report considered in March estimated that based on current assumptions of service demand and inflation, together with grant support anticipated to be provided from Scottish Government, that the Council's budget deficit will be £8.9m in 2027/28 and will rise by a further £6.0m in 2028/29.

Transformation Programme

Delivery of the sixth phase of the Council's transformation programme will continue to support future financial plans. The 2026/27 Revenue Budget outlined that the likely projected budget gap would require £15.9m of savings to be made by 2028/29 to achieve a balanced budget. This is on top of approximately £181m of savings realised since 2008. The transformation of services will be essential in contributing to these savings.

Areas in which we are redesigning the Council include:

- Property Rationalisation
- Children & Families Services
- Digital by Design
- Fleet Management
- Our People

Design a Modern Council provides the overarching identity and direction for the Council's transformation programme through to 2027. However, delivering the ambitions of the Council Plan requires more than incremental improvement. It demands a fundamental redesign of services to respond to changing demographics, inequalities and levels of poverty, the Council's role in supporting community wealth building, and growing expectations around community empowerment. This transformation must be underpinned by the use of modern technology and new, more flexible ways of working that enable the Council to operate differently, focus resources where they add most value, and achieve sustainable outcomes for the communities and citizens across the city.

Long-term service redesign and digital transformation are the primary mechanisms through which sustained transformation will be delivered. As customer expectations continue to evolve, driven by technological change, services will need to adapt to new and more flexible ways in which people choose to engage with the Council.

Transformation activity will be prioritised where it both improves service outcomes and delivers a long-term reduction in the sustainable cost base of service delivery. To support this, the Council has established a Change Fund to invest in projects that deliver measurable service improvements and/or recurring financial savings. The fund is a key means of translating strategic intent into practical, deliverable change. The following provides updates on key projects within the programme:

IS/SOLACE Transformation Programme

The Solace/IS Transformation Programme is an ambitious, sector-led initiative uniting all 32 Scottish local authorities to design the "council of the future". Led by Solace Scotland and supported by the Improvement Service, it aims to help councils adapt to financial pressures, rising demand and evolving community needs. The programme co-ordinates efforts across three main workstreams: Public Sector Reform; Short-Term Improvement Projects; Leadership Capacity.

Dundee City Council has directly engaged in multiple aspects of the programme, and a lead officer has attended Single Point of Contact meetings to ensure that Dundee City Council continues to be involved in this national programme and capitalise on any new transformation opportunities.

Children & Families

As part of work to review the education estate, the new Drumgeith Community Campus and Greenfield Academy opened in August 2025. Whilst aligning to our approach to property rationalisation, the new school replaces the former Braeview Academy and Craigie High Schools that were no longer fit for purpose. This £100 million investment in education, sport and community provision in the city has created a flagship community campus with state-of-the-art facilities and services to the area. Significant community benefits have included job creation, training and local projects designed to improve the lives of school pupils and citizens alike.

The Children's Social Work Service has made substantial and measurable progress through its Reflect, Refresh and Renew transformation programme. Over the past five years, the service has achieved a 14% reduction in the number of care experienced children and young people, increased family-based provision from 85% to 91%, delivered a 24% increase in the proportion of young people achieving SCQF Level 5 or above, and reduced gross expenditure by approximately £2.7 million. The programme, over the past year, has now entered Phase 2, focused on embedding progress to date, addressing remaining priorities, and responding to legislative and inspection requirements.

The Education Service secured change fund monies amounting to £16k to employ a dedicated resource to carry out analysis work and a benchmarking exercise to progress the review of Support Services. Work continues to develop a proposed model to ensure that children and families receive the help and support they need in a more supportive, timely and co-ordinated way.

Property Rationalisation

In order to meet future budgetary challenges, continued transformation will be required to reshape the property portfolio, ensuring it is sustainable, modern and capable of supporting new models of service delivery that meet the evolving needs of our citizens and communities.

The City Development Management Team has been working with Council Services and the Council Leadership Team to reduce the amount of property held, reduce carbon footprint and improve the quality and efficiency of the retained portfolio. This is an ongoing process, however progress in the last year has included:

- Utilisation of surplus office space and generating income from leasing offices in Claverhouse, reducing expenditure in terms of running costs.
- The integration of various services into a single Young Persons' Hub in the city centre at 22-24 Crichton Street following the refurbishment of existing property.
- Community Asset Transfers of Mid-Lin Daycare Centre through the Council's voluntary Community Asset Transfer scheme, and Fairfield Community Sports Hub under the Community Empowerment Act (Scotland) 2015 legislation.

- Ongoing review and rationalisation of office space has resulted in the transfer of Regulatory Services from 5 City Square to Dundee House, and two council houses formerly being used as offices at 57-59 Balgowan Avenue have been passed back to Housing for renting as residential accommodation.
- Demolitions ongoing and close to completion at Craigie High School, Braeview High School, Kirkton Community Centre. These demolitions will facilitate future development opportunities with agreement for the Kirkton Community to take a lease of the site of the old community centre.
- Officers are working with other public sector partners to maximise the use of accommodation that cannot be sold. This will improve partnership working and shared costs.

Procurement – Fleet Services & Facilities Management

The Procurement Transformation project has focussed on Facilities Management and Vehicle Fleet Services with the purpose of achieving savings and service benefits through supplier rationalisation and tiering. Agreement on a Fleet Strategy that involves moving to a 'single or dual supplier' model for light vehicles has been agreed and is now being progressed. Similarly, an options appraisal to consider various contracting models for property maintenance has been developed.

Digital by Design

During 2025/26, Dundee City Council made tangible progress in strengthening digital governance, delivering priority digital services, and laying foundations for longer term transformation. The year was characterised by a shift from exploratory activity to structured delivery, underpinned by clearer accountability between Digital, IT and Services, and a more mature relationship with the Transformation Board.

The development of the Digital Delivery Plan has been progressing. Senior Leadership and Heads of Service engagement sessions have defined the desired outcomes for customers, colleagues and communities, shaping the core principles, priority areas and initial delivery roadmap for the plan, with a focus on improving access, efficiency and service experience. This will include a clearer delivery structure, aligned to transformation governance, including the development of product-based delivery approaches, prioritisation mechanisms and strengthened links to data maturity and Programme Management Office development. Future targeted engagement is planned with Elected Members and Trade Unions to support early involvement in shaping priorities, alongside continued collaboration with partners across the Digital Office, Abertay University and the wider ecosystem.

Key achievements included the formal operation of the Digital Board as a thematic delivery board to the Transformation Board, the launch or mobilisation of several customer facing and workforce digital platforms, and progress to the award of a major Unified Communications contract. Progress was made alongside recognised delivery risks, particularly in large scale programmes dependent on third party suppliers or service readiness. Overall, 2025/26 represents a consolidating year that has materially improved the Council's ability to deliver digital change at pace and with assurance.

The table below maps key 2025/26 achievements to the Council's Digital Strategy (2023-27) objectives:

Digital Strategy 2023–27 Objective	2025/26 Progress	Supporting Evidence
Deliver modern and accessible digital services.	Housing, Construction, Corporate Services.	Digital Board project reports.
Establish strong digital governance.	Digital Board reporting formally to Transformation Board.	Board minutes and highlight reports.
Empower the workforce through digital tools.	AVC Portal and mobile working platforms implemented.	Programme updates.
Use data as an enabler for transformation.	Data Maturity Programme completed and assessed.	Transformation evidence reports.
Ensure secure and resilient digital platforms.	Unified Communications procurement.	Procurement and board updates.

Throughout 2025/26 the Digital Board operated as a formal thematic delivery board, reporting bi monthly to the Transformation Board in line with agreed transformation governance arrangements. Digital was explicitly identified as one of the core transformation themes, alongside Property Rationalisation, Income Generation, and Service Redesign.

A significant governance achievement during the year was the establishment of a Digital Team and explicit agreement on the distinction between Digital and IT functions. Digital was confirmed as accountable for digital development, innovation and service transformation, while IT retains ownership of core infrastructure and enterprise platforms.

Meaningful digital progress was delivered across a range of services:

- **Housing and Repairs:** The Integrated Housing Management System, combining Civica CX and Total Mobile, was launched in April 2026, initially enabling over 100 operatives and back office staff to manage repairs and maintenance digitally. This represented a step change in operational digitisation for Housing Services.
- **Rent Recovery:** A Council developed Rent Recovery Portal went live in November 2025, replacing a commissioned model and lead to a 6 figures annual saving. This system developed in partnership with the Service uses analytics and predictive insights to identify tenants at risk of falling into rent arrears as early as possible. It enables housing income teams to intervene sooner with targeted, supportive actions that improve collection rates while reducing hardship and eviction risk.
- **AVC Portal:** A Council hosted AVC Portal went live in March 2026, replacing a commissioned model and assisting in generating further 6 figures annual savings. Back end integration was included to streamline payroll and pensions processes, with further enablement planned with service teams.

- **Analytics:** Customer Services have developed innovative methods of analysing Revenues data to provide dashboards and insights enabling targeted decision making.
- **Data and Information Maturity:** The Council progressed preparatory work on data maturity, including completion of the Data Maturity Programme survey and analysis of results. This is leading to a recommendation that data is treated as a core enabler of transformation rather than a standalone technical activity and governed accordingly,
- **Unified Communications Programme:** One of the most significant investments during 2025/26 was the Unified Communications programme, encompassing telephony, contact centre capability, chatbots and digital channels. The contract was procured in the first quarter of 2026 marking a major milestone after a competitive procurement process. This will be one of the major implementations on 26/27 with wide ranging areas of the Council directly effected and coming with significant opportunities of process improvement and automation of Customer contacts.

Overall, 2025/26 represents a year of meaningful and credible digital progress. Governance foundations have been strengthened, priority services delivered, and major enabling programmes have been mobilised. The direction of travel is positive and aligns with corporate and national transformation priorities.

Progress is being made in online self-service transactions. The volume of total online transactions is up 32.7% over the previous year and up 52.3% over the previous 2 years, driven in particular by an increased number of Leisure and Culture online bookings. The proportion of transactions complete by customers as self-service has marginally increased over the previous year, increasing from 62.3% in 2024/25 to 63.6% in 2025/26%.

Our People

The Council's approach to leading, managing and developing its people is set out in Our People Strategy 2023/28, which is underpinned by the Strategic Workforce Plan and aims to support employee wellbeing and recognise the contribution staff make in delivering outcomes for citizens.

As part of Strategic Workforce Planning, there is now a refreshed, council wide approach that aligns explicitly to Best Value and audit expectations and provides greater consistency and assurance in how workforce risks are identified and addressed. Clear drivers, governance and a consistent methodology are now in place, supported by a single Strategic Workforce Planning template, workforce data pack and manager toolkit. Other achievements in this area include the following:

- **Development and testing of new recruitment system functionality**, with implementation activity progressing to support more streamlined and consistent recruitment processes;
- **Establishment Control Board and Recruitment Governance** to strengthen alignment between recruitment approvals, establishment control and workforce planning. Revised recruitment criteria and digital workflows support quicker progression of essential and mandatory posts while maintaining appropriate governance and scrutiny;

- **Development of a workforce dashboard** providing real time workforce data to support planning and decision making;
- **Digitisation of people related processes**, including development to process pension AVCs in house and generate financial savings;
- **Refresh of the Quality Conversations Appraisal approach**, enabling clearer Personal Development Plans that link development priorities into annual workforce planning cycles, with a stronger focus on people manager competencies, supported by updated guidance and learning resources.
- **Progressing proposals to modernise the Council's learning infrastructure**, including steps to procure a new Learning Management System to improve access to learning, reporting capability and compliance oversight.

Together, these improvements are strengthening the Council's ability to plan for future workforce needs, improve recruitment effectiveness and reduce reliance on short term or reactive workforce solutions.

Increasing opportunities for young people and adults

During 2024/25 there was a restructuring of the Council's employability services, where youth employability and adult employability were merged into a single all-age service within City Development. This was completed with the transfer of youth employability employees from People Services to City Development in October 2025. The new all age Employability Service is delivered through the Discover Work Dundee partnership and aligned to Scotland's No One Left Behind approach.

During the period April 2025 - 31 March 2026, the Employability Service had 211 new young people accessing employability support. During the period 81 young people moved into employment, 2 into Modern Apprenticeships and 80 into FE/training. This equates to a 77.3% positive destination outcome rate for the 2025/26 year, an increase from 59.6% of all young people supported in 2024/25. The service also supported 253 adults, with 138 moving into employment, 4 into self-employment, and 11 into further education/training, a positive destination outcome rate of 59.5%.

Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
Design a Modern Council	2	2	1	3	3 (100%)

Most Improved PI's 	Most Deteriorating PI's 
The number of Council transactions that are digital self-service (order, request, payment).	n/a
The total number of opportunities provided to young people (e.g. modern apprenticeships, trainees).	n/a
The percentage of customer services customers using self-service options.	n/a

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Year 5 (26/27)	Short Term Trend	Long Term Trend	Notes
		Data	Data	Data	Target	Target			
	The number of Council transactions that are digital self-service (order, request, payment).	378,364	434,420	576,361	440,000	500,000			Number of transactions has increased by 32.7% between 2024/25 and 2025/26.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Year 5 (26/27)	Short Term Trend	Long Term Trend	Notes
	The percentage of customer services customers using self-service options.	62.1%	62.3%	63.6%	71%	99%			Slight increase over the previous year. Monthly values during 2025/26 have varied between 61% and 67%.
	The total number of opportunities provided to young people (e.g. modern apprenticeships, trainees).	199	181	211	181	181			Increase between 2024/25 and 2025/26 has happened the same year that the Council's employability services for adults and young people have been merged into a single all age service.

Performance Indicator Key

Status		Short Term Trend		Long Term Trend	
	More than 5% away from Target		Improving		Improving
	Within 5% of target		Maintaining		Maintaining
	On Target		Deteriorating		Deteriorating

Progress on Key Actions

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
✓	Long-Term Financial Strategy to be updated to reflect new Council Plan priorities.	100%	31st March 2024	Completed March 2024. A Long-Term forecast for projected budget funding gaps up to and including 2033/34 was presented in the Revenue Budget and Council Tax 2024/25 report to City Governance Committee in February 2024.	CS
✓	Roll out hybrid working across the Council.	100%	1st April 2025	Completed April 2024. Hybrid working has now been rolled out across the council, and all employees have the necessary equipment. The review of hybrid working is an action in the Corporate Services Service Plan 2023 to 2027.	CS
✓	Increase digital learning, teaching of new working methods and developing the skills of our employees.	100%	1st April 2024	Completed October 2024. All M365 modules now developed and delivered. Digital Skill Progress Plan now developed and aligned to Digital Skills Strategy, with key actions. Scrutiny and ongoing feedback via Digital Board.	CS
✓	Deliver options to balance the Council's budget each year.	100%	31st March 2027	Officers provided sufficient options and budget was duly approved by CG Committee on 5 March 2026.	CS
▶	Delivering a programme of service redesign reviews to embed the digital and community empowerment changes.	60%	31st March 2027	A process is currently underway to review the projects within the Transformation Programme. Discussions will also be held as part of the forthcoming Transformation Boards to discuss new ideas for transformation. Service design principles will be used as appropriate, depending on the area of review and scale of each transformation project i.e., other improvement methodologies will also be used to best meet the requirements of individual projects.	CEX

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Increase the uptake of modern and graduate apprenticeships.	60%	31st March 2027	As of 1 April 2026, the function of our MA/GA pathways has returned to People Services. A plan is in place to scope out a Framework to look at a formalised approach to MA/GA pathways, Career Grade structures, and agree this as our organisational approach. Recruitment to a range of "Earn & Learn" MAs is also underway coordinated across both People services and City Development.	CS
	The roll out of a digital transformation programme.	25%	31st March 2027	Work is progressing on the development and roll out of the Digital Delivery Plan, transitioning from initial strategy into a clearly defined, effects based delivery framework aligned to the Council's wider transformation ambitions.	CS

CD-City Development, CEX-Chief Executive Services, CF-Children and Families, CS-Corporate Services, NS-Neighbourhood Services

Action progress symbols and progress percentage explained

	In Progress - Action is progressing well, on target for achieving all objections set in the initiation phase. 20% - The task is defined and agreed by relevant partners/stakeholders. 40% - Necessary tasks planned and implementation in early stages. 60% - Number of key actions achieved/agreed process or improvement taking shape or in place or underway. 80% - Majority of actions achieved/ agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule.
	Overdue – Action is still progressing; however, it has exceeded its due date.
	Completed - Action has been completed, and objectives have been achieved.



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