

## ITEM No ...5.....

**REPORT TO:** CITY GOVERNANCE COMMITTEE – 27 OCTOBER 2025  
**REPORT ON:** CITY PLAN FOR DUNDEE 2022-32 – ANNUAL REPORT FOR 2024/25  
**REPORT BY:** CHIEF EXECUTIVE  
**REPORT NO:** 310-2025

### **1. PURPOSE OF REPORT**

1.1 To present the third annual progress report on the City Plan for Dundee 2022-2032 for approval.

### **2. RECOMMENDATIONS**

2.1 It is recommended that the Committee:

- a) notes the progress made since the first report on the City Plan for Dundee 2022-32 in October 2023;
- b) notes that the Strategic Leadership Groups will review performance indicators that have deteriorated and take measures to improve these going forward;
- c) remits the annual report to the Scrutiny and Audit Committee for further consideration; and
- d) remits the Council Leadership Team to monitor Dundee City Council's commitment and inputs to delivering actions supporting this plan.

### **3. FINANCIAL IMPLICATIONS**

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

### **4. BACKGROUND**

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

4.2 The Dundee Partnership published its first City Plan in late 2017 for the period, 2017 to 2026. The Plan fully reflected the Scottish Government's guidance for CPPs by:




- a) using our understanding of local needs circumstances and opportunities to establish a clear and ambitious vision for Dundee;
- b) focusing on a smaller number of key strategic priorities and setting realistic but ambitious 1, 3- and 10-year improvement targets;
- c) acting to reduce the gap in outcomes between the most and least deprived groups and improving long term sustainability of public services; and
- d) preparing locality plans which show how we will collaborate with communities to respond to their priorities.

4.3 When the first plan was agreed it was also highlighted that the City Plan would run on a five year rolling basis, while being subject to annual reviews and reporting, and it sits within the duties of the Council, public bodies, and the Scottish Government in relation to Community Planning and Best Value.

4.4 The new City Plan for Dundee 2022-2032 was agreed by the Dundee Partnership in September 2022 and reported to the Policy & Resources Committee on 26 September 2022 (article II refers). The first annual report on this (Report No. 291-2023) was agreed by the City Governance Committee on 23 October 2023. (article III refers).

## 5. PERFORMANCE AND PROGRESS

- 5.1 The City Plan for 2022-2032 focuses on a small number of priorities and sets targets which are reviewed annually. Monitoring continues in the same way as previously, showing whether they are on or close to target and whether they are showing a long-term improving trend.
- 5.2 The summary of the City Plan performance by priority theme in the table below shows that overall, 73% of the performance indicators have improved when compared to the previous year. The Plan contains ambitious targets and 14 of the 30 indicators have met or are within 5% of the target.

Priority Themes		Number of Indicators on or within 5% of Target	Number of Indicators that have improved over the previous year
	Reduce Child Poverty and Inequalities in Incomes, Education and Health	7* (58%)	10 (83%)
	Deliver Inclusive Economic Growth (including Community Wealth Building)	6 (40%)	11 (73%)
	Tackle Climate Change and reach Net Zero Emissions by 2045	1 (33%)	1 (33%)
<b>Total Improved</b>		<b>14 (47%)</b>	<b>22 (73%)</b>
<b>Total Number of Indicators</b>		<b>30</b>	

\*Please note the number of drugs deaths indicator in this theme has a target of reduce rather than a numerical target so won't be counted in those on or within 5% of target

- 5.3 The purpose of this type of reporting is to ensure focus on delivering the levels of improvement on key measurable outcomes. The Dundee Partnership Management Group 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 will be a focus for the Strategic Leadership Groups during the next year.

The indicators showing the **most improvement** so far are:

1. % care experienced school leavers entering positive destinations (41% increase)
2. % point gap in numeracy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas (29% decrease) \*figure for 24/25 is an interim figure
3. Number of Business Gateway start-ups per 10,000 population (19% increase)
4. % point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas (11% decrease) \*figure for 24/25 is an interim figure
5. Youth Unemployment rate (16-24) (9% decrease)

The top five performance indicators that are **furthest away from target with no improvement** on the year before are listed below.

1. City Centre retail units vacancy rate (%)
2. Number of workless households
3. Active travel (walking and cycling) as a proportion of trips to work
4. Proportion of people earning less than the real living wage
5. % of Primary 1 children classified as obese or overweight

5.4 The appendix attached is the full report setting out progress in detail. It includes the following sections:

- Introduction (page 3)
- Background (page 4)
- Progress Summary for 2024/25 (pages 6-7)
- Areas for Improvement - progress from 2023/24 and new areas for 2025/26 (pages 8-11 )
- Reduce Child Poverty and Inequalities in Incomes, Education and Health (pages 12 to 31)
- Delivery Inclusive Economic Growth (pages 32 to 48)
- Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045 (pages 49 to 56)

The sections covering the three priority themes all include the following sub-sections:

- Strategic Highlights from last year
- Action in progress for completion in 2025/26
- Priorities in Action
- Performance Scorecard

## **6 POLICY IMPLICATIONS**

6.1 The content of this report was previously considered in report 255-2022 and remains valid. The original report was subject to an Integrated Impact Assessment. An appropriate senior manager has checked and agreed with this assessment. For progress reports relating to the initial report, a copy of the Integrated Impact Assessment is included as an Appendix to that initial report.

## **7 CONSULTATIONS**

7.1 The Dundee Partnership Management Group, Co-chairs of the Strategic Leadership Groups and the Council Leadership Team were consulted on the contents of this report.

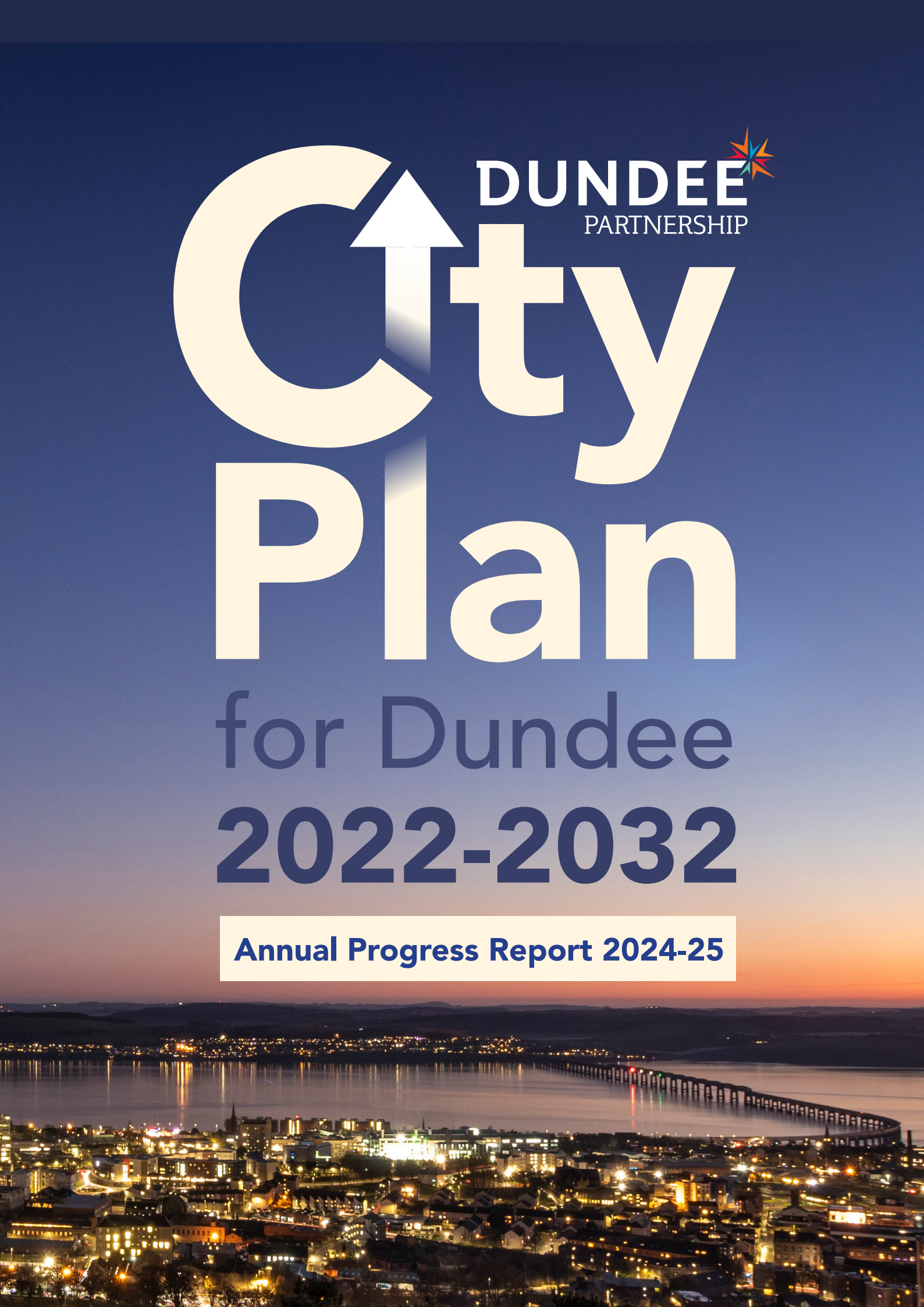
## **8 BACKGROUND PAPERS**

8.1 None.

GREGORY COLGAN  
CHIEF EXECUTIVE

DATE: 30 SEPTEMBER 2025

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**DUNDEE**  
PARTNERSHIP

# City Plan

for Dundee  
2022-2032

**Annual Progress Report 2024-25**

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# Introduction

## by the Chair of the Dundee Partnership

The Dundee Partnership brings together all the public, private and voluntary organisations who work to shape our city and the lives of people who live, work, learn and visit here. Our City Plan is the document that sets out our vision for Dundee and the action we will take to deliver that.

This is our annual report for 2024/25. It shows that we are making progress even while we have so much more to do to achieve our ambitions for Dundee. Despite the challenges we face, we continue to aspire to the challenging but realistic goals we have agreed - to grow our economy in a way that benefits everyone; to reduce the unacceptable levels of child poverty and the other social injustices we see around us; and to make our contribution to slowing down the impact of climate change.

In this report you will find examples of the excellent work happening in Dundee as well as the areas where we know improvement is needed. It tells a story of how determined we are to make Dundee a city we can all be proud of and enjoy.



**Councillor Mark Flynn**

Chair of the Dundee Partnership  
& Leader of Dundee City Council

# Background

The Dundee Partnership acts on the behalf of all the city's communities and the public, private and voluntary organisations committed to making it better. It is where our collective hopes and ambitions for Dundee come together.

The Partnership is well respected locally and across Scotland and has imagined and delivered many acclaimed projects. At the same time, the Partnership is acutely aware that the real success of the city is unequally shared. Too many Dundonians continue to experience inequalities in different aspects of their lives such as health, education and income. We must change that.

We will grow the city and make it more sustainable economically and environmentally, but we also need to continue to grow our city in ways that reduce inequality. Our ambitions are captured in the vision for the city that was agreed by the full Dundee Partnership in summer 2022.






The three strategic priorities provide the framework for our action plans, that reflect both the needs of our population and the aspirations of our communities, with the overall aim of reducing deprivation and inequalities, as follows:



# Progress Summary 2024-2025

The table below shows that overall 47% of the performance indicators in the City Plan are on or within 5% of the target. The table also shows that overall 73% of performance indicators improved when comparing the latest figure to the previous year.

**Table 1: City Plan Performance indicators**

Priority Theme	Indicators on or within 5% of Target	Indicators that have improved over previous year	Total Indicators
 Reduce Child Poverty and Inequalities in Incomes, Education and Health	7*	10	12
 Deliver Inclusive Economic Growth (including Community Wealth Building)	6	11	15
 Tackle Climate Change and reach Net Zero Emissions by 2045	1	1	3
<b>Total</b>	<b>14 (47%)</b>	<b>22 (73%)</b>	<b>30</b>

\*Please note the indicator "Number of Drugs Deaths" which is contained within the "Reduce child poverty and inequalities in incomes, education and health" theme does not have a specific numerical target associated with it – the target is to reduce.

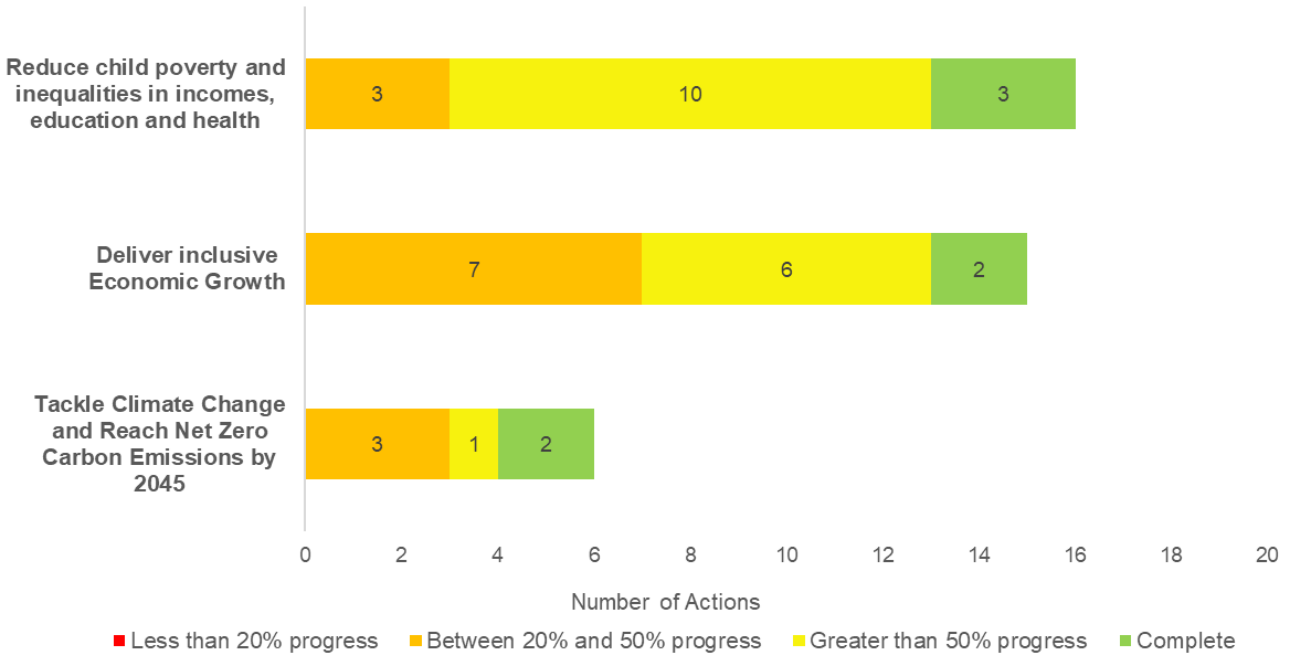
Graph 1 shows the progress of all the actions contained in the City Plan. The percentage complete is a self-assessment of the progress of the individual actions contained in each theme of the plan. Officers who are assigned each action are advised to use the following guidance when assessing the progress of their action.

%	Definition
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

# City Plan Action Progress

Graph 1 below shows the majority of actions are in progress which means someone has been assigned, briefed and already taken steps towards achieving the action. Of the 37 actions in the City Plan, 7 (19%) have been completed, with 17 actions (46%) making progress of greater than 50%. Thirteen actions (35%) have made progress of between 20% and 50% which is not unexpected three years into a ten year plan.

**Graph 1: City Plan Actions Progress**



# Areas for Improvement

This annual report addresses the third year of an ambitious ten-year plan and reflects the progress in the year 2024/25. Progress in some areas may therefore be modest and demonstrate the significant challenges ahead given the difficult social and economic context that currently exists.

## Updates on areas for improvement identified in the 2023/24 annual report:

The following table shows the performance indicators which were highlighted as areas for improvement in the 2023/24 City Plan Annual Report. Whilst work continues to implement actions to address these areas, we acknowledge that there are areas where greater progress is needed and must be pursued.

Areas for improvement	
Performance Indicator	Latest Position
<b>% of young people 16-24 who are unemployed</b>	Statistics published on the NOMIS website reported in the period January to December 2024, the youth unemployment rate in Dundee decreased to 28.9% from the 31.7% reported for the period January to December 2023.
<b>% point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5</b>	<p>In 2023/24 the percentage point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5 stood at 4.3. This reduced slightly to 4.2 in 2024/25.</p> <p>Improving attendance remains a key priority as one of our stretch aims for the Strategic Equity Fund. The Scottish Government is now producing fortnightly attendance data, published at local authority level and supplied to us at school level. We are supplying our schools with an analysis of the data to enable them to track absence and attendance.</p>

Areas for improvement	
Performance Indicator	Latest Position
<b>% of working age people with no qualifications</b>	In 2023/24 it was reported that 7.7% of working age people in Dundee had no qualifications. This improved slightly to 7.2% in 2024/25. Whilst there has been a year on year reduction in the percentage of working aged people with no qualifications, it remains above target and addressing this is a priority for providers of education and employability services within the Council and across the wider Dundee Partnership.
<b>Rate of emergency hospital admissions where primary cause of admission was regarding mental health</b>	In 2023/24 the rate of emergency hospital admissions where the primary cause of admissions was regarding mental health stood at 3.58 this decreased to 3.3 in 2024/25. This equates to an improvement of 7.8%.
<b>% of the Dundee Workforce in employment</b>	In 2023/24, 63.7% of the working age population in Dundee were in employment. This increased to 69.1% in 2024/25. This indicator has been the subject of ongoing monitoring by the Inclusive Economic Growth Strategic Leadership Group since the pandemic due to a worrying decline in recent years. Actions to grow the economy and support people back into work have been progressed and it is positive to note that in the last year there has been a significant increase, albeit that the current rate remains below target and below the Scottish average.

The following indicators were identified as areas for improvement in the 2023/24 report and have again been highlighted as areas for improvement in this year’s annual report.

- % active travel (walking and cycling) as a proportion of trips to work
- Percentage of Primary 1 children classified as obese or overweight.

## Current Areas for Improvement

Based on analysis of performance against targets in the City Plan, the following performance indicators are furthest away from target with no improvement on the year before. A summary of what has been done to improve performance in these areas will be reported on in next year's annual City Plan report.

Current Areas for Improvement	
Performance Indicator	Reason why this has been selected as an area for improvement
<b>City Centre retail units vacancy rate (%)</b>	City Centre vacancy rates increased from 17.7% in 2023/24 to 19.8% in 2024/25. The Council remains 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 is making significant strides to improving public spaces, including pedestrian areas and green spaces to make the city centre more attractive.
<b>Number of workless households</b>	The data for this performance indicator is sourced from the ONS Annual Population Survey the latest data available is for January – December 2023. It was reported that there were 14,300 workless households in Dundee during this period - an increase from 10,300 reported in the period January to December 2022. Reducing the number of workless households in the city is a key priority for the Discover Work Employability Service. This is done through addressing the employability needs of individuals and adopting a whole family approach where appropriate and where resources allow. The latest figures exhibit a concerning increase, however it should be noted that there is a time lag in the availability of this data with the latest figures relating to 2023.
<b>Active travel (walking and cycling) as a proportion of trips to work</b>	The data for this performance indicator is sourced from the Scottish Household Survey. The latest data relates to the 2023 survey which was published in 2024. This showed that 13% of respondents in Dundee stated that they used active travel (walking and cycling) as a proportion of trips to work. This decreased from 18% in the 2022 survey.



Current Areas for Improvement	
Performance Indicator	Reason why this has been selected as an area for improvement
<b>Proportion of people earning less than the real living wage</b>	The provisional proportion of people earning less than the real living wage reported in the ONS Annual Survey of Hours and Earnings 2024 was 12% in Dundee this increased from 9.8% which was reported in the 2023 Survey. The Dundee figure for 2024 is higher than the Scottish proportion which stood at 11.4%.
<b>% of Primary 1 children classified as obese or overweight</b>	Figures from Public Health Scotland reported that the percentage of Primary 1 pupils in Dundee who were classified as being obese or overweight stood at 25.1% in 2023/24 this increased from 23.8% in 2022/23. The situation remains a significant concern, both in Dundee City and across Scotland, as levels remain stubbornly high and are greater than prior to the pandemic. Coupled with the rise in cost of living, ongoing disruption to global supply chain and food inflation families are living with food insecurity which has widespread impact, including increasing the risk of poor diet quality and obesity and further driving the socioeconomic inequalities in child healthy weight.

# Reduce Child Poverty and Inequalities in Incomes, Education & Health



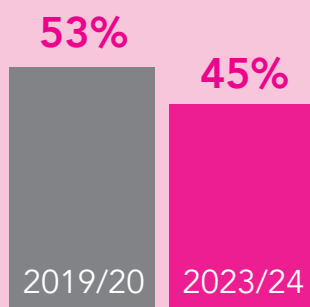
“Dundee will be a caring city which has tackled the root causes of poverty and delivered fairness in incomes, education and health.”

# 100%

of care experienced school leavers entered a positive destination in the period 2023/24.



Percentage gap in attainment tariff average scores between school leavers living in SIMD 1 areas and SIMD 5 areas reduced from 53% in 2019/20 to 45% in 2023/24



# 91.3%

of 16-19 year olds in Dundee were participating in Education, Employment or Training.



## Strategic Highlights

- The 2024-25 Fairness and Local Child Poverty Plan Report was agreed by the City Governance Committee in June 2025. In preparing the report, there were engagement sessions with key services and Dundee Fighting for Fairness to review the existing actions, assess progress and set new priorities. The report highlights that we remain committed to tackling child poverty and promoting fairness across the city. For more detail the report can be found on the [Dundee City Council website](#).
- Locality based work has continued to provide a strong drive to tackling child poverty through the Fairer Futures Partnership in Linlathen & Mid Craigie, and the Local Fairness Initiative in Stobswell West and Linlathen.
- Our Advice Strategy continues to guide progress in maximising the incomes of our citizens, most recently through targeted outreach to older people on Pension Credit and other relevant benefits.
- The Mental Health and Wellbeing Strategic Plan for 2024-27 aims for Primary Care to enable people to receive the support at the right time and in the right place.

## Actions in progress

### Actions in progress for completion 2025/26

**There are 0 actions within this theme due for completion by 31st March 2026.**

**The following action within this theme has been completed since last year's report:**

- Promote the uptake of concessionary travel scheme for young people, ensuring quick and easy access to entitlement.

**There are 10 actions in this theme which have progress greater than 50%:**

- Implement the 'Dundee Promise' that offers an apprenticeship to all care experienced children, young people and care leavers.
- Continue to develop and implement the local fairness initiatives in Linlathen and Stobswell West.
- Increase the number of opportunities for our young people to gain work experience, and paid internships across the public, third and private sectors, through schemes like Career Ready.
- Support closing the gap in positive destinations for 16-19 year olds, in particular those who are care experienced and those from SIMD 1 areas, transitioning from school into work or higher education.
- Ensure maximum take up of all UK and Scottish Welfare Benefits.
- Implement the new advice strategy for Dundee and maximise provision.
- Ensure that cash first, dignified and sustainable approaches are in places across the city to support those dealing with fuel or food poverty.
- Develop and publish the next Local Child Poverty Action Plan (including wider fairness actions) and track progress to ensure that commitments made are delivered.
- Improve ongoing participation, in particular for care experienced young people and those from SIMD 1 areas.
- Increase the number of mentors across the public, third and private sectors supporting our young people through the MCR pathways approach.

# Priorities in Action

## Fairer Futures Partnership in Linlathen and Roll Out

A targeted door knocking and outreach approach has engaged 272 families in Linlathen, supporting them through targeted interventions and self-identification. There are 313 children in these households including 48 aged under four. Key workers provide support with advocacy, access to services, and follow-up checks. In Mid Craigie, targeted outreach has so far reached 91 out of 98 identified families receiving Housing Benefit and Council Tax benefit with no earned income. Additionally, 161 other households in Mid Craigie sought support, totalling 252 families and 236 children.

Since October 2022, the multi-agency drop-in has assisted with 4,426 concerns including energy support (1,535), benefits / cost of living support (1,158), employability/upskilling (660), and housing issues (373). Support has also been provided for domestic abuse, mental health crises, and emergency needs.

Of the 660 visits that involved employability / upskilling support provided mainly by adult and youth employability teams, 394 job related calculations were provided, leading to employment or college placements for some individuals. Linlathen families have made financial gains of £190,256 and Mid Craigie families £72,273 from successful job offers.

Financial Outcomes from the Child Poverty Pathfinder drop-ins include:

- Linlathen families received additional financial support totalling £278,403 from earned income and other sources. Benefit uptake added £93,891.
- Mid Craigie families received additional income totalling £117,145 and benefit gains of £49,524.
- Due to the 'no wrong door' approach, 768 families from other localities attending the drop-in gained £619,029 from non-benefit sources and £141,352 from benefit sources.

## Local Fairness Initiative in Linlathen and Stobswell West

The Local Fairness Initiative (LFI) aligns with the Dundee City Plan 2022–2032, targeting improvements in income, health, and wellbeing by addressing the three key drivers of child poverty. The LFI brings together local partners, coordinated by Dundee City Council, including other public sector entities, third sector organisations, community groups, and local residents, to reduce the financial pressures on families in the community. Part of this has been achieved through income maximisation efforts that have put tens of thousands of pounds into local households. Employability support through the LFI (and the Fairer Futures Partnership in Linlathen) is another aspect of the initiative that has helped a number of people to gain additional income. Additionally:

### **In Linlathen:**

- A whole-family approach to tackle intergenerational worklessness and build long-term resilience. This includes barrier-free access to employment support, including flexible childcare and outreach to families with no working adult.
  - Forty-four children are utilising a new, free out-of-school care service.
  - 103 individuals have been supported into employment city-wide via the Linlathen Works drop-in; included in these are 27 from Linlathen, 10 from Mid Craigie.
- 31 residents accepted college places, with additional accredited courses delivered locally through the D&A College Community Project to help increase uptake and confidence.
- There have been 456 visits to the drop-in for employability / upskilling, and 327 better-off-in-work calculations provided.
- 60 volunteers contributed 6,432 hours, with several progressing to employment, college, or university.
- Continued collaboration with D&A College, Discover Work, and Community Learning Development (CLD) to embed employability into wider wellbeing strategies.
- A comprehensive programme of external wall insulation and other energy efficiency measures aims to lower energy bills for many households in the area.
- New community groups have been formed and are working on making positive changes in the area. These include offering free local family activities during the day and evenings, creating a local litter picking hub, and collaborating with services to address local community priorities.
- DCC allocated £60,000 for active play trails for children at three sites within the area, with the local community collaborating in designing and establishing these.
- Close liaison with the Fairer Future Partnership has enabled both initiatives to support each other with their linked aims around increasing household incomes.

### **In Stobswell:**

- A new multi-agency drop-in service, coordinated by Dundee International Women's Centre (DIWC) was launched in May 2025. It provides coordinated access to employability, housing, income maximisation, wellbeing support and more.
- The Stobswell Connect Shop, Arthurstone Library, Boomerang Community Centre and Morgan Academy are active hubs for community engagement and service delivery.
- A dedicated coordinator has been appointed to support partnership development, stakeholder engagement and data-informed service planning in the area.

- A collaborative employability offer involving DCC Employability Team, CLD and All in Dundee has been put in place. This offer is designed to provide holistic and accessible support for individuals in Stobswell West, ensuring they have the resources and guidance to succeed. This includes:
  - Key Worker Support at Morgan Academy providing weekly support for young people and parents, aligned with the Positive Destinations Framework.
  - Weekly Drop-in Support sessions.
  - A Job Shop at Arthurstone Library every Thursday.
  - 1:1 full-time tailored employability guidance.
  - Taster Sessions, Employability Academies and SQA Qualifications covering career exploration and job readiness.
  - Targeted employer engagement, creating local job opportunities.
  - CLD's Skills for Life – Introduction to Employment, supporting young people with essential job market skills.
  - All in Dundee's Enable Works providing drop-in support, health and wellbeing workshops, and practical employability sessions.
- Events such as a Volunteering Information Day have encouraged local involvement and strengthened community ties.
- Collaboration with Columba 1400 is helping to shape the long-term development of the initiative.

### Concessionary Travel for Young People

By the end of March 2025 there were 24,309 Under 22s with a National Entitlement Card (NEC) that incorporates free bus travel. This is 81% of the Dundee 5-21 year old population. Systems are in place to increase and maintain the take up of NEC by Under 22s for free bus travel. In addition to the Scotland wide Get Your NEC (GYNEC) page, specific application routes in Dundee include:

- Customer Services support either face to face by appointment or over the telephone, with drop off points available for evidence in support of applications.
- The Parents Portal has been adopted and rolled out in Dundee.
- Schools offer support to apply but also signpost young people to use GYNEC and Parents Portal.

Reaching out to entitled young people that have not yet acquired a free bus pass will continue.

## Dundee: Living Wage City

The Making Dundee a Living Wage City Action Group actively promoted the Living Wage initiative at the Meet the Buyer Event in March 2025, where they hosted a dedicated stall. The event attracted over 600 attendees, providing an excellent opportunity to engage with local businesses, suppliers and stakeholders about the benefits of Living Wage accreditation. Participation reinforced Dundee's ongoing commitment to being a Living Wage City, ensuring that fair pay remains at the heart of our city's economic growth and business practices.

## The Promise – Implementing Recommendations

The '[Our Promise Annual Report](#)' submitted to Elected Members in October 2024 illustrated significant progress in the balance of family-based versus residential care and in outcomes for care experienced children and young people. The service continues to build capacity across kinship, foster care and local residential care options. The Fostering, Adoption and Continuing Care Service recently improved inspection grades across all three categories. Three of the seven Children's Houses have recently been inspected and two were graded Good and Very Good. The other had experienced challenges and the team at that location continues to receive support with making improvements.

## Welfare Benefit Uptake

The Pension Credit / Council Tax Reduction take-up campaign, delivered by Council Advice Services working with Dundee CAB, began on 22nd February 2024 after extensive planning to identify potential recipients. In the sixteen months following its launch, engagement with 612 older people has taken place and led to £3,420,336 in financial gains (as at 25/6/25). The latest Council Advice Services benefit gains for 2024/25 now total £17,008,442, a 37% increase on the previous year.

## Advice Strategy and Increased Provision

Agencies have successfully planned and implemented joint work to cover older people's benefit take up in 2024/25. Regular Advice Workers Forum meetings are considering further take-up campaigns in 2025/26 relating to Scottish Child Payment and Carers Benefits as well as continuing with the Older People Campaign. Recent joint work has also concentrated on the issues relating to Universal Credit Migration from Employment Support Allowance, escalation routes to Social Security Scotland and monitoring the issues faced by ex-service men in Dundee. Collating outputs in relation to benefit claim levels achieved by the various organisations in 2024/25 is currently underway.

## **Cash First Approach: Providing Dignified and Sustainable Poverty Support**

A full programme of cash first assistance is in place at Dundee Foodbank including remote access to advice via Attend Anywhere. This backs up emergency food provision with access / referrals to financial advice services to ensure that those assisted are in receipt of all benefits they are entitled to. In turn this helps to reduce future food insecurity.

Steps are continuing to be made to invite other food organisations and larders to offer similar advice in their settings across the city. The Connect Team offer access at twelve community venues, and the Welfare Advice and Health Partnership offers support in twelve Dundee GP surgeries across the city. All services actively support a cash first approach whilst at the same time linking into the foodbank for additional emergency support.

## **Positive Destinations for Care Experienced Young People**

Key workers in the Youth Employability Service are continuing to support Care Experienced Young People (CEYP) across Dundee into positive destinations. The young people referred to the service are offered bespoke 1:1 support to address their needs and aspirations, enabling creation of action plans with them. These action plans address topics including; CV creation, job applications, college applications, accessing training or preparing to join the workforce. This helps the young people feel ready to enter a positive destination, whether that be work, education or training. When an individual has entered a positive destination, they continue to receive aftercare support from their key worker, which helps them to sustain their progress.

## **Improve ongoing participation, in particular for care experienced young people and those from SIMD 1 areas**

Insight data tells us that of the fifteen looked after children who left school in session 23/24 all of them were in a positive initial destination. There were 616 leavers in 2023/24 living in SIMD Quintile 1. Of these, 93.2% went on to initial positive destinations, slightly lower than the national average of 93.6% but higher than Dundee's benchmarking virtual comparator figure of 92.3%.

The Skills Development Scotland participation measure for 2025 reported that 87.3% of Dundee's 16-19 years olds living in SIMD Quintile 1 were participating in education, employment or training. This was lower than the Scottish figure which stood at 88.8%.



## **MCR Pathways: Mentoring Our Young People**

The programme is currently under review, and as such, there may be changes soon including that group work will no longer be included in the programme. However, staff met with MCR Pathways leads in August to evaluate and plan the most effective way forward. This meeting focused on maximising support for participants, discussing recruitment strategies, and addressing ongoing recruitment efforts across sectors.

## **Work Experience for Young People**

Engagement continues with all secondary schools with the Startup Sherpas Real Work platform which provides live paid work experience opportunities for young people. A new cohort of Career Ready participants launched in November 2024 with 64 young people involved. They will all be engaged in a four week paid internship in Summer 2025.

A pilot programme, Pathway to Success, with St John's HS and Braeview Academy has fifteen young people engaged in a one day a week work experience related to trades - electrical, plumbing, construction, and automotive. Attendance and engagement have been very positive and feedback from all stakeholders is currently being sought. A new cohort of this programme is underway for session 25/26.

A cohort of ten young people are engaged with John Clark Motors / BOSH Training. These young people attend John Clark garages on a weekly basis, whilst also undergoing Basic Occupational Safety & Health (BOSH) training. If successful they will be offered an apprenticeship in September 2025. A further cohort of young people are currently being recruited for school session 25/26.

## **Dundee Mental Health and Wellbeing Strategic Plan 2024-2027**

Developed during 2023/24 The Dundee Mental Health and Wellbeing (MHWB) Strategic Plan 2024-2027 recognises the unequal distribution of mental ill health. It is promoting a shift towards support being offered within local communities, so that more people can be supported where they live by accessing informal locality-based interventions and activities. The vision is to provide mental health and wellbeing services in Primary Care that enable people to access the right support at the right time, in the right place through staff who are knowledgeable and skilled to deliver this. This is achieved through the Primary Care Mental Health and Wellbeing (MHWB) Framework offering easy to access locality-based care, advice and support utilising a multi-disciplinary team.

## Deliver on the Child Healthy Weight Strategy

The overall proportion of children with an unhealthy weight remains higher than pre-pandemic levels in Dundee and marked socioeconomic inequalities in child healthy weight still remain.

The Tayside Child Healthy Weight Strategy aims to address childhood obesity through a whole systems approach, involving local authorities and various partners. The strategy's first ambition is to recognize child healthy weight as a society-wide issue. However, progress has been slow due to capacity and resource challenges.

The second ambition focuses on giving children the best start in life. In February 2025, the Tayside Infant Food Insecurity Pathway was launched to provide sustainable support for parents and carers facing food insecurity, prioritizing a cash-first approach.

The third ambition aims to create an environment that supports healthier choices. This includes developing a Food and Health Padlet for schools and early years settings, which had 450 unique visitors between August 2024 and February 2025. Additionally, a multiagency working group is developing a Food and Health Framework and Policy Guidance for schools.










The strategy advocates for long-term, incremental changes through collaboration with many partners. Despite existing strategic commitments, additional support is needed to build capacity and transform current practices.





The agenda is supported by the Good Food Nation (Scotland) Act 2022, which mandates the creation of Good Food Nation Plans to achieve food-related outcomes. The proposed national plan includes indicators for monitoring child health, diet, and weight outcomes. The Population Health Framework, published in June 2025, also supports this agenda with a 10-year vision to improve health and reduce inequalities, with a focus on tackling obesity and promoting healthy weight.

Together, the Good Food Nation Act, local Good Food Nation Plans, and the Population Health Framework will support the ongoing implementation of the Tayside Child Healthy Weight Strategy.

## Updates by Priority Theme

The tables below provide an update on progress towards targets and the actions being taken within each theme of the City Plan. The following legends are used within the tables.



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


Action progress symbols and stages explained	
	<b>Unassigned</b> - The action has been created on the system but hasn't yet had the required relevant officers assigned to it.
	<p><b>In Progress</b> - Action is progressing well, on target for achieving all objections set in the initiation phase.</p> <p><b>20%</b> - The task is defined and agreed by relevant partners/stakeholders.</p> <p><b>40%</b> - Necessary tasks planned and implementation in early stages.</p> <p><b>60%</b> - Number of key actions achieved/agreed process or improvement taking shape or in place or underway.</p> <p><b>80%</b> - 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.</p>
	<b>Overdue</b> - Action is still progressing; however, it has exceeded its due date.
	<b>Completed</b> - Action has been completed, and objectives have been achieved.










## Performance Scorecard

Priority	PI on Target	PI within 5% of Target	PI not on Target	Total	Met the Year 3 Target	Improved or the same as last year (% of total)
<b>Reduce Child Poverty and inequalities in Incomes, Education &amp; Health</b>	5	2	4	12*	3 (25%)	11 (92%)









\*The number of drugs deaths has a target of reduce as opposed to a numerical target so won't be counted within the on, within 5% or not on target columns in the above table but is counted in the overall total.







Most Improved PIs 	Most Deteriorating PIs 
% of care experienced leavers entering a positive destination	Percentage of Primary 1 Children classified as obese or overweight
% point gap in numeracy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas	
% point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas	

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	Children living in poverty to be reduced by half by 2030*	27.1%	28.2%	26.1%	19.3%	11%			Figures for the period 2023/24 were published by End Child Poverty in June 2025. It is estimated that 26.1% of children (7,041 children) in Dundee City were in poverty after housing costs.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	% of 16-19 year olds participating in Education, Employment or Training	89.4%	90.5%	91.3%	92%	100%			Skills Development Scotland Published their Annual Participation Measure for 2025 on 26th August 2025. It reported that 91.3% of 16-19 years olds in Dundee were participating in Education, Employment or Training. It stated that of this 68.4% were in education, 19.7% were in employment and 3.1% were in training or development.
	% of 16-19 year olds participating in Education, Employment or Training from SIMD 1	84.1%	87.3%	87.3%	90%	100%			Skills Development Scotland published their participation measure for 2025 on 26th August 2025. It was reported that 87.3% of 16-19 year olds in Dundee City living in SIMD Quintile 1 were participating in education, employment or training. This is consistent with the figure reported in 2024.
	% of care experienced school leavers entering positive destinations*	83%	71%	100%	93%	100%			Key workers in the youth employability service are continuing to support care experienced young people (CEYP) across Dundee and support them into positive destinations.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
✓	% gap in attainment tariff average scores between school leavers living in SIMD 1 areas and SIMD 5 areas *	48%	49%	45%	47%	22%	▲	▲	Dundee City Council has seen a steady decrease in the percentage gap in tariff scores from 53% in 2019/20 to 45% in 2023/24. The percentage gap in 2023/24 is now the same as that seen nationally.
▲	% point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas	19.9%	16.6%	14.7%**	14.3%	N/A***	▲	▲	The latest figure is the interim figure for the period 2024/25, this figure is subject to final Scottish Government assurance checks. Using this interim figure, the literacy attainment gap reduced from 16.6% in 2023/24 to 14.7% in 2024/25.
✓	% point gap in numeracy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas	16.3%	14.3%	10.2%**	13.0%	N/A***	▲	▲	The latest figure is the interim figure for the period 2024/25, this figure is subject to final Scottish Government assurance checks. Using this interim figure, the numeracy attainment gap reduced from 14.3% in 2023/24 to 10.2% in 2024/25.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	% point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5	4.3	4.3	4.2	3.1	2.2			The percentage point difference attendance gap between children living in SIMD 1 areas and the average from SIMD 2-5 decreased from 4.3% in 2023/24 to 4.2% in 2024/25. Pupil attendance continues to be regularly monitored.
	% of Primary 1 children classified as obese or overweight*	26.6%	23.8%	25.1%	23.5%	14.8%			The situation remains a significant concern, as it does across Scotland, as levels still remain stubbornly higher than prior to the pandemic. Coupled with the rise in cost of living, ongoing disruption to global supply chain and food inflation, more families are living with food insecurity which increases the risk of poor diet quality and obesity further driving the socioeconomic inequalities in child healthy weight.
Data Only Indicator	Number of drugs deaths****	38	46	42	Reduce	Reduce			National Records of Scotland Drug Related Deaths in Scotland 2024 publication reported that there were 42 drug misuse deaths in Dundee City in 2024. This has decreased from 46 deaths reported in 2023.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	Rate of emergency hospital admissions where the primary cause of admission was regarding mental health	2.9	3.58	3.3	2.9	2.0			Improvement on last year, 7.8% fewer emergency admissions when comparing 2024/25 to 2023/24.
	Number of people employed by accredited living wage employers in Dundee	35,324	43,466	43,627	42,468	N/A*****			There are 126 accredited Living Wage employers in Dundee, who have collectively uplifted 2,128 staff to the real Living Wage. These employers collectively employ 43,627 staff who are covered by a Living Wage commitment.

\* Data is a year behind i.e the latest figure and the target is for 2023/24.

\*\* This is an interim figure for 2024/25 subject to final Scottish Government quality assurance checks.

\*\*\* Current targets are sourced from the Children and Families Stretch Aims which are set for the Scottish Government these targets don't currently go as far as the year 10 period.







\*\*\*\* The number of drugs deaths is a data only indicator which has a target of reduce as opposed to a numerical target.

\*\*\*\*\* A new Living Wage Plan has been published for the period 2025-2028, therefore the targets in this plan don't currently go as far as the 10 year period.








## Progress of Actions

Status	Action	Progress %	Due date	Notes	Lead
✓	Increase the uptake of the under 22s free bus travel, ensuring that young people in the most deprived areas are benefitting at comparable levels to those in less deprived areas	100%	31st March 2027	This indicator will continue to be monitored and reported on via the service plan for the Chief Executive's Service.	Dundee City Council NEC Group
✓	Develop and deliver the replacement strategic framework and delivery plan for drug and alcohol recovery services	100%	31st March 2032	In January 2023 the Alcohol and Drug Partnership (ADP) published its new five-year strategic framework and delivery plan. Implementation of the delivery plan has already begun and the ADP will now develop a specific performance framework to monitor the implementation of the plan.	Dundee Health & Social Care Partnership / Alcohol and Drug Partnership
✓	Deliver on the Dundee Mental Health and Wellbeing Strategic Plan 2019-2024	100%	31st March 2032	Strategic plans are in place to deliver mental health and wellbeing services in Primary Care that enable people to access the right support at the right time, in the right place by skilled and knowledgeable staff.	Mental Health and Wellbeing Strategic Commissioning Group
▶	Implement the 'Dundee Promise' that offers an apprenticeship to all care experienced children, young people and care leavers	85%	31st March 2032	The Council has made significant progress in the balance of family-based versus residential care and in outcomes for care experienced children and young people.	Discover Work Partnership

Status	Action	Progress %	Due date	Notes	Lead
	Continue to develop and implement the local fairness initiatives in Linlathen and Stobswell West		31st March 2032	A recent evaluation of the Linlathen LFI confirms that it is achieving its aim of reducing financial pressures on families. The Stobswell LFI is making strong progress with the opening of a multi-agency local drop-in session, employability outreach work and efforts to respond to the difficulties faced by private tenants in the area.	Local Fairness Initiatives Project Board
	Increase the number of opportunities for our young people to gain work experience, and paid internships across the public, third and private sectors, through schemes like Career Ready		31st March 2032	Various programmes are effectively providing opportunities in all our secondary schools.	Discover Work Partnership / Tayside Regional Improvement Collaborative
	Support closing the gap in positive destinations for 16-19 year olds, in particular those who are care experienced and those from SIMD 1 areas, transitioning from school into work or higher education		31st March 2032	Key workers in the youth employability service are continuing to support Care Experienced Young People (CEYP) across Dundee and support them into positive destinations. Aftercare is available to help individuals to sustain their positive destinations.	Discover Work Partnership / Tayside Regional Improvement Collaborative / FE & HE Partners

Status	Action	Progress %	Due date	Notes	Lead
▶	Ensure maximum take up of all UK and Scottish Welfare Benefits	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%	31st March 2032	The Pension Credit Older People take-up campaign began on 22/02/24 and has engaged with 612 older people's households.	Department of Work and Pensions / Social Security Scotland / Dundee Welfare Rights Forum
▶	Implement the new advice strategy for Dundee and maximise provision	<div style="width: 70%;"><div style="width: 70%;"></div></div> 70%	31st March 2032	Agencies have successfully planned and implemented joint work to cover older peoples' take up in 2024/25. Regular Advice Workers Forum meetings are considering further take-up campaigns in 2025/26.	Dundee Welfare Rights Forum
▶	Ensure that cash first, dignified and sustainable approaches are in places across the city to support those dealing with fuel or food poverty	<div style="width: 70%;"><div style="width: 70%;"></div></div> 70%	31st March 2032	All services actively support a cash first approach whilst at the same time linking into the Dundee Foodbank for additional emergency support.	Dundee Welfare Rights Forum / Dundee Community Food Network
▶	Develop and publish the next Local Child Poverty Action Plan (including wider fairness actions) and track progress to ensure that commitments made are delivered	<div style="width: 65%;"><div style="width: 65%;"></div></div> 65%	31st March 2032	The Fairness and Local Child Poverty Action Plan Report (LCPAR) was presented to the City Governance Committee on 23rd June 2025. New actions included the recommendations from the recent Fairness Leadership Panel report.	Dundee City Council / NHS Tayside

Status	Action	Progress %	Due date	Notes	Lead
▶	Improve ongoing participation, in particular for care experienced young people and those from SIMD 1 areas		31st March 2032	All of the looked after children who left school in session 23/24 entered a positive destination.	Discover Work Partnership / Tayside Regional Improvement Collaborative / FE & HE Partners
▶	Increase the number of mentors across the public, third and private sectors supporting our young people through the MCR pathways approach		31st March 2032	Currently 128 pupils in our secondary schools are Meeting/Match Identified with a mentor with a further 69 in the pipeline.	Tayside Regional Improvement Collaborative
▶	Continue to develop and implement the Child Poverty Pathfinder		31st March 2032	The Linlathen Pathfinder has supported 272 local families in households where 313 children live. The model has now been extended to Mid-Craigie where 98 families have been identified as potentially requiring support and 161 other families in Mid Craigie have sought support.	Dundee Child Poverty Pathfinder Programme Board

Status	Action	Progress %	Due date	Notes	Lead
	Deliver on the Child Healthy Weight Strategy	<div style="width: 40%;"><div style="background-color: #e91e63; width: 40%;"></div></div> 40%	31st March 2032	Marked socioeconomic inequalities in child healthy weight remain. This trend is similar to the picture at a national level. A Food and Health Framework and Policy Guidance for all early years, primary and secondary school settings is in development.	Dundee Healthy Weight Partnership (DHWP)
	Maintain the commitment to being the Living Wage City	<div style="width: 35%;"><div style="background-color: #e91e63; width: 35%;"></div></div> 35%	31st March 2032	Despite financial pressures on local companies, Living Wage accreditation in Dundee remains consistent. The Living Wage Action Group signed off an action plan, with targets for the next three years, in August.	Living Wage Action Group

# 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.”

# 4.5%<sup>▲</sup>

increase in the numbers of visitors to Dundee, from 1,357k in 2023/24 to 1,418k in 2024/25.



# 19%<sup>▲</sup>

increase in the number of Business Gateway Start-ups per 10,000 population.



# 9%<sup>▼</sup>

decrease in the youth unemployment rate (those aged 16-24 years).



## Strategic Highlights

- Engaging Local Businesses - The ‘Dundee Economic Advisory Forum’ held its first meeting in March 2024, involving key city business stakeholders from across the city. The key output was the creation of a City Vision and Action Plan which is under development. A proposal for a Dundee Economic Summit led to this event taking place in June 2025, with over 150 delegates.
- Attracting More Skilled Green Jobs - Work is taking place with the Scottish Offshore Wind Cluster, the Energy Skills Partnership, and Forth & Tay Offshore, to arrange a series of events promoting the sector / career opportunities to pupils, students, parents, and carers around the east coast of Scotland including Dundee. The aim of these events is to lead to an increase in the number of skilled green jobs.
- Despite ongoing economic challenges, the number of Living Wage accredited employers has shown a small positive increase, indicating continued engagement with the Living Wage commitment. In 2024/25, there were 126 accredited employers in Dundee, collectively employing 43,627 staff. Of these 2,128 staff have been uplifted to the real living wage rate.
- Plans for the Eden Project Scotland are ongoing, with permissions granted for the use of the proposed site and funding for the Capital works being sought.

## Actions in progress

### Actions in progress for completion 2025/26

**There are 0 actions within this theme due for completion by 31st March 2026.**

**The following actions within this theme have been completed since last year's report:**

- Create a Dundee Economic Advisory Group to provide regular engagement with local business and political leaders.
- Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs.

**There are 6 actions in this theme which have progress greater than 50%:**

- Deliver the Tay Cities Deal and the Dundee Projects supported by the programme.
- Deliver Michelin Scotland Innovation Parc's vision and business plan to attract more jobs.
- Continue to raise the profile of the City through a range of marketing activities, promoting key message, assets and opportunities to businesses, investors, developers and visitors.
- Build on Dundee's Scotland Loves Local Campaign.
- Increase the number of start-ups and SME's in the city and support their expansion.
- Maximise apprenticeship opportunities.

# Priorities in Action

## Deliver Michelin Scotland Innovation Parc's Vision and Attract More Jobs

In January 2025, it was announced that Angus based textiles company, J&D Wilkie is to become the majority shareholder in MSIP and move its manufacturing operations from Kirriemuir and Forfar to Dundee. This move will see Wilkies potentially increase its workforce in Dundee up to 600, in addition to the 200 jobs already on the parc and invest a further £50m in cutting edge infrastructure, technology and development.

Under the change in ownership, the MSIP Innovation Campus remains at the core of the parc, with Wilkies using the large, currently vacant units to the south of the site for its manufacturing operations.

## Raise Dundee's Economic Profile

The [Invest in Dundee web platform](#) has been refreshed with new content, merging the [dundeewaterfront.com](#) and [investindundee.com](#) websites into a single, streamlined site. The updated website includes a Meet the Team section, offering a more personal and accessible approach for those looking to connect with us. The official launch is scheduled for summer 2025.

Beyond the website, the Invest in Dundee team is actively promoting the city, with LinkedIn as the primary platform for engagement. Additionally, a programme of company engagement activities has been launched, including business visits, event sponsorships, and attendance at key industry events.

## Deliver the Tay Cities Deal

Construction of the Life Sciences Innovation Hub (with additional funding confirmed from Scottish Enterprise in July 2024 of £8m) led to the Hub opening in Spring 2025. The first company working from the Hub is Hawkhill Therapeutics who are developing anti-obesity drugs that also preserve muscle mass.

The Tay5G project has seen completion of eight use case trials, and a second Challenge Fund round saw approval of a further four use case trials for completion in 2025. The Tay Cities Skills Programme is offering support in digital skills and SME upskilling.



## **Dundee's Scotland Loves Local Campaign**

DCC & Dundee & Angus Chamber of Commerce implemented a new action plan to relaunch the Dundee Loves Local Scheme, renamed Dundee Gift Card. The relaunch took place on the 4th July 2025. Engagement with key stakeholders took place at a Meet the Buyer Tayside event in February 2025 and through other routes including a social media campaign and press activity developed for the relaunch.

Some of the aims of the rebranding and relaunch include doubling corporate spend, trebling consumer spend and increasing the onboarding of businesses by 20%.

## **Creation and Expansion of Start-Ups and SMEs**

Business Gateway Tayside Service continues to meet or exceed performance targets. UK Shared Prosperity Funding (UKSPF) has been used in 2024/2025 to provide digital supports to SMEs, provide grant support (Dundee Business Growth and Innovation Grant; SME Development Grant; Overseas Market Development Grant); provide SME skills support via D&A College and to support delivery of a Digital Accelerator programme. Two Community Advisers have also been employed using UKSPF to offer outreach support to start-ups and SMEs.

## **Maximise Apprenticeship Opportunities Within DCC**

Education continues to work with Learning and Organisational Development to look at ways of promoting apprenticeship and other job opportunities within the Council. Pilots have been agreed with schools in exploring 'A Day in Life of' e.g. a Civil Engineer and arranging opportunities for young people to visit / immerse themselves in the work of departments across the council.

Work continues in all secondary schools with Vocational Learning Advisers to support writing of CVs, application form completion and interview techniques. The potential apprenticeship opportunities offered through Community Wealth Building are also being reviewed.

## **More Jobs at Dundee Waterfront**

The BT development on Site 1 is complete with BT taking occupancy of the office component of the development in early 2025. The Sleeperz hotel has been rebranded as Four Points Flex by Sheraton. Now part of the Marriot Bonvoy group, the hotel will benefit from being part of the world's leading hotel loyalty programme.

Construction of the James Thomson House continues and is due for completion in 2025. Discussions are continuing with prospective tenants for the office space and ground floor commercial units.

## Employment Pathways

The second phase of the Council's new single Corporate Employability Service has progressed during 2024/25 with full implementation due in the near future. The Council's new approach will complement the outcome of the Challenge Fund and further support the vision and goals outlined in the [Discover Work Strategy & Action Plan 2022 – 2027](#). In addition, elements of All in Dundee's service offer are to be scaled up following the award of additional No One Left Behind funding for Specialist Employability Support. Information on performance of the Employability Pathway Programme for 2024/25 will be reported to the Fair Work, Economic Growth and Infrastructure Committee in October 2025.

Further progress has been made with the agreed Positive Destination Improvement Plan (PDIP) which responds to findings of our report [A Step Change in Positive Destinations for Young Dundonians](#). This has included the establishment of Improvement Groups within each Secondary School and as part of offsite Learning & Training.

Progress with the PDIP, corresponding Improvement Framework, and Improvement Groups activity continues to be the responsibility of the Positive Destinations Implementation Group.

Skills Development Scotland Published their [Annual Participation Measure for 2025](#) on 26th August 2025. It reported that 91.3% of 16-19 years olds in Dundee were participating in Education, Employment or Training this is our highest participation level since 2016. When broken down 68.4% were in education, 19.7% were in employment and 3.1% were in training or development.

## Life Sciences Innovation District Development

A Shadow Board with representation from Dundee City Council, Dundee University and Scottish Enterprise is in place and meeting quarterly to oversee the process of developing the first phase of the Life Sciences Innovation District at Dundee Technopole. Highlights in 2024/2025 included the opening of the Life Sciences Innovation Hub providing state of the art incubation facilities for spin-out and spin-in companies. A proof of concept fund for potential spin-outs was also delivered in 2024/2025. In 2025/2026 work will be undertaken to develop branding, wayfinding and signage for phase 1.

## Eden Scotland

The preferred site for the development of the Eden Project Scotland is the former Gas Works site on East Dock Street. The development phase includes planning, and planning permission for separate land remediation works has been granted and is underway. Planning applications for the main project proposal and enabling bridge elements have also been approved. Discussions continue with the project team on detailed design, land acquisition and fund raising for the capital element of the project.

## City Centre Investment Plan Implementation

Major housing developments have been progressing around the city centre. While Phase 1 of Douglas Street's student accommodation is complete, other construction is continuing. GIS mapping for further development opportunities is in place.

Discussions regarding redeveloping the Wellgate Centre as a new college campus are ongoing, and efforts to establish a Business Improvement District are advancing following recent stakeholder meetings.



Hospitality and entertainment venues are being encouraged to boost the evening economy, most notably with the opening of Live House Dundee music venue in May 2025. Cruise ship offerings and visitor welcomes are being improved, supported by a new attraction map, and a five-year tourism strategy and event planning for 2025/26 are underway. Completed infrastructure projects include McManus Galleries' feature lighting, while the Caird Hall's application is in review.







The Bell Street Transport Hub is aiming for an autumn 2025 completion, alongside active travel plans funded by Transport Scotland. Secure cycle parking is nearly ready pending electrical approval. A sustainable transport plan has also been finalised, and tenders are being reviewed for a comprehensive traffic study.







Tree survey recommendations aim to improve CCTV lines, and grant applications for façade and interior improvements are under consideration. Regular meetings occur with police, youth agencies, and development staff to address security and inclusivity, including plans for a youth mural and continued work on cleanliness initiatives like painting and graffiti removal. A three day **community clean-up event** took place in March 2025. Finally, additional support measures have been put in place following overdose incidents in the Overgate area.










## Performance Scorecard










Priority	PI on Target	PI within 5% of Target	PI not on Target	Total	Met the Year 3 Target	Improved or the same as last year (% of total)
<b>Deliver Inclusive Economic Growth (including Community Wealth Building)</b>	3	3	9	15	3 (20%)	11 (73%)

Most Improved PIs 	Most Deteriorating PIs 
Number of Business Gateway start-ups per 10,000 population	Number of workless households in Dundee
Youth Unemployment rate (16-24)	Proportion of people earning less than the real living wage
% working age people in employment	City Centre retail units vacancy rate (%)










Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	% of the Dundee Workforce in employment	68.8%	63.7%	69.1%	73.5%	78.8%			This indicator has been the subject to ongoing monitoring by the Inclusive Economic Growth SLG since the pandemic due to a worrying decline in recent years. Actions to grow the economy and support people back into work have been progressed and it is positive to note that in the last year there has been a significant increase, albeit the current rate remains below target and below the Scottish average. This figure is from January to December 2024.
	Median earnings of total resident workers as a percentage of Scottish average	91%	87.5%	91%	96.8%	100%			There has been an improvement in the past 12 months in the average earnings for Dundee residents relative to the Scottish average, nevertheless, they continue to trail the National average by nine percentage points, reinforcing the need to continue to attract and catalyse quality jobs and invest in skills provision needed to enable Dundee residents to compete in the labour market.







Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	Gross weekly pay for full time employees living in the area	£586.70	£624.80	£673.30	£665.63	£936.61			There has been a positive increase in the average earnings for full time employees in the city with current levels exceeding target. The challenge is to ensure that Dundee residents can compete for better paid employment given the gap between residents earnings and employee earnings which include commuters from neighbouring authorities. This will continue to be a priority for the Discover Work Employability Service and HE/FE organisations in the city.
	% of employees in Dundee earning less than the real living wage	7.2%	9.8%	12.0%*	10.3%	7.2%			Provisional figures in the ONS Annual Population Survey estimated that 12.0% of employees in Dundee were earning less than the real living wage. This has increased from 9.8% reported in 2023. Please note due to a change in methodology data for 2023 and 2024 is not directly comparable with data for 2022 and earlier years.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	Number of living wage accredited employers based or headquartered in Dundee	122	128	126	126	N/A**			There are 126 accredited Living Wage employers in Dundee, who have collectively uplifted 2,128 staff to the real Living Wage. These employers collectively employ 43,627 staff who are covered by a Living Wage commitment.
	% participation rate of young people from SIMD 1 and 2	85.3%	87.8%	88%	89.0%	95.4%			Skills Development Scotland published their Annual Participation Measure for 2025 on 26th August 2025. It was reported that 88.0% of those aged 16-19 years living in SIMD Quintile 1 and 2 were participating in Education, Training or Employment.
	Number of workless households in Dundee	10,500	10,300	14,300	8,145	5,688			Reducing the number of workless households in the City is a key priority for the Discover Work Employability Service. This is done through addressing the employability needs of individuals and adopting a whole family approach where appropriate and where resources allow. The latest figures exhibit a concerning increase; however, it should be noted that there is a time lag in the availability of this data with the latest figures relating to 2023.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	% of young people 16 to 24 who are unemployed	21.7%	31.7%	28.9%	18.7%	13.1%			The Discover Work Employability Pathway the Council and partners have dedicated resources to support young people back into the labour market and will continue to prioritise this alongside delivery of the Step Change for Young Dundonians Youth Participation Improvement Plan. This figure is from January to December 2024.
	Claimant Count 16+	4,420	3,920	3,790	3,738	2,610			The claimant count remains above the target but there has been a positive downward trend over recent years.
	16-24 Claimant Count	830	830	820	669	467			The number of 16-24 year old claimants remains above target, however, there has been a positive downward trend over the past 5 years and continuing to support young people remains a priority for the Discover Work Service. The figure is from April 2024 to March 2025.







Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	Claimants as a proportion of economically active residents aged 16+	4.3%	4.2%	4%	3.8%	2.6%			The percentage of claimants remains above target but has reduced steadily over the past 5 years. It remains a priority for the Discover Work Service to support both the unemployed and those further from the labour market to progress towards work. The data is for the financial year April 2024 to March 2025.
	% of working age people with no qualifications	6.7%	7.7%	7.2%	5.6%	3.9%			There has been a year on year reduction in the percentage of working age people with no qualifications, however, it remains above target and addressing this is a priority for providers of education and employability services within the Council and across the wider Dundee Partnership. The data is for calendar year January to December 2024.
	Number of Business Gateway start-ups per 10,000 population	14.7	16.2	19.3	19.68	27.69			The number of business gateway start-ups per 10,000 population increased from 16.2 in 2023/24 to 19.3 in 2024/25. The Dundee figure was higher than the Scottish figure which stood at 12.4 business gateway start-ups per 10,000 population





Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	Visitors to Dundee (000's)	1,249	1,357	1,418	752	1,227			Dundee's visitor numbers have shown strong and sustained growth. After a dip during the pandemic, figures have rebounded sharply, almost doubling in just three years. The current trend is upwards, with performance exceeding targets year-on-year which reflect a healthy and growing tourism economy for the city. This year's growth of 4.5% was driven by a rise in staying visitors, major event activity, new hotel openings and increased cruise ship arrivals.
	City Centre retail units vacancy rate (%)	18%	17.7%	19.8%	11.1%	7.8%			Filling vacant units is part of the City Centre Investment Plan to deliver a vibrant City Centre.









\*Provisional figure for 2024 may be subject to revision by Office for National Statistics







\*\* A new Living Wage Plan has been published for the period 2025-2028, therefore the targets in this plan don't currently go as far as the 10 year period

## Progress of Actions

Status	Actions	Progress %	Due Date	Notes	Lead
	Create a Dundee Economic Advisory Group to provide regular engagement with local businesses and political leaders	<div style="width: 100%;"><div style="width: 100%; background-color: #003366; color: white; text-align: center;">100%</div></div>	31st March 2032	The Dundee Economic Advisory Forum's vision and action plan are being developed. A successful Economic Summit was held recently.	Dundee and Angus Chamber of Commerce
	Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs	<div style="width: 100%;"><div style="width: 100%; background-color: #003366; color: white; text-align: center;">100%</div></div>	30th Nov 2024	Dundee City Council's Community Wealth Building strategy and action plan were agreed, and implementation is underway across the CWB 'pillars'.	Dundee City Council Community Wealth Building Group and additional partners
	Deliver the Tay Cities Deal and the Dundee Projects supported by the programme	<div style="width: 100%;"><div style="width: 80%; background-color: #003366; color: white; text-align: center;">80%</div></div>	31st March 2032	Significant progress was achieved including the Life Sciences Innovation Hub, the Tay 5G project and Tay Cities Skills programme.	Tay Cities Board
	Deliver Michelin Scotland Innovation Parc's vision and business plan to attract more jobs	<div style="width: 100%;"><div style="width: 70%; background-color: #003366; color: white; text-align: center;">70%</div></div>	31st March 2032	J&D Wilkie has announced that it will move its manufacturing operations from Kirriemuir and Forfar to MSiP.	MSiP Board

Status	Actions	Progress %	Due Date	Notes	Lead
▶	Continue to raise the profile of the City through a range of marketing activities, promoting key message, assets and opportunities to businesses, investors, developers and visitors	 70%	31st March 2027	The Invest in Dundee team launched a programme of company engagement activities including business visits, event sponsorships and attendance at key industry events.	Invest Dundee / Tourism Leadership Group
▶	Build on Dundee's Scotland Loves Local Campaign	 60%	31st March 2032	DCC and Dundee & Angus Chamber of Commerce launched the redesigned and rebranded Dundee Loves Local Scheme, now named Dundee Gift Card. Key stakeholders attended the Meet the Buyer Tayside event in February 2025.	Dundee & Angus Chamber of Commerce / Dundee City Council
▶	Increase the number of start-ups and SME's in the city and support their expansion	 60%	31st March 2027	UK Shared Prosperity Funding has been used to provide digital supports to SME's, provide grant support, provide SME skills support via Dundee & Angus College and to support delivery of a Digital Accelerator Programmer.	Business Gateway
▶	Maximise apprenticeship opportunities	 55%	31st March 2027	Education continues to promote apprenticeships and other job opportunities within the Council. Potential apprenticeship opportunities offered through Community Wealth Building are also being reviewed.	Discover Work Partnership

Status	Actions	Progress %	Due Date	Notes	Lead
	Continue to grow the number of jobs within Dundee Waterfront		31st March 2027	The James Thomson House office development is nearing completion, and lease negotiations with prospective tenants are ongoing. The BT building is completed, and officers liaise regularly with other developers to ensure that the waterfront can accommodate new residential, commercial and office development as national policies and economic challenges are resolved. Due to escalating costs, the Tay Cities marina project is now under review.	Dundee City Council / Scottish Enterprise / Dundee and Angus Chamber of Commerce
	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		31st March 2027	The new Employability Service has been established and 'All in Dundee' is to be scaled up with more specialist employability support. A Positive Destination Improvement Plan (PDIP) was agreed which includes Improvement Groups within each Secondary School and offsite Learning & Training.	Dundee Work Partnership
	Attract more skilled green jobs		31st March 2032	Working with the Scottish Offshore Wind Cluster, The Energy Skills Partnership, and Forth & Tay Offshore to arrange a series of events promoting the sector / career opportunities to pupils, students, parents / carers around the east coast of Scotland including Dundee.	Dundee City Council / Scottish Enterprise / Dundee Port / MSiP
	Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre		31st March 2027	Significant developments include the opening of Livehouse, improvements to McManus Galleries and better resources for cruise visitors. Future highlights include the Bell Street Transport Hub and Dundee and Angus College's ambitious proposals for the Wellgate Centre.	Dundee City Council / Dundee and Angus Chamber of Commerce

Status	Actions	Progress %	Due Date	Notes	Lead
	Continue to work with partners to take forward proposals for Eden Scotland		31st March 2032	Planning permission for the main project proposal and enabling bridge elements has been approved. Discussions continue with project team on detailed design, land acquisition and funding raising for the capital element of the project.	Eden Project Dundee
	Continue work with partners to explore options to develop a Life Sciences Innovation District		31st March 2032	A partnership is meeting quarterly to oversee the process of developing the Life Sciences Innovation District at Dundee Technopole. Highlights in 2024/25 included the opening of the Life Sciences Innovation Hub providing state of the art incubation facilities for spin-out and spin-in companies.	Scottish Enterprise / University of Dundee / Dundee City Council
	Further grow the number of local organisations registered as Living Wage Employers		31st March 2032	Despite ongoing economic challenges, the number of accredited employers has shown a small but positive increase, indicating continued engagement with the Living Wage City commitment.	Living Wage Action Group

# 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.”

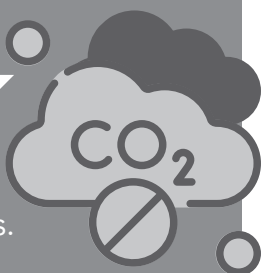
## £745k



in grant funding awarded by Transport Scotland to develop and design proposals for a new “Sustainable Transport Corridor” along the Lochee Road and Arbroath Road arterial routes.

## 4%

reduction in  
Citywide CO<sub>2</sub> emissions.



## 10

projects received  
funding through the  
Dundee Climate Fund 3.0



## Strategic Highlights

- The **Local Area Energy Plan (LAEP)** was approved by Committee on **23rd September 2024** and the **Local Heat and Energy Efficiency Strategy (LHEES)** was approved by Committee and published in April 2024. Together, these plans take a whole system approach to decarbonising, decentralising and digitising heat and energy systems at local level.
- Both of the above items contribute to the **Dundee Climate Action Plan** and **Net Zero Transition Plan 2024-2030**, which aim to see Dundee reach Net Zero by 2045.
- Dundee’s **Sustainable Transport Delivery Plan** adds another aspect to this overall race towards Net Zero.

## Actions in progress

### Actions in progress for completion 2025/26

**There are 0 actions within this theme due for completion by 31st March 2026.**

**The following actions within this theme have been completed since last year's report:**

- Develop a City Energy Masterplan that takes a whole systems approach to decarbonising, decentralising and digitising heat and energy production.
- Implement the Dundee Climate Action Plan and adopt new emissions modelling tools to inform decision-making.

**There is 1 action in this theme which has progress greater than 50%:**

- Manage waste sustainably by reducing, reusing, recycling and recovering waste to improve resource efficiency whilst working towards a circular economy.



# Priorities in Action

## Dundee Climate Action Plan

The Dundee City Council Local Heat and Energy Efficiency Strategy (LHEES) was published in April 2024 and the accompanying Delivery Plan in December 2024. The LHEES is a long-term plan for decarbonising heat in buildings and improving energy efficiency across an entire local authority area. The Strategy sets out a strategic approach for improving the city's buildings by removing poor energy efficiency as one of the causes of fuel poverty and decarbonising heating systems in buildings and the Delivery Plan outlines 39 deliverable actions with a 5-year plan for the actions based on target completion timescales.

The Local Area Energy Plan has now been published, providing an understanding of the nature, scale, rate, and timing of the changes needed for Dundee to transition to a net zero energy system by 2045 and describes the priority interventions and recommended actions that will support the city in delivering its net zero target. The LAEP incorporates outputs from Dundee's statutory Local Heat and Energy Efficiency Strategy (LHEES) and captures the wider components of power and transport, energy distribution systems and storage. Work is underway to implement this and the LHEES. A technical feasibility study for a Local Heat Network is almost complete with the next steps being options appraisal and stakeholder engagement. Various options for Public Sector decarbonisation funding are being investigated, and the Housing team are working on Net Zero funding applications for housing. Climate View (an emissions modelling tool) is being updated with the LAEP Interventions to give a more accurate picture of the net zero pathways.

A technical feasibility study for a Local Heat Network is almost complete with the next steps being options appraisal and stakeholder engagement. Various options for Public Sector decarbonisation funding are being investigated, and the Housing team are working on Net Zero funding applications for housing.

## Reduce, Reuse, Recycle and Recover

The Waste Strategy Team have been working on a range of activities to help reduce waste and increase recycling within the City. The Mobile App continues to gain traction with householders, with approximately 11,500 users and is now an established platform for providing updates and information to users.

The team have been updating the 2025 -2030 waste strategy for review and publication later this year. An interface with key actions and aspects of the Take Pride campaign will be included in the updated plan.

## Community Engagement on the Climate Challenge

Dundee Climate Fund Round 3 took place using a participatory budgeting model, with the public vote closing on the 17th March 2025. A total of ten projects benefitted from the £106,762 funding available.

Sustainable Dundee Network meetings have continued and hosted a Networking Evening on the 18th March as part of Earth Hour. This included invitations to new groups to broaden participation.

## Climate Vulnerability Assessment and Adaptability

A Climate Risk and Vulnerability Assessment has been updated and approved at Committee in April 2025. Next step to appraise the recommended options with relevant internal stakeholders. Business Continuity Plans have recently been updated. The assessment helped to inform the [Dundee Climate Action Plan](#).



A new Regional Adaptation Partnership has been established called Climate Ready Tayside to address regional impacts with larger scale solutions, attract bigger funding and investment opportunities, increase engagement and education and provide feedback to the Scottish Government of the challenges on the ground.




## Decarbonising Transport Systems and Improving Active Travel Routes







The Council remains committed to securing external funding to advance public transport projects and initiatives that support the decarbonisation of the transport system, as set out in the [Sustainable Transport Delivery Plan 2024–2034](#). Most recently, £745,000 in grant funding was awarded by Transport Scotland to develop design proposals for a new 'sustainable transport corridor' along the Lochee Road and Arbroath Road arterial routes. This design phase will build upon and integrate earlier concepts focused on enhancing active travel and improving bus priority.

## Performance Scorecard

Priority	PI on Target	PI within 5% of Target	PI not on Target	Total	Met the Year 3 Target	Improved or the same as last year (% of total)
<b>Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045</b>	1	0	2	3	0 (0%)	1 (33%)

Most Improved PIs 	Most Deteriorating PIs 
Dundee City CO <sub>2</sub> Emissions (kt CO <sub>2</sub> )	Active travel (walking and cycling) as a proportion of trips to work
	Percentage of household waste recycled or composted

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	City-wide CO <sub>2</sub> Emissions (Kt CO <sub>2</sub> )	674	621	599*	630.8*	397.6			<p>This data is derived from 'The UK local authority greenhouse gas emissions statistics, 2005 to 2023'. This publication shows UK local authority area greenhouse gas emissions (ktCO<sub>2</sub>e) allocated on an 'end-user' basis where emissions related to energy use are distributed according to the point of energy consumption.</p> <p>Previous versions of this publication only covered carbon dioxide (CO<sub>2</sub>) emissions. This has now been expanded to include estimates of methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O). There is a two-year time lag on this data. 2023 is the latest available figure, published by the UK Government on 3 July 2025.</p>


Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	% Active Travel (Walking and Cycling) as a proportion of trips to work	Not Available	18%	13%	22%	30.9%			The data for this performance indicator is sourced from the Scottish Household Survey 2023 which was published in December 2024. This report stated that the active travel percentage stood at 13% in Dundee (12% stated walking and 1% stated cycling).
	% of Household Waste Recycled	35.6%	36.6%	36.4%**	40.2%	56.5%			The latest recycling rate shown in the table relates to 2024. This figure is provisional and is still to be reviewed and verified by SEPA. This process is expected to be undertaken in September/October 2025.

\*Data is two years behind i.e the latest figure and the target is for 2023

\*\*This is a provisional figure, figures are expected to be confirmed by SEPA in September/October

## Progress of Actions

Status	Actions	Progress %	Due Date	Notes	Lead
✓	Implement the Dundee Climate Action Plan and adopt new emissions modelling tools to inform decision-making	100%	31st March 2032	The Local Area Energy Plan has now been published and further engagement and funding applications are underway.	Dundee Climate Leadership Group
✓	Develop a City Energy Masterplan that takes a whole systems approach to decarbonising, decentralising and digitising heat and energy production	100%	31st March 2027	The Local Area Energy Plan (LAEP) and the Local Heat and Energy Efficiency Strategy (LHEES) were approved by Dundee City Council in September and April respectively.	Dundee Climate Leadership Group
▶	Manage waste sustainably by reducing, reusing, recycling and recovering waste to improve resource efficiency whilst working towards a circular economy	60%	31st March 2032	The Dundee MyBins mobile app is firmly established and well used. The Waste Strategy for 2025-2030 will be published later this year.	Dundee City Council
▶	Take action to ensure our communities, green networks and infrastructure are adaptable to a changing climate and reduce the risks and vulnerability to unavoidable impacts	45%	31st March 2032	A Climate Risk and Vulnerability Assessment was updated and approved in early 2025. The 'Climate Ready Tayside' partnership is now pursuing funding and investment to regional initiatives.	Dundee City Council
▶	Engage with communities about the climate challenge and foster participation and collaboration to enable local action	40%	31st March 2032	The third round of public voting on the Dundee Climate Fund closed in March 2025. Further engagement continues through the Sustainable Dundee Network.	Sustainable Dundee

Status	Actions	Progress %	Due Date	Notes	Lead
▶	Support the decarbonisation of transport systems and improve infrastructure for walking, cycling, wheeling and reducing the need to travel		31st March 2032	£745,000 in grant funding was secured from Transport Scotland to develop design proposals for new 'sustainable transport corridors' along the Lochee and Arbroath Road arterial routes.	Dundee City Council

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**DUNDEE**   
PARTNERSHIP

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[www.dundeepartnership.co.uk](http://www.dundeepartnership.co.uk)