

ITEM No ...5.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 17 NOVEMBER 2025

REPORT ON: CITY DEVELOPMENT SERVICE PLAN 2023–2028

REPORT BY: EXECUTIVE DIRECTOR OF CITY DEVELOPMENT

REPORT NO: 335-2025

1 PURPOSE OF REPORT

- 1.1 To update elected members on progress made during financial year 2024/2025 in relation to the City Development Service Plan for 2023 - 2028.

2 RECOMMENDATION

- 2.1 It is recommended that the Committee notes the progress summarised in Section 5 and approves the attached detailed progress report.

3 FINANCIAL IMPLICATIONS

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

4 BACKGROUND

- 4.1 In April 2025, Elected Members endorsed the Council's Performance Management Framework (2025-28) (Article V of the minute of the meeting of City Governance Committee on 21 April 2025, Report No: 66-2021, refers). The framework sets out the arrangements for performance management across the Council and which performance reports are in scope. Baseline standards set out the expected process for officers preparing and presenting performance reports to elected members and the public. It outlines the requirement for connectivity between the key priorities within the Council Plan, City Plan and service plans with the National Performance Framework and the UN Sustainable Development Goals.
- 4.2 Following the Council adopting the City Plan 2022-2032 (Article II of Policy & Resources Committee on 26 September 2022, Report No: 255-2022, refers) and agreeing its new Council Plan for 2022-2027 on 5 December 2022 (Article II of Policy & Resources Committee on that date, Report No: 280-2022, refers) individual service plans were updated and aligned. This Service Plan reflects the next tier of the performance management framework and addresses the key outcomes in the City Plan 2022-32 and Council Plan 2022-27, setting out where City Development will contribute to improving outcomes.
- 4.3 The City Development Service Plan Report 295-2024 (approved by the City Governance Committee on 2 December 2024 – Article VI refers) sets out the strategic direction for the service over a five-year period from financial years 2023/2024 to 2027/2028 and outlines the key priorities and improvements which the service intends to deliver, based on the financial and employee resources which are expected to be available. It also sets out in more detail the service's key responsibilities and identifies the key actions to be undertaken to meet these priorities, as well as the performance indicators which will be used to monitor progress.

5 PROGRESS SUMMARY

- 5.1 The report attached as Appendix 1 is the second annual progress report in relation to this Service Plan and it covers performance for financial year 2024/2025. It was agreed that this report would be deferred to allow for the assimilation of the Performance Indicators and Actions relative to the Regulatory Services division following their transfer to City Development. This

report provides an update on the performance indicators and actions under each priority theme in the plan and, where required, identifies further improvement activity to achieve the targets and actions in the plan.

- 5.2 38 out of the 44 (86.36)% indicators in the plan have improved or been maintained since the last progress report.
- 5.3 The service continues to make good progress towards the key priorities during the second year of the plan with 20 of the 22 actions on schedule for completion by the due date. This includes 4 actions which have completed in the year 2024/2025. Action has been taken to address progress with the 2 actions which are currently behind schedule, and these are due to be completed during 2025/2026.

6 POLICY IMPLICATIONS

- 6.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate Senior Manager has reviewed and agreed with this assessment.

7 CONSULTATIONS

- 7.1 The Council Leadership Team have been consulted in the preparation of this report.

8 BACKGROUND PAPERS

- 8.1 None.

Robin Presswood
Executive Director of City Development

Dundee City Council
Dundee House
Dundee

RP/JB/HG

4 November 2025



City Development Service Plan Update 2023 - 2028





ROBIN PRESSWOOD - EXECUTIVE DIRECTOR OF CITY DEVELOPMENT

Update

City Development leads the transformation of the city's economy, built environment and transportation. We drive forward the £1.6 billion redevelopment of Dundee's Waterfront and work with the business community to increase employment Discover Work Dundee, Invest in Dundee and help support the city centre.

Dundee's economy is transforming rapidly, and thanks to partnerships with the local Universities and Dundee and Angus College, is rapidly transforming into a Tech led economy with world-class research. Growth in tourism and low carbon industries ensure that there are job opportunities for those without Higher Education qualifications, and our employability programmes are supporting significant numbers of clients back into the workplace.

The £700m Tay Cities Region Deal Programme Management Office (PMO) is hosted by Dundee City Council as the Accountable Body. It sits within City Development. The Deal will transform the Region's economy and help secure a massive boost in the Region's Culture and Tourism sector, building on the success of V&A Dundee.

We manage the Council's corporate property portfolio and lead a number of important statutory functions including Planning and Building Standards and Safety. We have the enviable reputation as having one of the greenest Council vehicles fleets, led by our Fleet Team, and we are setting new records for attracting investment in active and sustainable travel. Our multi-disciplinary approach, with strong in-house Architectural Services and City Engineer has a long track record of success, with a common goal of creating jobs, raising the quality of life and improving the environment in the city.

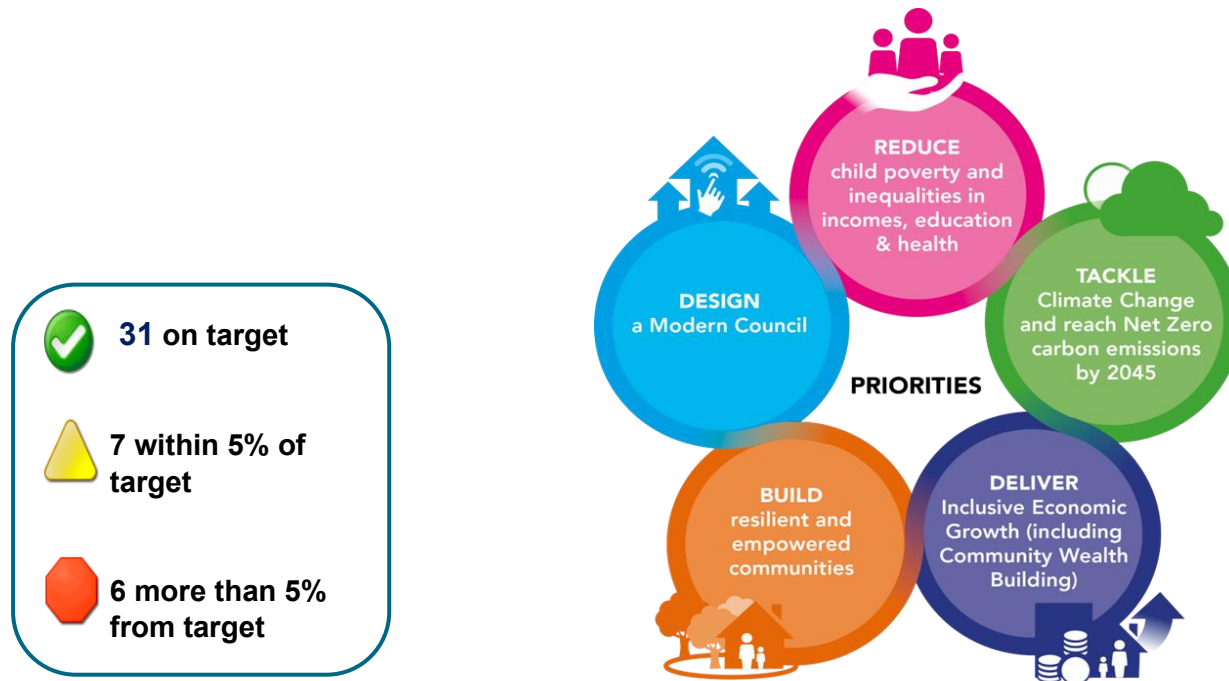
This Service Plan sets out the key priorities for the coming five years, providing a more detailed overview of the work of the three services which comprise City Development – Design and Property, Planning and Economic Development and Sustainable Transport and Roads and is aligned with the priorities set out in the Council Plan 2022-2027:

- Deliver Inclusive Economic Growth
- Build Resilient and Empowered Communities
- Transition Net Zero
- Design a Modern Council
- Communications

The Service Plan incorporates a Workforce Plan to ensure that we have the right people, in the right place, at the right time and who have the right skills, knowledge and attitudes to provide services confidently, competently and in partnership.

As a department, we will continue to Benchmark against other Local Authorities, develop digital platforms and increase the transparency and accessibility of City Development held data, all driving forward continuous service delivery improvement.

PRIORITIES ARE ALIGNED TO THE COUNCIL PLAN PRIORITIES BELOW








KEY PERFORMANCE INDICATORS SUMMARY 2024/2025

Status of Key Performance Indicators compared to our Targets

Best Compared To Target	Furthest Away From Target
Percentage of Category 1 potholes repaired within target time	Percentage of journeys to work made by public or active transport
Public EV Charging (KwH)	Number of publicly accessible EV charge points
Total no jobs in tourism sector	Number of workless households in Dundee.
Visitor numbers to Dundee (000s)	Youth unemployment rate (16-24)
Percentage of commercial properties let versus the total available properties within the council portfolio	Proportion of internal floor area of operational buildings in satisfactory condition

The tables below provide an update on progress towards targets and the actions being taken within each Division of the Service. The following legends are used within the tables:

ACTION PROGRESS SYMBOLS AND STAGES EXPLAINED	
	Unassigned – The action has been created on the system, but hasn't yet had the required relevant officers assigned to it.
	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.
	Alternative Action Identified - When the action will not reach its due date or/and an alternative has been initiated



EWAN MACNAUGHTON - HEAD OF SUSTAINABLE TRANSPORT & ROADS

Update

The Sustainable Transport & Roads service is responsible for ensuring the safe movement of goods and people allowing for economic and social development within the city.

As part of this responsibility the service undertakes management and maintenance of the Council's transport assets which include vehicles, roads, street lighting, car parks and traffic signals, to ensure safe and efficient access to users.

The service's core objectives are aligned to delivering a transition to sustainable forms of transport including an increase in active travel and low carbon transport. The service is delivering these objectives through promotion of low carbon transport, smart mobility and sustainable travel options, and building the associated infrastructure to support the requirements of future transport networks.




























The Sustainable Transport and Roads KPIs demonstrate continued performance, with 98% of category 1 defects repaired within specified timescales and statutory undertakers achieving a 95% compliance rate.










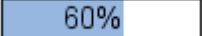

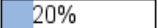

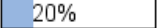
Although challenges remain in increasing public and active travel uptake, efforts are ongoing to enhance active travel infrastructure and implement bus priority measures at key junctions on strategic transport corridors. Electric vehicle charging usage continues to grow, supported by plans for additional public chargers, though 28.5% of roads still require repairs, highlighting the need for increased investment in road maintenance.

Key achievements include the successful launch of the Low Emission Zone and significant progress in sustainable transport projects, such as the Broughtly Ferry to Monifieth project and the Bell Street Green Transport Hub, both nearing completion.

While traffic accidents declined overall in 2024/2025, reaching the goal of zero serious injury casualties by 2050 will require continued focus and investment among stakeholders. The 20mph programme is now 38% complete and will reach 50% completion once the current year's zones are delivered.

The tables below provide an update on progress towards targets and the actions being undertaken within the Division.

Traffic Light Icon	Short Name	2023/2024 Value	2024/2025 Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
	Percentage of Category 1 potholes repaired within target time	98%	94.5%	90%			
	Percentage of the road network that should be considered for maintenance treatment	27.9%	28.5%	27.7%			2023/2024 SRMCS Survey
	Statutory Undertakers' performance	95%	98%	90%			
	Number of road and safety defects per annum	15,380	13,984	15,380			
	Public EV Charging (KwH)	2,341,841	2,852,198	2,000,000			
	Number of road accident casualties	147	136	Decrease			
	Cost of maintenance per km of roads	£15,385	£15,606	£15,000			
	Number of publicly accessible EV charge points	226	230	450			180 points to be added in last quarter 2025
	Percentage of journeys to work made by public or active transport	31%	31%	40%			

Status Icon	Title	Progress Bar	Due Date	Latest Note
	Establish a Low Emission Zone in Dundee to contribute to the broader city objectives and the vision to create a healthy, vibrant and attractive city by protecting public health through improving air quality		31-May-2024	Dundee's Low Emission Zone enforcement commenced on the 30 May 2024. There is an ongoing statutory requirement for DCC to annually report on the performance of the LEZ.
	Expand the rollout of "Safer School Streets" initiative		31-Mar-2027	Action now complete. Active Travel Officers continue to support School Streets with a variety of behaviour change measures at the 13 schools which are taking part.
	Provide an enhanced active travel and cycle network (Broughty Ferry to Monifieth)		01-Apr-2026	On schedule.
	Deliver the creation of a low carbon multi-modal transport hub in the northeast quadrant of the city centre		31-Mar-2028	On programme for completion in 2025/2026.
	Maintain road conditions at a steady state		31-Mar-2028	2024/2025 SRMCS Survey records minor deterioration in road network condition.
	Expand the provision of electric vehicle charging infrastructure		31-Mar-2028	Contract for additional EVIF on-street chargers to be retendered following lack of response to procurement notice (Report 131-2025 refers).
	Reduce the number of casualties from road accidents		31-Mar-2026	Progress will be reported in the Annual Road Safety Report.

AREAS FOR IMPROVEMENT 2025/2026 AND IMPROVEMENT ACTION PLAN

Action/PI to be Improved	Planned improvement activity	Lead Officer	Target Completion Date
Percentage of journeys to work made by public or active transport	Further development of cycle route infrastructure and bus priority measures as identified in the Sustainable Transport Delivery Plan 2024-2034.	Senior Manager – Transportation	2034
Cost of maintenance per km of roads	Reduce expenditure to under £15,000 per km per annum.	Road Maintenance Partnership Manager	2026/2027


















NEIL MARTIN - HEAD OF PROPERTY & DESIGN




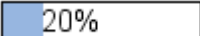


Update

- Continuing the property rationalisation programme to reduce the amount of property occupied by the Council.
- As the lead on supporting commercial activity for the council, we have a key role to play in bringing new attractions and developments across the city. We will work to secure investment and create jobs to enhance the urban and natural environment of the city.
- Explore opportunities for co-location of Council operations and investigate shared service provision with neighbouring local authorities via Tayside Collaborative Opportunities.
- To maximise efficiency and savings of operational properties by strategic asset management planning.

Waterfront

- Completion of James Thomson House office development at Site 6.
- Support private sector to develop waterfront sites.
- To continue to implement compliance auditing and monitoring of the Council's property health and safety regime.
- The efficient management of the Council's commercial property portfolio to maximise revenue and capital income.
- The development of the Council's land and property assets to promote economic development and job creation within the city.

Traffic Light Icon	Short Name	2023/2024 Value	2024/2025 Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
	Percentage of commercial properties let versus the total available properties within the Council portfolio	92%	93%	90%			
	CO2 emission (property water consumption) in tonnes of CO2	292	271	300			The UK methodology for estimating water supply and water treatment factors has been improved including additional data submitted by the UK water suppliers. This has been done using actual volume of wastewater treated and drinking water supplied by water companies together with conversion factors reported in the Carbon Accounting Workbooks (CAW) and DEFRA.
	Energy consumption (gas, electricity, oil and solid fuel) in million kilowatt hours	103	101	95			2024/25 figures equate to a slight decrease in consumption of 1.56% compared to the verified 2023/2024 figure.
	CO2 emission (property energy consumption) in tonnes of CO2	19,482	19,174	17,853			2024/25 figures equate to a slight decrease in consumption of 1.56% compared to the verified 2023/2024 figure.
	Proportion of internal floor area of operational buildings in satisfactory condition	81.03%	81.03%	88%			Operational properties have been maintained at same level through ongoing repairs and maintenance/Health & Safety contracts. No properties were removed or added to the portfolio through 2024/2025. Ongoing work to rationalise property portfolio should enable some improvements however reduced budgets and emergency repairs and maintenance only means that there is still a risk of long-term decline.













Status Icon	Title	Progress Bar	Due Date	Latest Note
	Completion of the remaining development areas within site 6	 100%	31-Mar-2026	James Thomson House handover completed.
	Replace Current Asset Management System	 20%	31-Mar-2028	Reviewing market option and consultants for leading the evaluation and procurement stages.
	Develop a Local Flood Risk Management Plan (Cycle 2)	 100%	30-Jun-2025	Dundee Local Flood Management Plan approved at December 2022 Committee. Angus Council are lead authority and have published Cycle 2 on their website.
























GREGOR HAMILTON - HEAD OF PLANNING & ECONOMIC DEVELOPMENT















Update













- Increase the number of people in Dundee in work to the Scottish average, with a focus on skills development to meet demands on the jobs market and supporting individuals through employability initiatives, recognising existing levels of deprivation across the city will make this challenging
- The impact of COVID-19 has been felt across the city but nowhere more than the city centre. We have finalised the City Centre Strategic Investment Plan as a key corporate document, with priorities identified for the council and key public and private partners.
- Building on the success of V&A Dundee, we will work with partners to take forward proposals for Eden Scotland and improved tourism infrastructure on Dundee Waterfront and elsewhere in the city.
- We will deliver a full review of the Local Development Plan to ensure compliance with the Planning (Scotland) Act 2019 and alignment with National Planning Framework 4, supporting sustainable growth and climate objectives.
- Regulatory Services cover a range of Statutory Functions which include Food Safety, Health and Safety of Commercial Premises, Public Health (which includes Air Quality and Contaminated Land), Environmental Compliance, Civic & Alcohol Licensing, and Trading Standards. One of the key issues designed to protect public health, particularly with young persons, is ensuring local retail premises are in compliance with the requirements of age-restricted sales of tobacco and vaping products, and Trading Standards have been proactive in the monitoring this.
- Construction is one of the key local sectors and house building numbers is a key measure of how effective we are. By ensuring sufficient land is allocated and appropriate permissions are granted we aim to support the delivery of our target of 480 houses completed each year through support from colleagues across the service.
- We will continue to deliver the Tay Cities Region Deal.







Traffic Light Icon	Short Name	2023/2024 Value	2024/2025 Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
	Total number of jobs in tourism sector	9,000	10,000	8,700			The latest data available in NOMIS relates to 2023 (22/04/2025). It is positive to note that employment levels in the Tourism sector have risen since the pandemic, suggesting positive steps towards recovery.
	Percentage of dangerous building incidents responded to within 24 hours	100%	100%	100%			
	Visitor numbers to Dundee (000s)	1,357	1,418	752			Data Source: STEAM (Scarborough Tourism Economic Activity Monitor). 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 upward, with performance exceeding targets year-on-year which reflects a healthy and growing tourism economy for the city. This year's growth - up 4.6% - was driven by a rise in staying visitors, major event activity, and cruise ship arrivals.
	Domestic noise complaints - time between complaint and attendance on site (hours)	7.92	8.0	24			




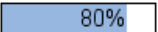

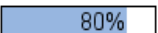

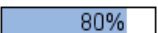
Traffic Light Icon	Short Name	2023/2024 Value	2024/2025 Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
✅	Domestic noise complaints (Non Part V Anti-social Behaviour etc (Scotland) Act 2004) average response time (in hours).	7.92	7.92	9	⬇️	⬇️	
✅	New business health and safety intervention visits - percentage achieved	100%	100%	60%	▬	▬	
✅	Trading Standards business advice requests - % of requests completed within 14 days of receipt	95.5%	99.25%	95%	⬆️	⬆️	
✅	Consumer complaints lodged with Trading Standards - % completed within 14 days of receipt	89%	89%	90%	▬	⬇️	
✅	Extent to which the planned programme of Trading Standards inspection work (high risk) was completed	64%	100%	92.3%	⬆️	⬆️	
✅	% of communicable disease cases and outbreaks investigated within 48 hours of being brought to our attention	100%	100%	100%	▬	▬	


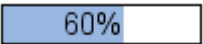

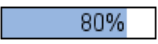

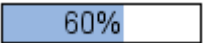
Traffic Light Icon	Short Name	2023/2024 Value	2024/2025 Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
	Percentage of food safety and food hygiene complaints and advice requests receiving a response within 48 hours	100%	100%	97%			
	Percentage of food safety inspections completed for risk rated food premises, as per the Food Safety Scotland's Food Law Code of Practice (Scotland)	97%	96%	87%			
	Percentage of Public Health Complaints (general) receiving response within 48 hours	99.4%	99.5%	98%			
	Percentage of serious health & safety accidents receiving a response within 48 hours	100%	100%	97%			
	Percentage tobacco sellers subject to a test purchase operation	10.2%	10.7%	10%			
	Percentage of Nicotine Vapour sellers given advice	100%	100%	20%			Performance figures are reported to both Scottish Government and the Association for Public Service Excellence (APSE).
	Percentage of Nicotine Vapour sellers test purchased	10.8%	10.2%	10%			Performance figures are reported to both the Scottish Government and the Association for Public Service Excellence (APSE).


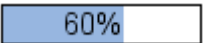

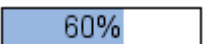

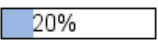

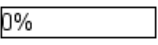
Traffic Light Icon	Short Name	2023/2024 Value	2024/2025 Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
	Cost of trading standards per 1,000 population £	£3,163	£2,662	£5,810			The target cost per 1000 Population for both Environmental Health and Trading Standards has been met with a modest saving. This was achieved by a staff resource restructuring within the division.
	Cost of Environmental Health per 1,000 Population	£15,486	£14,404	£13,646			The target cost per 1000 Population for both Environmental Health and Trading Standards has been met with a modest saving. This was achieved by a staff resource restructuring within the division.
	% of stray dog complaints receiving a response within 48 hours	99.1%	100%	100%			151 complaints responded too, all were responded to within 48hrs.
	Number of workless households in Dundee	10,300	14,300	8,145			NOTE: There are concerns with regards the Annual Population Survey (APS) Data Source so this indicator needs to be treated with caution. It is reasonable to say that the large one-year swing is almost certainly driven largely by the volatility of the underpinning dataset rather than a one-year real deterioration. Nevertheless, the headline in the bulletin linked above is that across all of the UK local authorities Dundee appeared in the top 10 areas with the worst rates in both 2023 and 2024.
	Median Earnings of Total Resident Workers as a Percentage of Scottish Average	87.5%	91%	96.8%			Source: Annual Survey of Hours & Earnings (ASHE). There has been an improvement in the past 12 months in the average earnings for Dundee residents relative to the Scottish average,


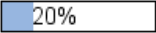
Traffic Light Icon	Short Name	2023/2024 Value	2024/2025 Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
							nevertheless, they continue to trail the National average by 9 percentage points, reinforcing the need to continue to attract and catalyse quality jobs and invest in skills provision needed to enable Dundee residents to compete in the labour market.
	Percentage of requests for a building warrant responded to within 20 working days	79.5%	82%	100%			The filling of staff vacancies should lead to an improvement in this performance indicator.
	Number of Business gateway start-ups per 10,000 Population	16.2	19.3	19.68			
	% working age people in employment	63.7%	69.1%	73.5%			Date Source: Annual Population Survey. 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.
	Total number of house completions	475	390	430			This reflects the downturn in housing construction which is a nationwide issue.

Traffic Light Icon	Short Name	2023/2024 Value	2024/2025 Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
	Proportion of people earning less than the Living Wage	9.8	12	10.3			The provisional proportion of people earning less than the living wage reported in the ONS Annual Survey of Hours and Earnings 2024 was 12% in Dundee. The family group average from these provisional figures is 13.5%, and Dundee is ranked 3rd in the family group, and 10th nationally.
	Town vacancy rates	17.7%	19.8%	11.1%			<p>The Dundee City Council SLAED Indicator Return template for 2024/2025 stated that the town centre vacancy rate in Dundee City stood at 19.8%. The data source for this performance indicator was shown as Experian. Briefing note provided to Elected Members during the summer.</p> <p>Overall vacancy rate has increased due to key closures in Murraygate ie M&S and High Street. Wellgate occupancy is 28% and Overgate has had significant investment and currently sitting at just 2%.</p> <p>The City Centre Strategic Investment Plan recognises that there is an oversupply of retail floorspace and supports alternative uses of vacant premises.</p>

Status Icon	Title	Progress Bar	Due Date	Latest Note
	Develop a city wide Local Area Energy Plan (LAEP) and Local Heat & Energy Efficiency Strategy (LHEES) taking a whole system approach to decarbonising, decentralising and digitising heat and energy system at local level		31-Mar-2027	The Local Area Energy Plan (LAEP) was agreed by Committee on 23 September 2024 and the Local Heat and Energy Efficiency Strategy was approved by Committee and published in April 2024
	Deliver activities that support the recovery of the City Centre and support the development and delivery of a future City Centre Strategy for the 2020 – 2050.		31-Mar-2050	Progress has been made in the implementation of actions arising from the City Centre Strategic Investment Plan. Housing developments are complete or nearing completion at Gellatly Street, Whitehall Crescent and City Quay. The new BT office is complete and the new office on site 6 in the Waterfront will be complete by autumn 2025. Livehouse opened in spring 2025. A range of events are delivered throughout the year to drive footfall. Challenge funds associated with the Community Regeneration Partnership programme are live.
	Delivery of business and investor support and engagement across the city.		31-Mar-2027	Council funded Business Gateway services is meeting all performance targets for support to start-ups and growth businesses. Economic Growth Team has facilitated investment enquiries and is engaging with key companies in the City through its relationship management approach The Transform Business Festival was delivered by Business Gateway in February as well as the Council organised annual Meet the Buyer event at MSIP in March. Financial support to existing indigenous businesses was also offered in 24/25 through the Dundee Business Growth and Innovation Grant (BGIG), SME Development Grant and Market Development Grant. BGIG will continue in 25/26.
	Support our Key City Growth Sectors		31-Mar-2027	A range of work is being undertaken to support sector growth. This include a focus on digital including digital skills which are benefitting from a £4m investment across the region through the Tay Cities Deal Skills Programme. Tay Cities Deal investment has enabled the completion and opening of the new CyberQuarter facility and the Life Sciences Hub at the

Status Icon	Title	Progress Bar	Due Date	Latest Note
				Technopole was completed in Spring 2025. Development of a Life Sciences Innovation District is underway overseen by a Shadow Board that will build upon the Tay Cities Deal investment to unlock further life sciences sector growth in Dundee. Through UK Shared Prosperity Funding the Council has supported investment in equipment for the new hub and a proof of concept fund. The Forth and Tay Offshore Cluster is part funded by the service and is a partnership facilitated by Scottish Engineering which is working to develop supply chain opportunities for businesses in the region and jobs for local people in the offshore renewables industry.
	Deliver the Tay Cities Deal and the Dundee projects supported by the programme.		31-Mar-2032	Construction of the Life Sciences Innovation Hub was completed in April 2025 and work to secure tenants is ongoing. The Tay5G project has seen completion of 11 use case trials and the final remaining trial will be completed by March 2026. The Tay Cities Skills Programme is offering support in digital skills and SME upskilling and work is progressing on the business case for the Hidden Talent project which will target pre-employability support to individuals and families in deprived communities.
	Deliver Scotland's first council-led green participatory budgeting initiative – Dundee Climate Fund		31-Mar-2027	The allocation of all Dundee Climate Funds is complete.
	Increase the number of start-ups and SMEs in the city and support their expansion		31-Mar-2027	Business Gateway Tayside Service continues to meet or exceed performance targets. UK Shared Prosperity Funding is being used in 2025/2026 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.

Status Icon	Title	Progress Bar	Due Date	Latest Note
	Continue to grow the number of jobs within Dundee Waterfront		31-Mar-2027	<p>Construction of the new James Thomson House has been completed, and discussions are continuing with prospective tenants for the office space.</p> <p>The BT development on Site 1 is complete with BT taking occupancy of the office component of the development in early 2025.</p> <p>The Sleeperz hotel has been rebranded as Four Points Flex by Sheraton. Now part of the Marriot Bonvy group, the hotel will benefit from being part of the world's leading hotel loyalty programme.</p>
	Increase and enhance employment pathways, in particular supporting around 11,000 unemployed or economically inactive people towards job seeking and 16-19 year olds into positive destinations		31-Mar-2027	<p>The Annual Participation Measure was published in August 2025. While Dundee remains 32nd in the league table, our performance is improving significantly. For example:</p> <ul style="list-style-type: none"> • we have achieved our highest ever "Participation Rate"; and • for only the 3rd time since 2016, we are better than the Scottish average in our 'Unconfirmed Status'
	Review Dundee Local Development Plan		31-Mar-2028	Engagement of Topic Papers complete in Autumn 2024. Officers are now preparing the Evidence Report for submission to Gatecheck in 2025. This will include incorporation of 20 Minute Neighbourhood concept into the forthcoming the Local Development Plan
	Identify additional affordable housing sites		31-Mar-2028	As per previous note, additional sites will be identified in the Local Development Plan Proposed Plan. Work will begin on this following approval of the Evidence Report, which (dependent on Scottish Government approval) will occur by the end of 2025.

Status Icon	Title	Progress Bar	Due Date	Latest Note
	Help reanimate vacant places in the city centre and other retail areas		31-Mar-2027	More new openings in the city centre and Overgate and more are planned in the next quarter. Regular meetings with developers and stakeholders assist in securing external investment, although it should be recognised that the Council has limited short term ability to influence this indicator.