



City Chambers  
DUNDEE  
DD1 3BY

29th May, 2026

Dear Colleague

You are requested to attend a MEETING of the **CITY GOVERNANCE COMMITTEE** to be held in the Council Chamber, City Chambers, City Square, Dundee and also to be held remotely on Monday, 8th June, 2026 following the meeting of the City Council and the meetings of the Climate, Net Zero and Environment and the City Growth and Infrastructure Committees called for 5.00pm.

The meeting will also be livestreamed to YouTube. Members of the Press or Public wishing to join the meeting as observers should follow this link [www.dundee.gov.uk/live](http://www.dundee.gov.uk/live) or alternatively they may attend in person.

Should you require any further information please contact Committee Services on telephone (01382) 434228 or by email at [committee.services@dundee.gov.uk](mailto:committee.services@dundee.gov.uk).

Yours faithfully

GREGORY COLGAN

Chief Executive

## **AGENDA OF BUSINESS**

### **1 DECLARATION OF INTEREST**

Members are reminded that, in terms of The Councillors Code, it is their responsibility to make decisions about whether to declare an interest in any item on this agenda and whether to take part in any discussions or voting.

This will include all interests, whether or not entered on your Register of Interests, which would reasonably be regarded as so significant that they are likely to prejudice your discussion or decision-making.

### **2 STRATEGIC RISK REGISTER ANNUAL REPORT 2025/2026 - Page 1**

(Report No 122-2026 by the Executive Director of Corporate Services, copy attached).

### **3 LOCAL CODE OF CORPORATE GOVERNANCE - Page 17**

(Report No 123-2026 by the Executive Director of Corporate Services, copy attached).

### **4 GAELIC LANGUAGE PLAN 2026/2031 - Page 31**

(Report No 120-2026 by the Chief Executive, copy attached).

**5 USE OF REGULATION OF INVESTIGATORY POWERS (SCOTLAND) ACT 2000 AND REGULATORY POWERS ACT 2000 - Page 71**

(Report No 125-2026 by the Executive Director of Corporate Services, copy attached).

**The Committee may resolve under Section 50(A)(4) of the Local Government (Scotland) Act 1973 that the press and public be excluded from the meeting for the undernoted item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3, 6 and 9 of Part I of Schedule 7A of the Act.**

**6 EDEN PROJECT SCOTLAND UPDATE AND NEXT STEPS**

**REPORT TO:** CITY GOVERNANCE COMMITTEE – 8 JUNE 2026  
**REPORT ON:** STRATEGIC RISK REGISTER ANNUAL REPORT 2025/26  
**REPORT BY:** EXECUTIVE DIRECTOR OF CORPORATE SERVICES  
**REPORT NO:** 122-2026

## **1.0 PURPOSE OF REPORT**

1.1 To present update on the Council's Strategic Risk Register.

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that members:

- note the content of this report;
- remit this report to the Scrutiny and Audit Committee for further consideration;
- note that for future reviews of the Council's Strategic Risk Register, these will be remitted to Scrutiny and Audit Committee and members of this Committee will then Refer any appropriate matters to City Governance Committee for consideration.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 There are no direct financial implications arising from the agreement of these recommendations.

## **4.0 BACKGROUND**

4.1 The Council's Risk Management Policy and Strategy was previously considered by City Governance Committee, Article VIII of the Minute of Meeting of 21 August 2023, Report No 227-2023 refers.

4.2 The key purpose of the Risk Management Policy and Strategy is to provide a structured framework that enables the Council to identify, assess, manage and monitor risks that could affect the achievement of its objectives. It aims to ensure that comprehensive risk management arrangements are in place, such as corporate and service risk registers, defined responsibilities and regular review processes, so that risks are effectively mitigated and managed as part of day-to-day decision making and governance.

4.3 More broadly, the strategy is designed to embed a strong risk-aware culture across the organisation, supporting effective governance, safeguarding resources and reputation, and enabling the Council to deliver its strategic priorities and services while maintaining compliance with statutory and best value requirements

4.4 The strategy requires that the Council maintains and reviews a risk register that includes this information and this should be reported to Committee each year.

## **5.0 RISK MANAGEMENT OVERVIEW**

5.1 During 2025/26, the Corporate Risk Register was reviewed regularly throughout the year by the Council's Risk and Assurance Board which meets every two months. The Corporate Risk Register was also reviewed by the Council Leadership Team and consideration given to changes and updates to the risks within it.

In February 2026, a risk management workshop was organised for the Extended Council Leadership Team and facilitated by Zurich Resilience Solutions. The workshop considered the

existing Corporate Risk Register risks and a review of the Council's current risk landscape. This approach considered the existing risks and potential emerging threats and risks which have not been fully articulated or developed. The workshop highlighted a potential number of new risks for consideration for inclusion in a revised Strategic Risk Register. These new risks included:

- Cyber Security
- Service Demand
- Public Protection
- Housing and Homelessness

5.2 Following the completion of the workshop a further review of the existing Corporate Risk Register was completed by Council Leadership Team, and further consultation identified an updated Risk Register containing several strategic risks. At this time the Council Leadership Team agreed to rename this as the Strategic Risk Register going forward.

## 6.0 STRATEGIC RISK REGISTER

6.1 The updated Strategic Risk Register now contains 9 risks which it considers are most significant to achieving Council objectives and which link to both the Council Plan and the City Plan.

6.2 A structured framework is used for assessing both the severity (impact) and probability (likelihood) of risks across a range of domains. Impact is evaluated on a graded scale from 1 (insignificant) to 5 (extreme), allowing risks to be considered consistently across categories such as financial loss, service disruption, reputational damage and safety. For example, the financial domain ranges from losses of less than £10k at the lowest level to losses exceeding £2m at the highest level, while other domains capture wider implications such as legal breaches, environmental harm or major service failure. This ensures that risks are assessed holistically, recognising both direct and indirect consequences for the organisation.

6.3 Likelihood is also assessed separately on a scale from 1 (remote) to 5 (almost certain), based on the probability of occurrence. The framework defines these levels clearly from risks that would occur only in exceptional circumstances through to those expected to happen in most circumstances. By combining the impact and likelihood scores, risks can be prioritised, focusing management attention and mitigation resources on those with the highest overall risk rating. This approach supports consistent, evidence-based decision-making and helps senior management understand where risks may threaten objectives, service delivery or statutory compliance.

6.4 Inherent risk refers to the level of risk that exists in the absence of any controls or mitigating actions. It represents the natural exposure associated with an activity, project or environment, taking account of factors such as complexity, scale, sensitivity or external conditions. By contrast, current (or residual) risk reflects the level of risk remaining after controls, safeguards and management actions have been applied. In practice, officers assess inherent risk first to understand the full potential impact and likelihood, then evaluate how effective controls are in reducing that risk to an acceptable level. The difference between inherent and current risk therefore provides a clear indication of how much risk has been mitigated and where further control measures may be required.

6.5 A summary of the Council's strategic risks including both their inherent and current risk assessment is included below and a more detailed position, including the specific control measures that are in place to manage these risks is included in appendix A.

Risk	Inherent	Current
1) Financial Sustainability	20	15
2) Cyber Security	20	12
3) Climate Change	20	12
4) Workforce Resilience	16	9
5) Service Demand	20	16
6) Public Protection	20	16
7) Housing and Homelessness	20	12

8) Emergency Planning and Infrastructure	20	12
9) Ongoing Legislative Requirements	20	10

- 6.6 The Council Leadership Team has highlighted several internal control measures in place for each risk, and these are detailed in Appendix A. Work is continuing to review these internal controls measures and update them where required to ensure we continue to monitor and manage these risks effectively.
- 6.7 In relation to the service level risk registers, work is also ongoing to review existing risks, whether they are still relevant, review the existing internal controls for each risk, and potentially identify any new risks for inclusion in the service risk registers. The Council will continue to be supported by Zurich Resilience Solutions throughout this exercise.
- 6.8 Finally, an Internal Audit of Risk Management was previously completed and reported to members in June 2025. The agreed actions from this report are currently being taken forward to improve the Council's Risk Management arrangements. Further work on this is required and a recruitment exercise to appoint to the current vacant Corporate Risk Management Co-ordinator to lead this work. Progress on completing this work will be provided to members in due course.

## 7.0 POLICY IMPLICATIONS

- 7.1 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.

## 8.0 CONSULTATIONS

- 8.1 The Council Leadership Team was consulted in the preparation of this report.

## 9.0 BACKGROUND PAPERS

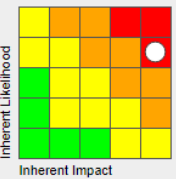
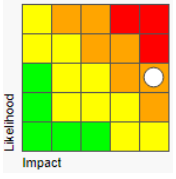
- 9.1 None

**PAUL THOMSON**  
EXECUTIVE DIRECTOR CORPORATE SERVICES

**17 MAY 2026**

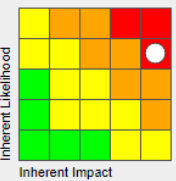
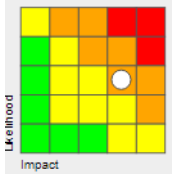
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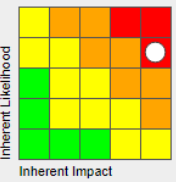
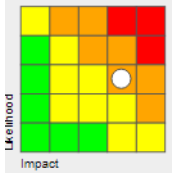
Dundee City Council  
Strategic Risk Register

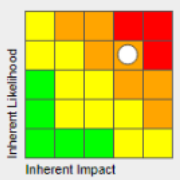
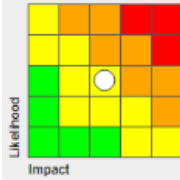
Risk	Description	Strategic Owner	Managed By	Inherent Risk			Control Measures	Current Assessment		
				Impact	Likelihood	Score		Impact	Likelihood	Score
<b>1) Financial Sustainability</b>										
	<p>There is a risk that the Council is unable to maintain a sustainable financial position over the medium to long term, impacting its ability to meet statutory duties and deliver agreed priorities.</p> <p>This risk arises from ongoing funding pressures, rising demand and cost inflation (particularly in health and social care and homelessness), workforce challenges, and exposure to capital financing and interest rate volatility.</p> <p>Failure to manage these pressures effectively could result in service reductions, increased reliance on reserves, delayed investment, and adverse audit and reputational consequences.</p>	Executive Director of Corporate Services	Head of Corporate Finance	Impact 5 Likelihood 4 Score 20		<p><b>Budget Setting &amp; Approval</b> Annual budget setting and approval process (Revenue &amp; Capital) Approval of a 3-year revenue budget to improve medium-term stability Long-term Revenue Budget Forecast to anticipate future financial pressures</p> <p><b>Financial Strategies</b> Capital Investment Strategy approval Medium-Term Strategy Capital Plan setting and approval process</p> <p><b>Financial Monitoring</b> Capital and revenue monitoring (regular, structured oversight) Corporate Leadership Team approval and actions regarding revenue monitoring, Capital Strategy Group scrutiny of major financial commitments</p> <p><b>Business Case &amp; Option Appraisal Requirements</b> All major spend proposals must include: - Option appraisals - Business cases - Formal approval processes</p> <p><b>Reserves Management</b> - Reserves Policy setting out minimum levels and criteria for use.</p>	Impact 5 Likelihood 3 Score 15			

					This ensures financial shock absorption and enhances robustness.	
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**2) Cyber Security**

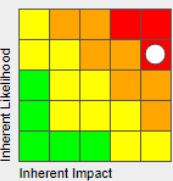
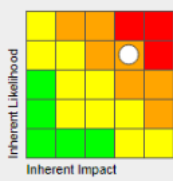
<p>There is a risk that the Council's digital services, systems, platforms, suppliers and data are disrupted, compromised or rendered unavailable because of cyber attack, system failure, insufficient resilience or loss of critical data.</p> <p>This risk arises from increasing cyber threats, reliance on digital systems to deliver essential services, legacy infrastructure, and the need to maintain effective security controls, business continuity and disaster recovery arrangements.</p> <p>Failure to manage this risk effectively could result in service disruption, data loss or breach, financial and legal consequences, regulatory non-compliance, and significant reputational damage.</p> <p>The Council is increasingly reliant on interconnected third-party suppliers, cloud hosted services and shared digital infrastructure. Failure or compromise within these supply chains could result in disruption to critical Council services, loss of data availability, financial impact and reputational harm even where Council systems themselves remain secure.</p>	<p>Executive Director of Corporate Services</p>	<p>Head of Digital &amp; Customer Services</p>	<p>Impact 5 Likelihood 4 Score 20</p> 	<p><b>Technical &amp; Security Controls</b>                  ICT Disaster Plan                  Data Centre Back Up                  Cyber Security Protection                  Cyber Penetration Testing                  Payment Card Industry (PCI)                  Standards Adherence                  Public Sector Network Accreditation                  Network Data Security                  Cyber Incident Response Plan</p> <p><b>Governance &amp; Partnership Controls</b>                  Senior Officer Resilience Group                  Local Resilience Partnership                  Appointment of Resilience Officer                  Corporate Emergency &amp; Business Continuity Plans                  Membership of Government Cyber Security Team                  Emergency Response Procedures</p> <p>Risk &amp; Assurance Board oversight                  Regular deep dive system assurance reviews                  Audit activity                  Security awareness and leadership training                  Business continuity exercising                  Cyber insurance arrangements                  AI and information governance controls                  Privileged access management controls</p>	<p>Impact 4 Likelihood 3 Score 12</p> 
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<b>3) Climate Change</b>						
	<p>There is a risk that the impacts of climate change and the requirements of meeting statutory national climate change targets adversely affect the Council's ability to deliver services, protect communities and assets, and achieve its strategic objectives.</p> <p>This risk arises from the increasing frequency and severity of extreme weather events, pressures on infrastructure and public health, and the financial, regulatory and delivery challenges associated with supporting Scotland's transition to net zero emissions by 2045 and related interim targets.</p> <p>Failure to manage this risk effectively could result in service disruption, increased costs, damage to assets, widened inequalities, and significant reputational and regulatory consequences.</p>	<p>Executive Director of Neighbourhood Services</p>	<p>Head of Environment</p>	<p>Impact 5 Likelihood 4 Score 20</p> 	<p><b>Climate Action Plan aligning with Scottish government targets of Net Zero by 2045 or sooner</b></p> <p><b>Net Zero Transition Plan Council Organisational Plan for Net Zero emissions by 2038</b></p> <p><b>Local Heat and Energy Efficiency Strategy &amp; Delivery Plan (LHEES)</b></p> <p><b>Biodiversity Action Plan</b></p> <p><b>Climate risk and vulnerability assessment (CRVA)</b></p> <p><b>Nature-based solutions and surface water management (Water Resilient Dundee, and greenspace management (naturalised grasslands, tree planting, Nature Networks)</b></p> <p><b>Broughty Ferry Flood Protection Scheme</b></p> <p><b>Sustainable Transport Delivery Plan</b></p> <p><b>Public Bodies Climate Change Duties Statutory Annual Report</b></p> <p><b>Waste and Recycling Strategy Action Plan 2020-25</b></p> <p><b>Local Food Growing Strategy</b></p> <p><b>Collaboration with regional partners (e.g. Climate Ready Tayside, Adaptation Scotland).</b></p>	<p>Impact 4 Likelihood 3 Score 12</p> 
<b>4) Workforce Resilience</b>						
	<p>There is a risk that the Council is unable to recruit, retain and sustain a workforce with the required capacity, capability and skills to deliver services, meet statutory</p>	<p>Executive Director of Corporate Services</p>	<p>Head of People</p>	<p>Impact 4 Likelihood 4 Score 16</p>	<p><u>Workforce Capacity, Performance and Wellbeing Controls:</u></p> <p><b>Management Capability Development</b></p> <p>Targeted development of managers</p>	<p>Impact 3 Likelihood 3 Score 9</p>

<p>duties and achieve strategic priorities.          This risk arises from labour market pressures, an ageing workforce, workforce wellbeing and absence challenges, reliance on key individuals and corporate knowledge, skills gaps, and the scale and pace of service transformation.          Failure to manage this risk effectively could result in service disruption, increased use of agency and temporary staffing, reduced organisational resilience, delayed transformation activity, financial pressures, and adverse impacts on performance, compliance and reputation.</p>				<p>to strengthen workforce planning, performance management, attendance management and retention, supporting workforce capacity and stability.  <b>Workforce Wellbeing and Absence Management</b>          Structured wellbeing and attendance management approaches to reduce absence levels and sustain workforce availability and service capacity.  <b>Performance and Development Framework</b> (Quality Conversations)          Consistent application of performance and development processes to identify capability gaps, support development and improve workforce effectiveness.</p>	
				<p><u>Workforce Supply and Pipeline Controls:</u></p> <p><b>Recruitment and Selection Frameworks</b>          Standardised and efficient recruitment processes to support timely hiring and reduce vacancy periods across services.  <b>Targeted Recruitment and Early Careers Pipeline</b>          Use of Modern Apprenticeships, Graduate Apprenticeships and other targeted approaches to build sustainable workforce pipelines in priority and hard-to-fill areas.  <b>Talent Management and Retention</b>          Structured approaches to identify, develop and retain key skills and roles, reducing turnover and strengthening workforce stability.</p>	
				<p><u>Strategic Workforce Planning and Critical Role Resilience:</u></p>	

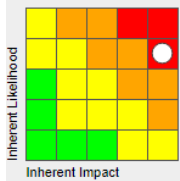
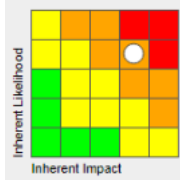
					<p><b>Strategic Workforce Planning Framework</b> Corporate approach to aligning workforce supply and demand, including service-level workforce planning, scenario modelling and alignment to Council and City Plan priorities.</p> <p><b>Leadership and Succession Planning</b> Development of leadership capability and succession planning for critical roles to reduce dependency on key individuals and improve organisational resilience.</p> <p><b>Critical Role and Skills Risk Management</b> Identification of hard-to-fill roles, single points of failure and critical skills gaps, with targeted actions to mitigate recruitment and retention risks.</p> <p><b>Trade Union Engagement and Workforce Relations</b> Ongoing engagement with Trade Unions to support effective workforce relations, organisational change and workforce stability.</p>	
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**5) Service Demand**

<p>There is a risk that increasing and sustained demand for Council services for people with support needs exceeds available capacity and resources, impacting the Council's ability to deliver services effectively and meet statutory duties.</p> <p>This risk arises from demographic change, population growth and ageing, rising levels of complexity and vulnerability, cost-of-living pressures, and increasing demand across all services, particularly</p>	<p>Director, Dundee Health and Social Care Partnership</p>	<p>Head of Health and Community Services DHSCP</p> <p>Head of Children's and Community Justice Social Work</p>	<p>Impact 5 Likelihood 4 Score 20</p> 	<p><b>Service Redesign &amp; Integrated Delivery Models</b> Implementation of Enhanced Community Care Model, improving community-based provision and reducing pressure on acute and statutory services.</p> <p>Delivery of Whole System Change Programme to redesign pathways and manage complex demand more efficiently.</p> <p>Service triage and prioritisation arrangements to ensure critical needs are met first.</p>	<p>Impact 4 Likelihood 4 Score 16</p> 
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	<p>social care and children and families services.</p> <p>Failure to manage this risk effectively could result in service pressures and backlogs, reduced service quality and outcomes, increased financial pressures, workforce strain, and adverse impacts on the most vulnerable citizens and communities.</p>				<p>Implementation of Whole Family Support Initiative</p> <p><b>Demand Forecasting &amp; Early Intervention Measures</b> Use of demand modelling and demographic analysis to inform strategic planning. Expansion of prevention and early intervention programmes to reduce escalation of need.</p> <p><b>Partnership &amp; Commissioning Controls</b> Ongoing integration with NHS Tayside, HSCP, and third sector partners to share resources and improve coordination</p> <p><b>Digital &amp; Technology Enabled Transformation</b> Digital redesign of processes to increase throughput and reduce administrative burden.</p>	
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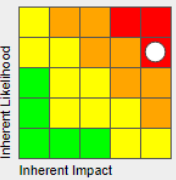
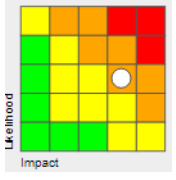
**6) Public Protection**

	<p>There is a risk that the Council is unable to effectively safeguard children, adults at risk and communities from harm, and to fulfil its statutory public protection responsibilities.</p> <p>This risk arises from increasing complexity and volume of demand, workforce capacity and skills pressures, reliance on effective multi-agency partnership working, and sustained demand across health, social care, housing and justice services.</p>	<p>Executive Director of Children &amp; Families and Director Dundee Health and Social Care Partnership</p>	<p>Head of Children &amp; Families, Social Work &amp; Criminal Justice and Head of Health and Community Services DHSCP</p>	<p>Impact 5 Likelihood 4 Score 20</p> 	<p><b>Statutory Governance Arrangements</b> Established Child Protection, Adult Protection, Community Justice and Chief Social Work Officer governance frameworks, with clear accountability, leadership and reporting lines.</p> <p><b>Multi-Agency Partnership Working</b> Formal partnership arrangements with Police Scotland, NHS Tayside, education, housing and third sector partners, supported by agreed protocols and escalation routes.</p> <p><b>Compliance with National Guidance and Reviews</b> Ongoing alignment with national</p>	<p>Impact 4 Likelihood 4 Score 16</p> 
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	<p>The risk is heightened by national and local challenges with the recruitment and retention of internal and external Foster Carers, which reduces the capacity of the system to provide alternative care where assessment indicates this is necessary to safeguard children and young people.</p> <p>Failure to manage this risk effectively could result in harm to individuals, statutory non-compliance, adverse inspection and audit findings, legal challenge, financial costs and significant reputational damage</p>				<p>legislation, statutory guidance and learning from inspections, including actions arising from the national review of child exploitation.</p> <p><b>Professional Practice Standards and Assurance</b> Use of agreed policies, procedures and practice standards, supported by quality assurance, case sampling and practitioner supervision.</p> <p><b>Workforce Capacity, Skills and Training</b> Workforce planning, recruitment and retention measures, alongside mandatory training and continuous professional development in public protection roles.</p> <p><b>Data Governance</b> Clear information-sharing protocols and secure systems to support timely and lawful exchange of information between partners.</p> <p><b>Performance Monitoring</b> Regular reporting of performance indicators, trends, case volumes and outcomes to senior management and elected members.</p> <p><b>Audit, Inspection and Continuous Improvement</b> Internal audit activity, self-evaluation and preparedness for external scrutiny, with improvement plans monitored and delivered.</p> <p><b>Strategic Oversight</b> Regular oversight through corporate governance arrangements, committees and assurance reporting.</p>	
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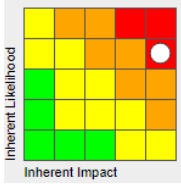
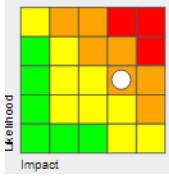
					<p><b>Digital and Technology Enabled Transformation</b>                  Digital redesign of processes to increase throughput and reduce administrative burden.</p>	
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**7) Housing and Homelessness**

<p>There is a risk that the Council is unable to effectively meet housing need and fulfil its statutory homelessness duties in the context of sustained and increasing pressure on housing services.</p> <p>This risk arises from a severe shortage of affordable and temporary accommodation, increasing presentations of homelessness, rising complexity of need, construction and supply chain challenges, and wider cost-of-living pressures.</p> <p>The risk is significantly heightened by the Housing Emergency declared by Dundee City Council, reflecting the scale and urgency of local housing pressures.</p> <p>Failure to manage this risk effectively could result in increased use of unsuitable or temporary accommodation, adverse outcomes for households, financial pressures, statutory non-compliance, and reputational damage.</p>	<p>Executive Director of Neighbourhood Services</p>	<p>Head of Housing, Construction &amp; Communities</p>	<p>Impact 5 Likelihood 4 Score 20</p> 	<p><b>Local Housing Strategy</b> Delivery of approved LHS.</p> <p><b>Increasing Access to Suitable Permanent Housing</b> Engagement with Registered Social Landlords (RSLs) to maximise available lets for homeless applicants. Use of the private rented sector as an alternative option where appropriate.</p> <p><b>Expanding Temporary Accommodation Capacity</b> Additional temporary furnished flats created to reduce reliance on B&amp;Bs. Exploring procurement of temporary accommodation through the private sector to meet rising demand.</p> <p><b>Prevention &amp; Early Intervention Measures</b> Development of a new Prevention, Sustainment and Homeless Strategy and implementation of a flexible prevention budget. Work with partners to identify early risk factors and intervene before homelessness occurs. Oversight and Governance via the Homeless Strategic Partnership Group</p> <p><b>Multi Agency Collaboration</b> Joint working with social work, HSCP, third sector organisations and RSLs on homelessness prevention and housing pathway development. Strengthened partnership activity to support vulnerable groups and reduce</p>	<p>Impact 4 Likelihood 3 Score 12</p> 
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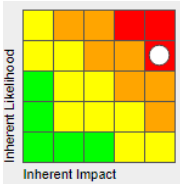
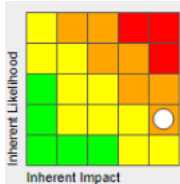
					<p>repeat homelessness via the Homeless Strategic Partnership Group.</p> <p><b>Operational Oversight &amp; Performance Management</b> Ongoing monitoring of homelessness demand, case duration, temporary accommodation flows, and void property turnaround. Regular reporting to senior management and committees on pressures, risks, and mitigations.</p>	
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**8) Emergency Planning and Infrastructure**

<p>There is a risk that the Council is unable to effectively prepare for, respond to and recover from emergencies and major incidents, or maintain the resilience of critical infrastructure and essential services.</p> <p>This risk arises from the increasing frequency and complexity of emergencies, including severe weather, public health incidents, infrastructure failure, cyber-related disruption and other civil contingencies, alongside pressures on resources, interdependencies between critical systems, and reliance on effective multi-agency coordination.</p> <p>Failure to manage this risk effectively could result in disruption to essential services, harm to communities, damage to assets and infrastructure, financial and legal consequences, and significant reputational impact.</p>	<p>Executive Director of Neighbourhood Services</p>	<p>Head of Housing, Construction &amp; Communities</p>	<p>Impact 5 Likelihood 4 Score 20</p> 	<p><b>Emergency Preparedness</b> Corporate Emergency Plan and service-level Business Continuity Plans are reviewed and tested annually.</p> <p><b>Governance</b> Oversight by the Senior Officers Resilience Group and Risk &amp; Assurance Board; regular reporting to the Council Leadership Team.</p> <p><b>24/7 Response</b> Duty Resilience Officer rota and planned Senior Officer on-call system ensure round-the-clock incident management.</p> <p><b>Partnerships</b> Active participation in the Tayside Local Resilience Partnership and coordination with Police Scotland, NHS Tayside, and others.</p> <p><b>ICT &amp; Cyber Resilience</b> Disaster recovery plans, off-site backups, cyber incident response protocols, and compliance with national standards.</p>	<p>Impact 4 Likelihood 3 Score 12</p> 
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					<p><b>Infrastructure Investment</b> Capital Investment Strategy, project governance, and asset management plans to maintain and upgrade critical infrastructure.</p> <p><b>Severe Weather &amp; Flooding:</b> Dedicated response plans and infrastructure adaptation measures to mitigate climate-related risks.</p> <p><b>Training &amp; Communication</b> Regular staff training, emergency exercises, and public communication protocols aligned with national guidance.</p>	
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**9) Ongoing Legislative Requirements**

<p>The Council faces the risk that the volume, complexity and pace of change in legislative, regulatory and statutory requirements at local, national and UK level exceed organisational capacity to respond effectively.</p> <p>Failure to anticipate, interpret or implement new or amended legislation in a timely and consistent manner could result in non-compliance, legal challenge, regulatory intervention, financial penalties, service disruption and reputational damage, as well as increased pressure on already constrained resources.</p>	Executive Director of Corporate Services	Head of Democratic & Legal Services	<p>Impact 5 Likelihood 4 Score 20</p> 	<p>Corporate horizon scanning and timely reporting of legislative and regulatory changes to Council Leadership Team and Elected Members.</p> <p>Clear senior ownership and governance arrangements for legislative compliance.</p> <p>Access to legal and professional advice to support accurate interpretation and implementation. Proportionate impact assessments to inform prioritisation and resource allocation.</p> <p>Regular review and updating of policies, procedures and guidance. Targeted training for Elected Members and staff on statutory responsibilities. Independent assurance through internal audit, inspection and performance monitoring.</p>	<p>Impact 5 Likelihood 2 Score 10</p> 
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					Active engagement with COSLA, SOLACE and sector partners to share intelligence and best practice.	
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**ITEM No ...3.....**

**REPORT TO: CITY GOVERNANCE COMMITTEE – 8 JUNE 2026**

**REPORT ON: LOCAL CODE OF CORPORATE GOVERNANCE**

**REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

**REPORT NO: 123-2026**

**1 PURPOSE OF REPORT**

1.1 To present to Committee the Council's Local Code of Corporate Governance.

**2 RECOMMENDATIONS**

2.1 It is recommended that the Committee:

- approves the annual compliance review and updated Local Code of Corporate Governance as detailed in Appendix 1.
- notes the progress against the 2025/2026 improvement action plan in Appendix 2.
- approves the areas for improvements listed in Appendix 3 for 2026/2027.

**3 FINANCIAL IMPLICATIONS**

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

**4 BACKGROUND**

4.1 In 2016, CIPFA extensively revised the Code in its publication "Delivering Good Governance in Local Government: Framework" and the accompanying Guidance notes for Scottish Authorities, 2016 edition. The contents of the attached arise because of consideration of the Code including the requirement to improve accountability to the public and stakeholders by explaining how the authority has resolved any governance issues raised in the previous year's statement. An Annual Governance Statement is included in the Council's Annual Accounts and is also reported separately to Scrutiny and Audit Committee.

4.2 The annual compliance review seeks to maintain a high standard of corporate governance and to ensure continuous improvement. Previous compliance reviews suggest a high level of compliance with the guidelines, although further areas for improvement have been identified and acted upon as required. In addition, national reports issued by relevant regulatory bodies are referred timeously to the Scrutiny and Audit Committee and/or the relevant service committee were considered appropriate.

**5. CURRENT COMPLIANCE REVIEW**

5.1 The current compliance review against existing guidance, to consider Corporate Governance arrangements and their implications for the authority, was carried out by senior council officers and agreed by the Council Leadership Team. Consistent use of the same scoring mechanism supports year on year monitoring of improvement and allows officers to assess the extent of its compliance with the guidelines. The scoring mechanism concludes that the Council is 99% (2024/2025: 99%) compliant with the guidelines which, given their wide ranging and significant scope, is considered very good.

5.2 The scoring mechanism was used to assist and prepare the Improvement Agenda in Appendix 3 whereby senior officers identified areas where compliance with the code could be improved during the year. This also helps inform the overall Improvement Agenda in the Council's Annual Governance Statement.

- 5.3 In addition, as part of the Annual Governance Statement, Executive Directors are required to complete a self-assessment checklist in conjunction with their senior management teams, of their own governance, risk management and internal control arrangements. This exercise involves the completion of a 78-point checklist covering eight key governance areas of Service Planning and Performance Management; Internal Control Environment; Fraud Prevention and Detection; Budgeting, Accounting and Financial Control; Risk Management and Business Continuity; Asset Management; Partnerships; and Information Governance. That again indicated a very high level of compliance, with an overall score above 94% (2024/2025: 93%).

## **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 were consulted in the preparation of this report.

## **8 BACKGROUND PAPERS**

- 8.1 CIPFA's Delivering Good Governance in Local Government: Framework (2016) and corresponding Guidance Notes for Scottish Local Authorities (2016).

**PAUL THOMSON**  
**EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

**18 MAY 2026**

**DUNDEE CITY COUNCIL****LOCAL CODE OF CORPORATE GOVERNANCE (2025/2026)****FOREWORD**

Dundee City Council strives to meet the highest standards of corporate governance to help ensure that it meets its objectives. The Council is determined to ensure that it delivers the best possible services to city residents. It has developed a modern and effective local democracy that responds quickly and flexibly, delivering high quality services when and where people need them.

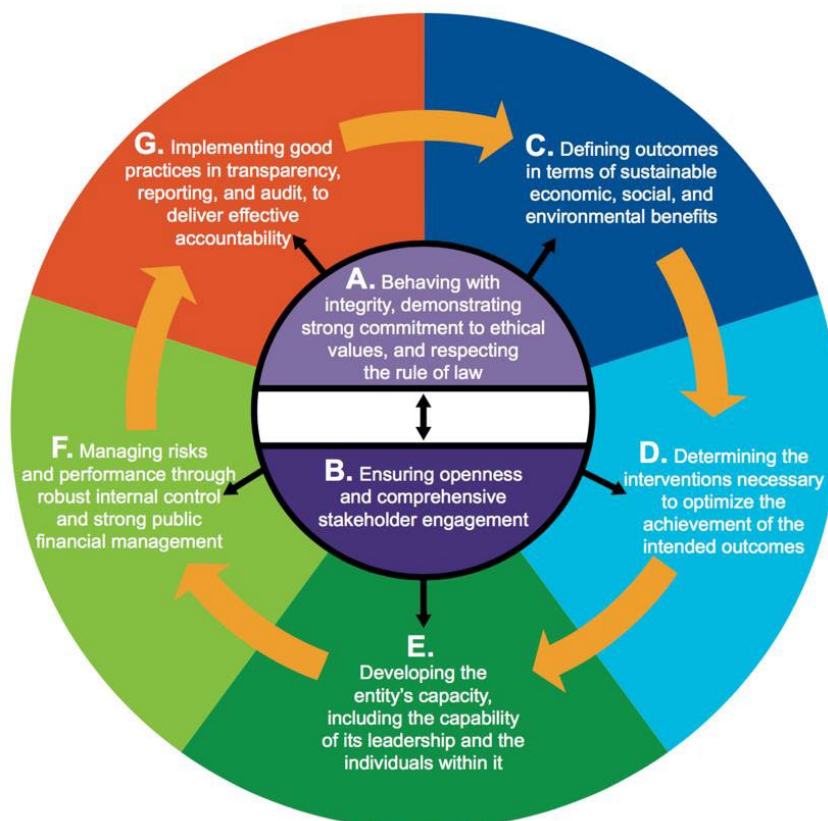
The Council is committed to effective decision-making that is transparent and open to genuine scrutiny. To support this, it provides on its website ([www.dundee.gov.uk](http://www.dundee.gov.uk)) details of its plans, policies, procedures and performance.

**DEFINITION**

Corporate Governance is the system by which Dundee City Council directs and controls its functions and relates to its community. An Annual Governance Statement is included in the Council's Annual Accounts each year and is also reported separately to Scrutiny and Audit Committee.

**THE CODE**

The Local Code of Corporate Governance for the Council consists of seven main principles of good governance derived from CIPFA's Delivering Good Governance in Local Government: Framework (2016):-



*Delivering Good Governance in Local Government* sets out seven core principles for good governance:

- A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
- *Arrangements to ensure ethical conduct for both members and officers, including codes of conduct, management of conflicts of interest, declarations of gift and hospitality, training and evaluation. Where appropriate, include how codes of ethics for the sector are implemented and supported.*
  - *Arrangements covering the ethical behaviour of external service providers.*
  - *Arrangements to support whistleblowing.*
  - *How compliance with laws and regulations and internal policies and procedures is ensured and arrangements to ensure expenditure is lawful.*
  - *How breaches of ethical arrangements, laws, regulations and procedures are addressed and learning adopted.*
  - *How all those in governance roles and senior managers demonstrate their leadership of an ethical culture.*
- B. Ensuring openness and comprehensive stakeholder engagement
- *How the authority ensures that decisions are made in the public interest and the rationale for decisions is recorded.*
  - *How the authority achieves expected standards of openness and transparency, including a culture of internal challenge and self-assessment.*
  - *The arrangements for consultation and engagement with citizens, service users and stakeholders and how these inform decision-making.*
  - *The ways in which the authority communicates with the community and stakeholders.*
- C. Defining outcomes in terms of sustainable economic, social and environmental benefits
- *How the authority establishes its vision, target outcomes, and associated long-term plans to deliver sustainable outcomes.*
  - *Its decision-making arrangements and how it ensures consideration and demonstration of value for money and best value.*
  - *Arrangements to achieve fair access to services.*
  - *The authority's strategic approach to commissioning across the entity and its partnerships and collaborations.*
- D. Determining the interventions necessary to optimise the achievement of the intended outcomes.
- *The arrangements for medium and short-term service planning, supported by projects and programmes, to ensure alignment to the vision and objectives.*
  - *How budgets and resource strategies align to the delivery of objectives.*
  - *How the authority uses self-assessment and continuous improvement to achieve value for money.*
  - *The authority's performance management arrangements to ensure continued alignment to its objectives.*
  - *Arrangements for the achievement of social value in commissioning, procurement and contracting.*

- E. Developing the entity's capacity, including the capability of its leadership and the individuals within it
- *Member and officer protocols and clarity over roles and responsibilities, including schemes of delegation.*
  - *Application of the Code of Practice on Good Governance for Local Authority Statutory Officers.*
  - *How financial management roles align with:*
    - *CIPFA Financial Management Code (FM Code).*
    - *CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2015),*
  - *The arrangements in place for the discharge of the monitoring officer function.*
  - *The arrangements in place for the discharge of the head of paid service function.*
  - *Induction and development programmes to meet the needs of members and senior officers in relation to their strategic roles.*
  - *Workforce planning and organisational development.*
  - *Arrangements for learning and development, and health and wellbeing.*
- F. Managing risks and performance through robust internal control and strong public financial management
- *Risk management policy, strategy and arrangements for review.*
  - *How financial management arrangements align with the Financial Management Code.*
  - *Internal control arrangements including:*
    - *Cyber, AI and information security arrangements*
    - *information governance*
    - *asset management*
    - *procurement and contract management.*
  - *Assurance frameworks across the three lines. The framework should set out how the leadership team obtains its assurance, including from management, risk and compliance arrangements, and internal audit.*
  - *Internal audit arrangements in conformance with the Global Internal Audit Standards in the UK public sector (GIAS and the Application Note) and the CIPFA Code of Practice on the Governance of Internal Audit.*
  - *Arrangements for formal overview and scrutiny (as applicable).*
  - *Facilitation of internal and external challenge.*
  - *Undertaking the core functions of an audit committee, as identified in Audit Committees: Practical Guidance for Local Authorities and Police (CIPFA, 2022).*
  - *Counter fraud and anti-corruption developed and maintained in accordance with the Code of Practice on Managing the Risk of Fraud and Corruption (CIPFA, 2014).*
  - *Governance, risk and control arrangements across companies, partnerships, collaborations and arm's length bodies.*
- G. Implementing good practices in transparency, reporting and audit, to deliver effective accountability
- *Arrangements for the timely response and support to the work of external audit, internal audit and other inspection or regulatory action.*
  - *Approach to welcoming external challenge and implementing recommendations.*
  - *How learning and improvement are actioned.*
  - *How transparency and accountability are maintained across collaborations and arm's length bodies, such as trading companies and joint ventures.*
  - *Accountability to the public and stakeholders is supported by clear assurance and ensures core areas are covered to enable better accountability in practice.*

### **Annual Review**

Compliance with the seven core principles for good governance will be assessed on an annual basis by the Corporate Governance Assurance Statement Group (CGASG) on behalf of the Chief Executive.

The result of this assessment is reported to the Council's Corporate Leadership Team and the Scrutiny and Audit Committee. The report will incorporate recommendations for additions and/or improvements to the Council's governance arrangements, to reflect any changes in the way in which the Council does business or to address new legislation/ best practice.

The CGASG assessment of compliance will be reflected in an Annual Governance Statement which will be submitted to the June meeting to the Scrutiny and Audit Committee. The Annual Governance Statement will be signed by the Leader of the Council and the Chief Executive for inclusion in the Council's annual accounts.

The Annual Governance Statement will also be informed by the Service Leader Internal Audit's independent review of the Council's risk management processes, systems of internal control and corporate governance processes.

### **Evidence of Compliance with Core Principles**

The following pages set out the evidence which demonstrate Dundee City Council's compliance with the core principles and compliance with the requirements of the framework. Hyperlinks are provided where available and the table highlights new evidence and any current evidence that has been updated in the last 12 months.

Evidence	Local Code of Corporate Governance Principles							Comments
	A	B	C	D	E	F	G	
<a href="#">Annual Accounts 2024/2025</a>	✓	✓	✓	✓	✓	✓	✓	Completed under IFRS and audited within prescribed timelines.
<a href="#">Annual External Audit Report 2024/25</a>	✓	✓	✓	✓	✓	✓	✓	Unqualified audit opinion with satisfactory conclusions.
<a href="#">Annual External Audit Report 2024/25 Response</a>	✓	✓	✓	✓	✓	✓	✓	Confidence that the external auditor has undertaken a thorough and wide-ranging review of the financial statements. The Council can take encouragement from key findings.
<a href="#">Asset Management Plans – IT, Property, Housing and Roads</a>			✓	✓	✓			Outlines priorities and strategies required to develop and support assets.
Annual Governance Statement (Forms part of the Annual Accounts)						✓		The annual review demonstrated sufficient evidence that the Code's principles of delivering good governance were met. The Council complies with the Local Code of Corporate Governance in all respects.
<a href="#">Best Value Audit Report</a>	✓	✓	✓	✓	✓	✓	✓	Accounts Commission commended Dundee City for its performance.
<a href="#">Best Value Thematic Report</a>	✓	✓	✓	✓	✓	✓	✓	The Council has robust officer-led governance arrangements in place to monitor transformation.
<a href="#">Budget Financial Outlook 2020-2030</a>		✓	✓	✓		✓	✓	The Council takes a robust approach to long term financial planning.
<a href="#">Budget Strategy 2026/27</a>		✓	✓	✓		✓	✓	The Council considers risks, changing demands and reviews assumptions when preparing its budget. The process is supported by a comprehensive consultation process.
<a href="#">Budget 2025-2026 Revenue</a>		✓	✓	✓		✓	✓	Confirms the key factors, savings and expected budget outcomes and provides officers with the provisional budget volume.
<a href="#">Budget 2025-2026 Housing Revenue Account</a>		✓	✓	✓		✓	✓	Confirms the rent consultation process and provides the provisional budget volume. Notes the provisional budgets and agrees rent levels.
<a href="#">Capital Plan</a>				✓			✓	Notes the impact of the current financial environment and risks. Agrees the revised Capital Plan.
CIPFA Assurance Framework 2022	✓	✓	✓	✓	✓	✓	✓	CIPFA guide to effective assurance arrangements.
CIPFA Financial Management Code Self-Assessment	✓	✓						CIPFA guide to effective Financial Management Arrangements.

Evidence	Local Code of Corporate Governance Principles							Comments
	A	B	C	D	E	F	G	
<a href="#">Community Planning Partnership</a>		✓	✓	✓	✓			Dundee City's Local Community Planning arrangements.
<a href="#">Community Planning 2022-2027</a>		✓	✓	✓	✓			Confirms the legislative requirements and approves the Community Plans.
<a href="#">Council Respectful Engagement Policy</a>	✓	✓		✓	✓	✓	✓	Policy Document outlining Respectful Engagement Policy.
<a href="#">Committee Structure Review</a>		✓						Agreement of the new management structure.
<a href="#">Complaints Handling Procedure</a>	✓	✓		✓				Commitment to valuing complaints.
Corporate Leadership Team Meetings					✓			Regular officer meetings covering all local authority business.
<a href="#">Risk Register</a>						✓		The register of assessed risks and how these risks are managed.
<a href="#">Council Minutes, Meetings and Reports</a>	✓	✓		✓		✓	✓	Dundee City Council's formal decision-making process.
<a href="#">City Plan for Dundee 2022-2032</a>	✓		✓	✓			✓	The annual report detailing progress and associated performance indicators.
<a href="#">Council Plan Progress Report</a>	✓		✓	✓			✓	Progress of the Council Plan.
<a href="#">Councillor's Code of Conduct</a>	✓	✓						The conduct requirements of Dundee City Council elected members.
<a href="#">Councillor - Register of Interests</a>		✓						Register of elected members interests.
<a href="#">Counter Fraud and Corruption Policy</a>	✓					✓		The policy outlines the approach in dealing with Fraud and Corruption.
<a href="#">Dundee City IJB Committee Reports &amp; Minutes</a>		✓						Dundee City Integration Joint Board's formal decision-making process.
<a href="#">Dundee City IJB - Code of Conduct</a>	✓							The conduct requirements of Dundee City Integration Joint Board members.
<a href="#">Net Zero Transition Plan 2024-2030</a>		✓			✓			Dundee City council's approach to achieving net zero.

Evidence	Local Code of Corporate Governance Principles							Comments
	A	B	C	D	E	F	G	
<a href="#">Dundee City IJB - Delivery Pan 2024 to 2026</a>				✓				Outlining delivery plan which supports ambition, strategic priorities and change management.
<a href="#">Dundee City IJB - Performance Report 2025-26</a>				✓				Confirms the performance of Dundee City Integration Joint Board measured against indicators.
<a href="#">Dundee City IJB - Integration Scheme</a>	✓	✓	✓	✓	✓	✓	✓	The terms of reference of the Dundee City Joint Board's delegated functions.
<a href="#">Digital Strategy 2023-2027</a>	✓		✓			✓		Outlines the digital strategy and how it is designed to support the Council's priorities.
<a href="#">Dundee Partnership</a>		✓	✓	✓	✓			The methodology in place for public agencies to work together to deliver better services.
<a href="#">Dundee Local Partnerships</a>		✓	✓	✓	✓			Dundee Partnership membership.
<a href="#">Dundee City Strategic Review Leisure &amp; Culture</a>		✓	✓	✓	✓			To ensure Leisure and Culture Dundee (LACD) meets current and future demands.
<a href="#">Dundee City Community Wealth Building</a>		✓	✓	✓	✓			The Councils approach to Community Wealth Building including an action plan and priorities.
<a href="#">Fair Work First</a>	✓							Outlining investment in the Council's workforce.
<a href="#">IT Strategy</a>	✓		✓			✓		The strategy for current and future IT delivery.
<a href="#">Internal Audit Reports</a>						✓	✓	A summary of the Council's Internal Audit Reports.
<a href="#">Annual Internal Audit Report 2024-2025</a>						✓	✓	The Chief Internal Auditors Report providing an independent opinion on the overall adequacy and effectiveness of the organisation's governance, risk management and control framework.
<a href="#">Internal Audit Plan Update and Progress Report</a>						✓	✓	An update on the progress in delivering the Internal Audit Plan.
<a href="#">Leading Team Dundee</a>		✓	✓	✓	✓	✓		A leadership development programme to assist in building confidence, compassion and capability in a changing council.
<a href="#">Local Government Benchmarking Framework</a>				✓	✓	✓		To enable Dundee City Council to compare performance across Scotland.
<a href="#">Mentoring Pathways</a>					✓			Developing young people in Dundee.
<a href="#">National Fraud Initiative</a>						✓	✓	Outlining the current national approach to fraud with focus areas.

Evidence	Local Code of Corporate Governance Principles							Comments
	A	B	C	D	E	F	G	
<a href="#">Procurement - Policies and Strategy</a>			✓					Dundee City's Council's medium and long-term approach to Procurement.
<a href="#">Performance Management Framework</a>	✓	✓	✓	✓	✓	✓	✓	The revised Performance Management Framework with a view to respond to new Statutory Performance Indicators.
<a href="#">Performance - Dundee Performs</a>	✓	✓	✓	✓	✓	✓	✓	As part of our Performance Management Framework the Council measure their performance and make this information available to the public.
<a href="#">Programme Governance</a> & <a href="#">Project Management</a>		✓	✓	✓	✓			The role of the Transformation Board and the Programme Management Office.
<a href="#">Record Management Policy</a>						✓		The management of information to protect its integrity and to store efficiently and effectively.
<a href="#">Risk Management Policy and Strategy</a> & <a href="#">Annual Report</a>						✓		Review of the current risk management approach and performance.
<a href="#">Service Plans</a>			✓	✓	✓			Outlining the panning and performance of each directorate.
<a href="#">Standing Orders &amp; Financial Regulations</a>	✓	✓	✓	✓	✓	✓	✓	Standing Order / Financial Regulations Updated September 2025.
<a href="#">Transformation &amp; Improvement Programme</a>			✓	✓	✓			The methodology being utilised by Dundee City Council to establish and maintain a modern Council.
<a href="#">Tayside Contracts</a>		✓						The joint commercial trading arm of the Councils of Angus, Dundee City and Perth and Kinross
<a href="#">Treasury Management Strategy 2025-2026</a>	✓		✓	✓		✓		Outlines the Treasury Management Strategy and in year investment strategy.
<a href="#">Treasury Management Policy 2025-2026</a>	✓		✓	✓		✓		The Council's policies and procedures to deliver a robust Treasury Management provision.
<a href="#">Youtube Channel - Stakeholder Engagement</a>		✓						Public access to Dundee City Council's decision making process.
<a href="#">Whistleblowing Policy</a>	✓					✓		The purpose and scope of Dundee City Council's approach to whistleblowing.
<a href="#">Work Force of the Future</a>		✓		✓	✓			Redesigning the workforce to reflect changing needs.
<a href="#">People Strategy 2022-27</a>	✓	✓	✓	✓	✓		✓	The three-year cyclic strategy focussing on engagement, development, flexibility, digital skills to ensure enhance outcomes.

**Appendix 2****DUNDEE CITY COUNCIL - CONTINUOUS IMPROVEMENT AGENDA FOR 2025/2026 – WITH PROGRESS UPDATES**

The Council's Corporate Governance working group identified the following areas for improvement to be taken forward during 2025/2026. Full details are included in the Council's Local Code of Corporate Governance ([168-2025](#)) and the 2024/2025 Annual Governance Statement ([181-2025](#)), updated for final version in 2024/2025 Audited Accounts to Scrutiny and Audit Committee on 24 September 2025 ([274-2025](#))

	<b>Improvement</b>	<b>Source</b>	<b>Details</b>	<b>Responsible Officer</b>	<b>Target Completion Date</b>
1	Continue to develop Business Continuity Strategy.	Local Code of Corporate Governance 2017/2018. (Principle F: Managing Risk). <a href="#">Report 223-2017</a>	Completed	Service Manager - Community Safety and Resilience.	31/03/2026
2	Replace Construction Services' Costing System.		Carried forward from 2024/2025. In progress.	Head of Construction and Head of Customer Services and IT.	30/06/2026
3	Implementation of Corporate Property Management system.	Annual Governance Statement 2022/2023. (Self-Assessment Checklist (SAC): Internal Control Environment section).	Carried forward from 2024/2025. In progress.	Head of Design and Property Services.	31/03/2027
4	Review the Council's Standing Orders.	Annual Governance Statement 2022/2023. (Self-Assessment Checklist (SAC): Internal Control Environment section).	Completed	Head of Democratic and Legal Services.	30/06/2025
5	Roll-out advanced risk management training module for senior officers.	Corporate Governance Assurance Statement Group.	Completed	Head of Corporate Finance	31/10/2025
6	Ensure basic financial ledger mandatory training for all budget holders	Annual Governance Statement 2024/2025. (Self-Assessment Checklist (SAC): Budgeting, Accounting and Financial Control section).	Completed	Head of Corporate Finance.	31/03/2026

7	Procurement Strategy, - Implementation of Sourcing Strategies in respect of procurement thresholds and any other changes includes in the review of Standing Orders.	Annual Governance Statement 2024/2025. (Self-Assessment Checklist (SAC): Budgeting, Accounting and Financial Control section).	Completed	Head of Corporate Finance.	31/03/2026
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\* Carried forward items have been included in Appendix 3 with new target completion dates

**Appendix 3****DUNDEE CITY COUNCIL - CONTINUOUS IMPROVEMENT AGENDA FOR 2026/2027**

The Council's Corporate Governance working group has identified the following areas for improvement, full details are included in the Council's Local Code of Corporate Governance, to be taken forward during 2026/2027:

	<b>Improvement</b>	<b>Source</b>	<b>Details</b>	<b>Responsible Officer</b>	<b>Target Completion Date</b>
1	Implementation of Corporate Property Management System.	Annual Governance Statement 2022/2023. (Self-Assessment Checklist (SAC): Internal Control Environment section).	Implementation of replacement asset management database to manage the council's physical property assets more effectively.	Head of Design and Property Services.	31/03/2027
2	Mandatory Training and Development	Corporate Governance Assurance Statement Group.	Improving the rates of completion of mandatory training and development courses for all council staff and elected members.	Head of People	31/03/2027
3	Freedom of Information Requests	Council Leadership Team	Undertake a review of the current FOISA process to ensure that services have appropriate arrangements in place to deal with these statutory requests on timeous basis.  This review will be supported by the Head of Digital & Customer Services to consider how digital technology can be utilised to make improvements to how FOISAs are currently allocated, monitored and reported within the Council.	Head of Democratic and Legal Services	31/03/2027
4	Awareness / Compliance with statutory legislation	Corporate Governance Assurance Statement Group / Risk & Assurance Board	Review current process for providing updates on regulatory and legislative matters within the Council.	Head of Democratic and Legal Services	31/03/2027
5	Implementation of an Integrated Corporate Performance Dashboard	Council Leadership Team	Establish a consolidated digital portal to enable performance to be managed effectively. This single dashboard will include all relevant financial and non-financial corporate management data including budget outturns, absence, staff training and development, quality conversations etc. The dashboard will also interface with existing databases or systems to ensure data displayed within is updated on an automated basis within minimal manual intervention. In addition, it is also intended to enable managers to interrogate data through use of software tools such as Power BI.	Head of Digital and Customer Services	30/06/2027

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**REPORT TO:** CITY GOVERNANCE COMMITTEE – 8 JUNE 2026  
**REPORT ON:** GAELIC LANGUAGE PLAN 2026-31  
**REPORT BY:** CHIEF EXECUTIVE  
**REPORT NO:** 120-2026

**1. PURPOSE OF REPORT**

1.1 This report presents the Committee with a revised Gaelic Language Plan for Dundee for 2026-31 and updates the Committee on the process of producing a Gaelic Language Plan.

**2. RECOMMENDATIONS**

2.1 It is recommended that the Committee:

- a) notes the content of the revised Gaelic Language Plan 2026-31 attached in Appendix 1; and
- b) agrees that the Plan is submitted to Bòrd na Gàidhlig for approval.

**3. FINANCIAL IMPLICATIONS**

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

**4. BACKGROUND**

4.1 The Gaelic Language (Scotland) Act 2005 was passed with the aim to secure the status of the Gaelic language as an official language of Scotland, commanding equal respect to the English language. A duty is placed on local authorities to produce Gaelic Language Plans to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising the status and profile of the language and creating practical opportunities for its use.

4.2 The draft third edition of Dundee's Gaelic Language Plan was agreed by the City Governance Committee on 27 October 2025 (Report 283-2025, Article IX refers). The process for approval of Gaelic Language Plans is that draft Plans are informally assessed by Bòrd na Gàidhlig's Plans Officer to provide recommendations of any changes required in order to fully comply with the National Gaelic Language Plan, the Guidance on Developing Gaelic Language Plans, the Gaelic Language (Scotland) Act 2005 and the Scottish Languages (Scotland) Act 2025. The Council is then required to submit an updated draft Plan by the deadline set by Bòrd na Gàidhlig, which will then go to the full Bòrd meeting for approval.

4.3 The outcome of the assessment by Bòrd na Gàidhlig's Plans Officer was received in December 2025. The Bòrd's Plans Officer was supportive of the content of the Council's draft plan and was pleased to note the progress that had been made since the second edition. The key recommendations included strengthening commitment to Gaelic education in Dundee and to provision of Gaelic classes in the community, as well as ensuring that there are increased opportunities for Gaelic learners and speakers to participate in activities and events.

4.4 A public consultation was carried out to gather views on the draft Gaelic Language Plan 2026-31. The consultation run for six weeks between January and February 2026. A total of 38 responses were submitted. The survey asked respondents about their experience and use of Gaelic, and it sought feedback on any improvements that could be incorporated into the plan to be progressed over the next five years in Dundee.

- 4.5 The Gaelic Language Plan was revised following the recommendations from Bòrd na Gàidhlig and feedback from the public consultation. The key changes include strengthening our commitments to raising awareness of Gaelic education in schools, including a more proactive approach to sharing information with parents. A specific action was added in relation to Gaelic as a second language to ensure gradual expansion of Gaelic within Dundee schools, including 1+2 languages. Further action was incorporated into the Plan on publishing all Gaelic events organised by Dundee City Council on the What's On website to ensure these opportunities are more visible and more easily found online.
- 4.6 The updated Gaelic Language Plan 2026-31 will be submitted to Bòrd na Gàidhlig for final approval. Bòrd na Gàidhlig must approve the final Gaelic Language Plan or propose modifications to it. If Dundee City Council has objections to some or all of the proposed modifications, a notice to this effect must be submitted to Bòrd na Gàidhlig within one month of receiving the Bòrd's modifications. The Bòrd must then approve the Plan as submitted, agree modifications with the Council or refer the Plan to Scottish Ministers if approval is not given within two months of receiving a notice of objections from Dundee City Council.
- 4.7 Once final approval is obtained from Bòrd na Gàidhlig the Dundee Gaelic Language Plan 2026-31 will be fully translated into Gaelic and published on the Council website and circulated widely to groups who have an interest in Gaelic.
- 4.8 The recent enactment of the Scottish Languages Act 2025 gives the Gaelic and Scots languages official status in Scotland and makes changes to the support for the Gaelic and Scots languages in Scotland. While there is no immediate requirement for local authorities to make any changes to their procedures, Scottish Ministers will issue guidance in the future for public bodies in relation to the duties. Local authorities will be required to have regard to the guidance in performing their functions

## 5. **POLICY IMPLICATIONS**

- 5.1 This report has been subject to an Integrated Impact Assessment to identify impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. An impact, positive or negative, on one or more of these issues was identified. An appropriate senior manager has checked and agreed with this assessment. A copy of the Integrated Impact Assessment showing the impacts and accompanying benefits of/mitigating factors for them is included as an Appendix to this report.

## 6. **CONSULTATIONS**

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

## 7. **BACKGROUND PAPERS**

- 7.1 None.

GREGORY COLGAN  
CHIEF EXECUTIVE

19 MAY 2026

ANDREA CALDER  
HEAD OF CHIEF EXECUTIVE'S SERVICES

# Dundee City Council's Gaelic Language Plan 2026 - 2031





## Foreword by the Leader of Dundee City Council

I am pleased to share the third edition of the Gaelic Language Plan for Dundee. Dundee City Council proudly affirms its commitment to treating the Gaelic language with equal respect, recognising its role as one of Scotland's national languages. Gaelic enriches our cultural landscape and holds a vital place in the heritage of our nation.

This third edition of the Gaelic Language Plan for Dundee reflects our continued dedication to building on the progress achieved in recent years. It aligns with the ambitions of the National Gaelic Language Plan and seeks to accelerate our efforts.

We have made meaningful strides in raising awareness and enhancing the visibility of Gaelic across the city. With this updated Plan, we aim to further expand opportunities for learning and using Gaelic, while promoting a positive and inclusive image of the language throughout Dundee.



Councillor Mark Flynn  
Leader of Dundee City Council

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## 1. Introduction

### 1. The Gaelic Language (Scotland) Act 2005

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to secure the status of the Gaelic language as an official language of Scotland, commanding equal respect to the English language.

The 2005 Act enabled Bòrd na Gàidhlig to require a public authority to prepare a Gaelic Language Plan. This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising the status and profile of the language and creating practical opportunities for its use.

This document is the third edition of Dundee City Council's Gaelic Language Plan prepared within the framework of the Gaelic Language (Scotland) Act 2005.

It sets out how we will use Gaelic in the operation of our functions, how we will enable the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic. We will also continue to carry forward and deliver commitments made in the previous two editions of the Plan.

This Plan has been prepared in accordance with statutory criteria set out in the 2005 Act and having regard to the National Gaelic Language Plan 2023-2028 and the Guidance on the Development of Gaelic Language Plans.

### 2. Scottish Languages Act 2025

The Scottish Languages Act was passed by the Scottish Parliament on 17 June 2025 and received Royal Assent on 31 July 2025. It is a landmark piece of legislation that significantly strengthens the legal status and institutional support for Gaelic languages in Scotland. The Bill grants Gaelic the official status in Scotland, commanding equal respect to the English Language. Furthermore, it introduces new statutory duties, powers, and frameworks for promoting, supporting, and integrating Gaelic and Scots languages into public life, education and culture.

### 3. Dundee City Council – Functions and Priorities

Dundee has a population of 150,390, according to the latest data from National Records of Scotland. Dundee City Council provides all local government services for the city of Dundee. The Council employs over 6,700 staff, making it one of the largest employers in the city, and has an annual gross revenue expenditure of around £500 million and a programme of capital investment in schools, housing, community facilities, roads, social care, leisure and sport.

In December 2022, the Council adopted an ambitious Dundee Partnership City Plan 2022-2032 and Council Plan 2022-2027 with a clear vision for our city:

- Dundee will be a caring city which has tackled the root causes of poverty and delivered fairness in incomes, education and health.
- Dundee will have a strong, creative, smart and sustainable city economy with jobs and opportunities for all.
- Dundee will be a greener city, made up of strong communities where people feel empowered, safe and proud to live.

Our key strategic priorities include reducing child poverty and inequalities in incomes, education and health, delivering Inclusive Economic Growth (including Community Wealth Building) and tackling Climate Change and reaching Net Zero carbon emissions by 2045.

Increasing the presence and learning of Gaelic is relevant to priorities such as fairness, equalities, building strong communities and reducing inequalities.

## 4. Gaelic in Dundee

### History of Gaelic in Dundee

Historically, the presence of Gaelic in Dundee dates back to around tenth century. According to the research carried out by Dr. Duncan Sneddon of University of Aberdeen, and information provided by the late John Morrison, former Chief Executive of An Comunn Gàidhealach, Gaelic was likely the dominant language in Dundee between around 800 - 1200AD. The influence of Gaelic speakers in the Dundee area was evident throughout the medieval period. Numerous place names within Dundee attest to the presence of Gaelic speakers in the area in the medieval period, before Scots became the dominant language. For instance, the common Gaelic place name element “baile” (farmstead, settlement) can be seen in Balgowan (Baile a’ Ghobhainn, blacksmith’s steading), Balgay (Baile (na) Gaoithe, the windy/marshy steading) and Baldragon (from “baile” and “dreagan”, meaning “the farm of the dragon” where dragon has been interpreted as meaning a “hero”).

The Gaelic-speaking population of Dundee began to grow substantially towards the 1780s, to such an extent that the Gaelic Chapel was opened in Long Wynd in 1791 for ‘Highlanders recently arrived in the town’. Estimates put the Highland population at 300-400. There was an auxiliary Gaelic School in 1815.

The Gaelic congregation left the Church of Scotland and built their own Gaelic church at Albert Square in 1869. Services in Gaelic continued to be held in the city until 1923. Other important social institutions for Dundee’s Gaels included the Dundee Highland Society, established in 1814 for “...the preservation of the dress and antiquities of the ancient Caledonians, also for raising a fund for relieving distressed Highlanders at a distance from their native homes and such other benevolent purposes.” The Society was wound up in 1868 and replaced by the very similar Dundee Gaelic Club, which also held Gaelic social evenings.

In 1851, there were 809 Highland-born people living in Dundee, 1.02% of the city’s population. While not all would have been Gaelic speakers, the figure also does not include those Gaelic speakers born in Dundee itself to Highland parents. The Gaelic speaking community in Dundee fluctuated through the year, as seasonal migration for work in harvesting and the fishing industry brought large numbers of Gaelic speakers to the area for a time each year. These may not have been permanent Dundee residents, but they were part of the ordinary pattern of economic life in the city. The growth of the jute industry in the second half of the nineteenth century, along



*Research on Gaelic on the East Coast*

with the depopulation of vast swathes of the Highlands during the Clearances, saw the Highland-born and Gaelic-speaking population of Dundee increase, with many Gaels living in the Hawkhill and Scouringburn areas of the city. This saw the number of Gaelic speakers in Dundee increase from 237 in 1881 to 736 two decades later. The existence of a Gaelic village in the Claverhouse/Mill O Mains area is recognised by the street names in Mill O Mains, while Claverhouse is linked to the Gaelic speaking John Graham of Claverhouse – Bonnie Dundee or Iain Dubh na Catha in Gaelic.

### Gaelic in Dundee today

Over the recent years, there has been a growth in numbers of Dundee residents who have skills in Gaelic. The 2022 Census shows that the total number of people with Gaelic skills in Dundee increased from 1,073 in the 2011 Census to 2,514 – representing 1.73% of people who are 3 years old or over, an increase of 0.98% over the last decade. This means that over 2,500 people in Dundee can either understand, speak, read or write in Gaelic or have a combination of these language skills.

According to the 2022 Census Dundee had a population of 144,799 people aged 3 and over. The Census recorded that:

- 1068 could understand Gaelic but not speak, read or write
- 637 people could speak, read and write in Gaelic
- 248 were able to speak Gaelic, but not read or write
- 105 residents could speak and read, but not write
- 283 people could read in Gaelic, but not speak or write
- 173 people had some other combination on skills in Gaelic
- 142,282 reported that they had no skills in Gaelic

It is worth noting how the Gaelic language skills spread across different age groups:

Age group	All people aged 3 and over	Understands, reads, speaks or writes Gaelic	No skills in Gaelic
All people aged 3 and over	144,799	2,514	142,282
3 - 15	19,572	442	19,130
16 - 24	22,838	569	22,269
25 - 34	21,631	485	21,144
35 - 49	25,783	386	25,397
50 - 64	28,209	327	27,882
65 and over	26,766	305	26,461

The data in the above table is useful in formulating plans and actions to support Gaelic learning among various age groups.

### Internal Gaelic Capacity Audit

Dundee City Council recognises the importance of seeing Gaelic as a useful skill in the workplace. There are currently no jobs where the use of Gaelic is a designated responsibility or desired requirement. To help understand what level of skills and interest in Gaelic learning exists among our workforce a Gaelic language capacity audit was carried out in May 2025. Staff survey was sent electronically to over 2,700 employees across all Council services. 337 responses were received.

The key findings of the Gaelic capacity audit indicate that:

- 35 employees have skills in Gaelic including one staff member who is 'fluent', one who is at an 'advanced' level, and two employees who described their skills as 'intermediate', with other employees at the 'beginner' stage.
- 117 employees said that they would like to learn Gaelic or improve their Gaelic language skills, if there were opportunities to do so.
- 104 employees wished to be added to the Council's Gaelic mailing list which distributes information about Gaelic events and activities taking place in Dundee and the wider Tayside and Angus regions, including Perth and Kinross, Angus and Fife.

A further audit and questionnaire were carried out in June 2025 among the Council's primary and secondary school staff to establish which schools in Dundee have Gaelic language capacity to help deliver some of the actions over the lifetime of this edition on the Plan (2026-31). 168 responses were received. 2 employees indicated they have a lot of skills in Gaelic including reading, writing, speaking and understanding (Rowantree Primary School and St Joseph's RC Primary School), and 5 said they had a little bit of Gaelic skills, with a combination of understanding, reading and speaking. None of the respondents declared having "advanced" skills in Gaelic.

## 5. Gaelic in Scotland

The current National Gaelic Language Plan reports that good progress has been made in recent years, however there is still more that needs to be done. The 2022 Scottish Census showed that 2.5% of people aged 3 and over in Scotland declared some Gaelic language skills, up from 1.7% in 2011. This represents an increase of approximately 43,100 people. Under 20s show the most consistent growth, rising from approximately 2% in 2001 to 3.5% in 2022. This increase can be attributed to the impact of Gaelic Medium Education. Those aged between 20 and 39, and 40 and 59 also show gradual increase, though at a slower pace.

Gaelic speakers can be found in every local authority area across Scotland. However, Westend Isles stand out with over 50% of the population able to speak Gaelic. Highland and Argyll and Bute are also in the top three councils with the most Gaelic speakers at 5.4% and 4% respectively.

### National Gaelic Plan

The National Gaelic Language Plan for 2023-2028 was prepared by Bòrd na Gàidhlig and approved by Scottish Ministers. It highlights that ensuring that the growing population of young Gaelic speakers is supported to continue using the language, and to pass it on to the next generation, is critical to the maintenance of Gaelic as a living language. The plan also highlights the important role that Gaelic plays in the Scottish economy and in Scotland's cultural life.

The National Plan sets out the Scottish Government’s vision for “a measurable increase in the numbers of people, speaking, learning, using and supporting Gaelic”, with the key aim of increasing the use and learning of Gaelic. The Plan builds on the progress made in Gaelic over the recent decades, it presents priority areas and targets that will help make this vision a reality. Local Authorities are asked to have regard to the national priorities when setting out their commitments to support Gaelic in their work.

The National Gaelic Language Plan focuses on the following key areas of priority:

- Increasing the use and learning of Gaelic in Communities
- Increasing the use and learning of Gaelic in Homes
- Increasing the use and learning of Gaelic in the Creative Industries
- Increasing the use and learning of Gaelic in Business and the Economy
- Increasing the use and learning of Gaelic in Public Authorities
- Increasing the use and learning of Gaelic in Education, 0-18
- Increasing the use and learning of Gaelic in Post-school and Adult Learning

## 6. Dundee Gaelic Language Plan Community Focus Groups

In preparation for the new Gaelic Language Plan 2026-31 Dundee City Council organised two community focus groups held at Hilltown and Menzieshill Community Centres. The meetings were advertised, and attendance was encouraged via the council’s social media pages, through the Gaelic contacts mailing list and the council’s internal staff messaging platform. Four community members with an interest in Gaelic attended the first focus group meeting and there was no attendance at the second meeting. At the focus groups a range of topics related to Gaelic provision in Dundee were discussed, including what Gaelic activities people engaged with in the last five years, what barriers they may have encountered that made it difficult for them to engage and what they would like to see in terms of Gaelic activities or provision over the next five years.

Participants fed back that there has been an improvement in provision of Gaelic language classes and that there is an increased variety of events or activities to engage in, such as the Tea and Tunes concerts. Participants had a mixed level of Gaelic language skills. In the past year they engaged in the Gaelic Choir, Gaelic classes and conversation groups.

Gaelic Medium Education was mentioned as an important factor in promoting the learning and use of Gaelic among young people. The participants felt that there should be more daytime activities, such as BookBug sessions, or a Gaelic after school club. Participants would benefit from a wider range of social activities and opportunities to speak Gaelic with other fluent speakers to allow them to improve their Gaelic skills. The idea of a “Gaelic centre” was also discussed. Information about Gaelic activities should be easily found when searching online.

Participants felt that cost could be a barrier to taking part in activities, and that it was important that they were provided free of charge.

## 7. Consultation on the Draft Gaelic Language Plan

Under the 2025 Act, a relevant public authority must consult:

- a. People with Gaelic language skills in relation to whom the authority exercises functions
- b. Persons with an interest in the promotion of the Gaelic language
- c. Such other persons as the authority considers appropriate

The draft Plan was shared with the public, and their views were sought to inform our priorities for Gaelic development and provision in Dundee. The consultation ran for 6 weeks. There were a total of 38 responses received.

The survey asked respondents about their experience and use of Gaelic, and it sought feedback on any improvements that could be incorporated into the plan to be progressed over the next five years in Dundee.

Over 60% of respondents agree with the actions set out in our Gaelic Language Plan 2026-31.

There was an agreement and approval of actions that:

- increase the visibility of Gaelic, particularly through arts and culture;;
- promote opportunities for engagement, such as Gaelic concerts, a proposed Gaelic Day, and use of Gaelic in public spaces;
- build partnerships with libraries, creative industries and neighbouring local authorities;
- support staff awareness and capacity, including awareness-raising and self-study resources.

Several respondents felt that actions on Gaelic education are too limited and reactive, especially within schools. The most frequently suggested improvement was a more proactive and ambitious approach to Gaelic education. Others noted that, given low numbers of speakers, focusing on inclusive community-based learning for young people may be a more proportionate and effective use of resources than expanding formal Gaelic Medium Education provision at this stage.

Some respondents said that publicising cultural activities and events more actively will ensure that more people can find these opportunities and that these events are having the desired impact.

Based on the findings from the consultation, we have strengthened our commitments to raising awareness of Gaelic education in schools, including a more proactive approach to sharing information with parents. A specific action was added in relation to Gaelic as a second language to ensure gradual expansion of Gaelic within Dundee schools, including 1+2 languages.

Further action was incorporated into the Plan on publishing all Gaelic events organised by Dundee City Council on the What's On website to ensure these opportunities are more visible and more easily found online.

The full report on the consultation process can be found on the Council's Gaelic page on Dundee City Council's website ([Gàidhlig / Gaelic | Dundee City Council](#))

## 2. Key Principles

This section of the plan confirms Dundee City Council's commitment to three key principles to be applied across the plan and throughout the authority.

### 1. Equal Respect

Under the Scottish Languages (Scotland) Act Gaelic has secured the status as an official language of Scotland commanding equal respect to the English language. Dundee City Council will ensure that where Gaelic is included as part of our operations and services, they are of an equal standard and quality as those that we provide in English.

### 2. Active Offer

Dundee City Council will make an active offer of our Gaelic services to our employees and the public. This will ensure that where Gaelic services are made available by us, Gaelic users are made aware of their existence and are actively encouraged to use them. This will give Gaelic users the confidence to know that their needs will be met if that is their choice. Dundee City Council will ensure that our Gaelic language services are as accessible as our English language services.

### 3. Mainstreaming

Dundee City Council will ensure that opportunities for the public and our employees to use Gaelic are mainstreamed in support of the aim in the National Gaelic Language Plan 2023-28 that Gaelic is used more often, by more people and in a wider range of situations, so it becomes part of the day-to-day fabric of modern Scottish life.

## 3. Plan Commitments

### 1. Progress on Gaelic development in Dundee during 2021-26: Key Highlights

Since the publication of our second edition on the Plan in 2021, Gaelic language provision and development have seen a steady and meaningful progress in Dundee. Highlights over the last five years include:

- **Gaelic Classes in Community**

Dundee City Council has developed a programme of weekly beginners Gaelic classes taking place at Hilltown Community Centre. These accessible and community-based evening classes are now well established and a permanent feature of Gaelic provision in Dundee and have been attended by 38 participants over the course of one year. The classes are well attended and every year new learners join the course. To ensure the continuity of opportunities for learners to grow their language skills we have also recently established Gaelic Guided Conversation Class for learners of mixed abilities.
- **Gaelic Conversation Group**

The group is part of a broader effort to promote Gaelic language and culture in the Dundee area. This independent group brings together Gaelic speakers of mixed abilities who are enthusiastic about promoting, supporting and growing the use of Gaelic language. The group meets monthly at the Central Library. Those attending communicate in Gaelic on a range of topics, in an informal and relaxed atmosphere. Members of the Conversation Group occasionally gather socially in one of Dundee's local pubs to ensure that Gaelic conversations take place across a range of relaxed settings.
- **Tea and Tunes: Gaelic Lunchtime Concerts**

These concerts are an introduction to Gaelic through music and song in a relaxed informal setting of the Marryat Hall. Gaelic music performances take place once a month from September to March on Wednesday afternoons, with the Dundee Gaelic Choir Concert taking place on a Sunday. From 2025 all the concerts will be held on Sundays. The programme of concerts takes place annually and since 2017/18 seven series of Tea and Tunes concerts have been held. The concerts have presented an accessible programme of Gaelic music, strengthened and supported the Dundee Gaelic Conversation Group and the Dundee Gaelic Choir. By showcasing new and emerging young Gaelic artists and increasing the audience for Gaelic in Dundee the concerts help advance Gaelic through music. There have been a number of repeat visitors seeking out the concerts to hear and listen to Gaelic being spoken and sung.
- **Gàidhlig ann an Dùn Dèagh – Gaelic in Dundee on Social Media**

The “Gàidhlig ann an Dùn Dèagh – Gaelic in Dundee” Facebook page is a community hub for people in and around Dundee who are interested in learning and using Gaelic. It's a social media group where members can share opportunities, events, and resources related to Gaelic language and culture

in Dundee. The group is open to learners and fluent speakers alike, aiming to foster a welcoming environment for all levels. Members of the group can find information relating to conversation meetups, workshops and classes, cultural events like Seachdain na Gàidhlig (World Gaelic Week) and resources for learning Gaelic.

- **"Dundee's Gaelic" Booklet**

The "Dundee's Gaelic: Gaelic in Dundee Past and Present" booklet is a publication commissioned by Dundee City Council which was launched in February 2025 during Seachdain na Gàidhlig (World Gaelic Week). The booklet celebrates Dundee's deep-rooted connection to Gaelic language, culture, and history. Authors Nicky MacCrimmon and Alex Mulholland, who both share a passion for Scotland's native languages and cultures, have written the booklet to demonstrate that the Gaelic language is part of Dundee's story and continues to play an important part in the city today.

"Dundee's Gaelic" traces Gaelic's historical presence in Dundee, highlights modern-day Gaelic initiatives like the community learning classes, the Dundee Gaelic Choir, and the bilingual signage found across many of Dundee's neighbourhoods. The booklet is available free of charge for collection from community centres and libraries across the city. A copy was sent to the National Library of Scotland, BBC Alba and over 50 copies were also distributed to Sabhal Mòr Ostaig in the Isle of Skye.

- **Gaelic in Dundee Awareness Sessions**

A series of Gaelic in Dundee awareness sessions, delivered by Alex Mulholland, a Gaelic language tutor and co-author of the "Dundee's Gaelic" booklet, were held for Dundee City Council staff and Elected Members. A session was also held for members of the public. Employees who deal directly with the public at receptions and contact centres, along with employees across a range of other services, were among 25 people who attended the sessions. Following on from this, a number of staff are pursuing Gaelic learning opportunities.

- **Gaelic Walks**

Gaelic Walks are a key part of Dundee City Council's Gaelic Language Plan and community engagement efforts. These walks are designed to explore the Gaelic heritage, place names, and cultural history of the city and surrounding areas, particularly through guided storytelling and interpretation.

A series of Gaelic Walks took place at the Balgay Hill in Dundee, attended by over 20 participants, who could learn about the Gaelic history and heritage of Dundee, including place names and local legends.

- **North East Gaelic Officers Network**

Following a period of hiatus caused by the pandemic and staff changes within local councils, a group of officers responsible for Gaelic development in their areas came together in late 2024 to revive the collaborative forum as the new "North East Gaelic Officers Network". Areas within North East of Scotland are represented on this group, including Dundee, Angus, Fife, Perth & Kinross, Moray, and Aberdeen. The group operates in alignment with national and local Gaelic Language Plans and is supported by Bòrd na Gàidhlig.

The group's core purpose is to share information, good practice, contacts and resources across the organisations, maximise cooperation between officers, support and offer guidance to new officers, and coordinate Gaelic development efforts regionally, including events, education, and community engagement.

## 2. 2026-31 Gaelic Language Plan Aims and Actions

The High Level Aims contained in this Plan are a small number of strategic level actions, closely linked to the National Gaelic Language Plan 2023-28, and framed around the two key areas of priority:

- Increasing the use of Gaelic
- Increasing the learning of Gaelic

Dundee's High Level Aims are set out below, along with proposed outcomes and actions required to achieve them. The action plan outlines the current practice in relation to the High Level Aims and it demonstrates how the proposed actions align with the national priorities.

### i. Increasing the Use of Gaelic

<p><b>HIGH LEVEL AIM 1:</b> Increase in Gaelic's presence in arts and culture events and resources.</p> <p><b>OUTCOME 1:</b> Dundee should 'play to its strengths' by increasing the presence of Gaelic as part of the city's well-established reputation for arts and culture.</p>				
<p><b>Current practice:</b> A programme of Gaelic lunchtime concerts featuring musicians and singers from around Scotland started in 2017 and has delivered seven series of concerts so far. Our libraries have an increased level of Gaelic language resources, including language learning resources and children's books. Dundee City Council supports the annual World Gaelic Week by organising, facilitating and taking part in local events. There is special focus on Gaelic resources during World Gaelic Week in our libraries.</p>				
	Action	Target Date	Lead Service	National Plan Priority
1.	Continue the programme of Gaelic concerts and take other opportunities to host Gaelic performers at events in the city	2026 and ongoing	Leisure and Culture Dundee	Increasing the use and learning of Gaelic in the Creative Industries
2.	Continue to promote the work of Dundee Gaelic Choir and seek to extend its connections to the Council e.g. through collaborative projects with schools	2026 and ongoing	Chief Executive's Service & Children and Families Service	Increase the use and learning of Gaelic in Education 0-18

3.	Work with Leisure and Culture Dundee to feature Gaelic in annual events such as Local History Week, National Book Week or World Gaelic Week	2026 and ongoing	Leisure and Culture Dundee	Increasing the use and learning of Gaelic in the Creative Industries
4.	Ask Leisure and Culture Dundee to add a page to their website listing Gaelic resources available at Central Library	2026	Leisure and Culture Dundee	Increase the use and learning of Gaelic in Homes
5.	Organise a Gaelic Day, with opportunities for language taster sessions, and activities such as song workshops or storytelling	2026	Chief Executive's Services	Increasing the use and learning of Gaelic in Business and the Economy
6.	Raise awareness among key economic sectors, including design businesses and tourism/hospitality providers, of the economic benefits of using Gaelic, recognising that Gaelic and its associated culture have something unique and engaging to offer visitors to Scotland and buyers of Scottish products, with its distinctiveness enhancing customer perceptions of authenticity and provenance. We will raise awareness through existing networks such as the Tourism Leadership Group and The Dundee Tourism Partnership, and we will promote Visit Scotland's 'Gaelic for tourism businesses' portal	From 2026	City Development	Increasing the use and learning of Gaelic in Business and the Economy
7.	Publish all Gaelic arts and culture events organised or facilitated by Dundee City Council on Dundee's What's On page	From 2026	Chief Executive's Services, Leisure and Culture Dundee	Increasing the use and learning of Gaelic in the Creative Industries

<p><b>HIGH LEVEL AIM 2:</b> Explore with neighbouring Councils the scope for sharing resources for Gaelic development.</p> <p><b>OUTCOME 2:</b> Dundee should 'play to its strengths' by increasing the presence of Gaelic as part of the city's well-established reputation for arts and culture.</p>				
<p><b>Current practice:</b> The officers responsible for Gaelic in Dundee, Angus, Fife, Perth &amp; Kinross and Aberdeen meet on a regular basis to share good practice, contacts and resources. This group also commissioned a research project on Gaelic in the North East of Scotland (including the history, current situation and future opportunities for Gaelic in the area) which will help to raise the profile of the language.</p>				
	Action	Target Date	Lead Service	National Plan Priority
8.	Maximise the cooperation between officers and the cross marketing of Gaelic events and activities across the different Council areas in this part of the country	2026 and ongoing	Chief Executive's Services	Increasing the use and learning of Gaelic in Public Authorities
9.	Promote Gaelic self-study guide developed by Angus Council to Dundee City Council staff who wish to start learning Gaelic	2026 and ongoing	Chief Executive's Services	Increasing the use and learning of Gaelic in Public Authorities

## ii. Increase the Learning of Gaelic

<p><b>HIGH LEVEL AIM 3:</b> Undertake the duty under the Education (Scotland) Act 2016 to promote and support, as appropriate, the potential for Gaelic Medium and Gaelic Learner Education to Dundee City Council residents, including the opportunity that exists under this Act for parents to request the establishment of Gaelic Medium Education (GME).</p> <p><b>OUTCOME 3:</b> Dundee will meet its duties under the Education (Scotland) Act and will incrementally increase the awareness and visibility of Gaelic in schools.</p>				
<p><b>Current practice:</b> Gaelic is taught at Rowantree Primary School as part of the 1+2 languages approach. The Council's website offers information about Gaelic Medium Primary Education, the advantages of bilingualism, and the rights of parents to request an assessment for the need for Gaelic Medium Education (GME). This information is also available in Gaelic. To date, there have been no formal requests for Gaelic Medium education. Additionally, one Gaelic BookBug session is held annually, and Gaelic is included in one library session for children each year.</p>				

	<b>Action</b>	<b>Target Date</b>	<b>Lead Service</b>	<b>National Plan Priority</b>
10.	Increase number of BookBug sessions provided	2031	Leisure and Culture Dundee	Increase the use and learning of Gaelic in Education 0-18
11.	Increase the learning of Gaelic through our 3-18 learning provision	2031	Children and Families Service	Increase the use and learning of Gaelic in Education 0-18
12.	Dundee will follow the Education (Scotland) Act and work to make Gaelic more visible in schools. Every two years, the council will run a survey and consult families with young children to check interest in Gaelic Medium Education	2031	Children and Families Service	Increase the use and learning of Gaelic in Education 0-18
13.	The Council will promote the right to request GME under the Education (Scotland) Act 2016 annually and direct parents to the information about Gaelic Medium Education contained on the Council's website	2026 and ongoing	Children and Families Service	Increase the use and learning of Gaelic in Education 0-18
14.	Increase awareness of Gaelic in schools through activities like music, poetry, and cultural projects	2031	Children and Families Service	Increase the use and learning of Gaelic in Education 0-18
15.	Expand 1+2 GLE provision to more schools. Schools would be signposted to utilise resource provided through the www. feisean.org website to develop learning programmes	2031	Children and Families Service	Increase the use and learning of Gaelic in Education 0-18
16.	Promote Gaelic as a subject to all secondary school pupils and provide eSgoil provision to support this	2026/27 and ongoing	Children and Families Service	Increase the use and learning of Gaelic in Education 0-18

<p><b>HIGH LEVEL AIM 4:</b> Support the access to Gaelic Medium Education for families in Dundee through common approaches and joint working with neighbouring local authorities.</p> <p><b>OUTCOME 4:</b> Dundee will meet its duties under the Education (Scotland) Act and will incrementally increase the awareness and visibility of Gaelic in schools.</p>				
<p><b>Current practice:</b> Both Angus and Perth &amp; Kinross Councils have Gaelic Medium Education provision at primary school level.</p>				
	Action	Target Date	Lead Service	National Plan Priority
17.	Work with families to support provision of local Gaelic Medium Education for their children	On request	Children and Families Service	Increase the use and learning of Gaelic in Education 0-18

<p><b>HIGH LEVEL AIM 5:</b> Support the provision of Gaelic language classes in the community.</p> <p><b>OUTCOME 5:</b> There will be opportunities for people to learn Gaelic in Dundee.</p>				
<p><b>Current practice:</b> A regular beginner's Gaelic class was launched in early 2024. An advanced Gaelic class was also run for approximately 10 months. Dundee City Council now also provides a Guided Conversation class as a progression option for those who completed the beginner's course. The weekly classes take place during term-time and in addition, there are holiday "intensive" conversation courses where learning is condensed to daily classes over a three- or six-day period.</p>				
	Action	Target Date	Lead Service	National Plan Priority
18.	Continue provision of classes in the community, expand the offering to include guided conversation and Gaelic intensive courses with effective marketing and promotion to encourage students to attend	2026 and ongoing	Chief Executive's Services	Increasing the use and learning of Gaelic in Communities
19.	Work with families to support provision of local Gaelic Medium Education for their children	2026 and ongoing	Chief Executive's Services	Increasing the use and learning of Gaelic in Communities

<p><b>HIGH LEVEL AIM 6:</b> Support the development of regular opportunity for Gaelic speakers in Dundee to meet and support each other in using Gaelic in conversation.</p> <p><b>OUTCOME 6:</b> There will be opportunities, in addition to formal classes, for Gaelic speakers to meet in a less formal setting to use the language.</p>				
<p><b>Current practice:</b> Those who have Gaelic language skills can now join Gaelic conversation group – an informal gathering for Gaelic speakers to practice their language and support each other in using Gaelic in Conversation. The group meets monthly at the Central Library and regularly at one of the local pubs. The group is actively promoted on social media page Gàidhlig ann an Dùn Deagh – Gaelic in Dundee, and regular updates are circulated to the Dundee Gaelic mailing list of people who are interested in Gaelic.</p>				
	Action	Target Date	Lead Service	National Plan Priority
20.	Develop a program of events and activities to create opportunities for Gaelic learners to participate in social activities	2026 and ongoing	Chief Executive's Services	Increasing the use and learning of Gaelic in Communities
21.	Engage with Dundee's universities students' associations and Dundee and Angus College to develop opportunities for young people with an interest in Gaelic to meet up to use the language. We would help facilitate meetings and support young people to engage (for example by providing a space in a community centre)	2026 - 2027	Chief Executive's Services	Increasing the use and learning of Gaelic in Communities

### iii. Promoting a Positive Image of Gaelic

<p><b>HIGH LEVEL AIM 7:</b> Increase the visibility of Gaelic in high profile events, heritage and signage.</p> <p><b>OUTCOME 7:</b> Gaelic should be more visible in the city and in a wider range of situations and events.</p>				
<p><b>Current practice:</b> Significant progress has been made in providing Gaelic signage at high-profile locations, with Gaelic appearing on the three most recent major new buildings in the city - the V&amp;A Museum of Design, the new Railway Station and the Regional Performance Centre for Sport. There is nothing visible in Dundee to show the history of Gaelic in the area.</p>				

	Action	Target Date	Lead Service	National Plan Priority
22.	Install bi-lingual heritage plaques on sites in the city connected with Gaelic, with a view to raising Gaelic's visibility in the city and contributing to a greater understanding of the historical presence of Gaelic speakers in Dundee	2026 and ongoing	City Development	Increasing the use and learning of Gaelic in Business and the Economy

#### HIGH LEVEL AIM 8:

Deliver Gaelic awareness training to councillors and staff, with priority given to the education team and those with a key role in ensuring successful implementation of the Gaelic Language Plan.

#### OUTCOME 8:

Councillors and senior officers should have an awareness of the importance of the Gaelic language, its historical spread across Scotland, its rich heritage linked to place and culture, Gaelic's place in a multi-lingual Scotland and the wider world, and Gaelic's benefits in education and economic development.

#### Current practice:

Very successful awareness sessions were held for Council employees, senior staff and councillors during the course of the Council's second edition of the Gaelic Language Plan. One online session was also open to members of the public.

	Action	Target Date	Lead Service	National Plan Priority
23.	Run a further series of awareness raising sessions targeted more at senior officers, Elected Members and decision makers	027-2028	Chief Executive's Services	Increasing the use and learning of Gaelic in Public Authorities

#### iv. Corporate Commitments

As well as the High Level Aims agreed with the Council, Bòrd na Gàidhlig has developed a set of standardised Corporate Commitment to be included in all Gaelic Language Plans. The Corporate Commitments are based on the Bòrd's experience of approved Gaelic Language Plans to date, with the aim of standardising key Gaelic services over time across the public sector. All public authorities are expected to address all of these Corporate Commitment in their plan, describing current practice, actions needed to achieve the aim, timescales and which team will have responsibility for progressing the actions. Where the aim has been achieved and is being delivered, this is stated below under current practice. Where the aim has not yet been achieved,

we have set out below how and when this will happen, even if it is beyond the lifetime of the current plan and/or as part of future renewal processes. Subsequent editions of our Gaelic Language Plan will show incremental progress towards delivery of the Corporate Service Aims.

### (a) Identity

<b>OUTCOME 9: Logo and Brand</b>			
Render the corporate logo and branding in both Gaelic and English at the first opportunity and as part of any renewal process. The logo will demonstrate equal prominence for both languages.			
<b>Current practice:</b>			
The Council has not rebranded its corporate identity since agreeing the first edition of its Gaelic Language Plan. The Council has no plans to rebrand in the near future.			
	Action	Target Date	Lead Service
24.	The Council remains committed to demonstrating equal respect for Gaelic and English on any rebranding	On any rebranding	Chief Executive's Services

<b>OUTCOME 10: Signage</b>			
Prominent signage will include Gaelic and English as part of any renewal process.			
<b>Current practice:</b>			
Gaelic signage has been included in the four most significant public buildings in the city in recent years - V&A, Museum of Design, Dundee Railway Station, Regional Performance Centre for Sport and Drumgeith Community Campus/Greenfield Academy.			
	Action	Target Date	Lead Service
25.	Include Gaelic signage on future prominent buildings and in any renewal of signage on the ambassador routes into the city to demonstrate equal respect	As opportunities arise	City Development

### (b) Communications

<b>OUTCOME 11: Promotion</b>			
Promote a positive message that communication from the public in Gaelic is always welcome.			
<b>Current practice:</b>			
A message to this effect has been added to the Gaelic page on the Council's website.			

	Action	Target Date	Lead Service
26.	Create an internal Gaelic staff site or channel to increase regular and active promotion and encouragement of Gaelic communication	2026 and ongoing	Chief Executive's Services, All Services

#### OUTCOME 12: Correspondence

Written communication in Gaelic is always accepted (post, e-mail and social media) and replies will be provided in Gaelic in accordance with the general policy.

#### Current practice:

Some enquiries in Gaelic in relation to Gaelic classes or activities are received in our Gaelic e-mail box. Responses are provided in Gaelic when possible.

	Action	Target Date	Lead Service
27.	Make an offer to accept and respond appropriately to any written communication in Gaelic	2026 and ongoing	All Services

#### OUTCOME 13: Front-line service delivery

Where Gaelic speaking staff can provide this service, they are supported to do so, and the service is promoted to the public.

	Action	Target Date	Lead Service
28.	We recognise, respect and welcome Gaelic skills when recruiting and regard Gaelic language skills as desirable. If there should be a job established which requires Gaelic as an essential or desirable criteria, the service will work with HR and the job evaluation team to ensure this is reflected in the Job Description and person specification and in turn in any advert	2026 and ongoing	All Services

#### OUTCOME 14: Public Meetings

Opportunities to hold public meetings bilingually or in Gaelic are regularly explored and promoted.

	Action	Target Date	Lead Service
29.	Respond to any requests to hold meetings bilingually or in Gaelic	On request	All Services

**(c) Publications**

<b>OUTCOME 15: Online presence</b>			
Gaelic content is distributed regularly through social media, guided by the level of actual and potential users. The entire content of Dundee City Council website can be accessed in Gaelic, including key strategic documents and plans, such as the City Plan and the Council Plan.			
	<b>Action</b>	<b>Target Date</b>	<b>Lead Service</b>
30.	Maintain Gaelic social media content during key events such as World Gaelic Week, launch of Gaelic activities and events	2026 and ongoing	Chief Executive's Services (Communications Team)
31.	Mark key occasions on social media by sharing content bi-lingually and continue to keep the Gaelic page up to date	2026 and ongoing	Chief Executive's Services (Communications Team)

<b>OUTCOME 16: Corporate Publications</b>			
Produced in Gaelic and English, with priority given to those with the highest potential reach.			
	<b>Action</b>	<b>Target Date</b>	<b>Lead Service</b>
32.	Identify further publications to be made available bi-lingually if requested, ensuring that the quality and accessibility of Gaelic language in all corporate information is high through our commitment to using professional translation	On request	All Services with support from Chief Executive's Services

<b>OUTCOME 17: Exhibitions</b>			
We will work with Leisure and Culture to deliver public exhibitions bilingually or in Gaelic, with priority given to those with the highest potential impact.			
	<b>Action</b>	<b>Target Date</b>	<b>Lead Service</b>
33.	Work with our partners Leisure & Culture Dundee to feature Gaelic in exhibitions and events	2028	Leisure and Culture Dundee, Chief Executive's Services

**(d) Staffing**

<b>OUTCOME 18: Internal Audit</b>			
Conduct an internal audit of Gaelic skills and training needs through the life of each plan.			
	<b>Action</b>	<b>Target Date</b>	<b>Lead Service</b>
34.	Carry out a further audit during the period of this plan, including a survey of teachers	2031	Chief Executive's Services

<b>OUTCOME 19: Staff Recruitment and Induction</b>			
Recognising and respecting Gaelic skills within the recruitment process throughout the public authority. Gaelic named as an essential and/or desirable skill in relevant job descriptions in order to deliver the Gaelic Language Plan.			
New staff are made aware of the Council's Gaelic Language Plan.			
	<b>Action</b>	<b>Target Date</b>	<b>Lead Service</b>
35.	Continue to recognise, respect and actively welcome Gaelic skills as part of the Council's recruitment process	Ongoing	People Service
36.	Include Gaelic as desirable skill for appropriate jobs. If a role is identified for which Gaelic is an essential skill, the job advert will be bi-lingual	When a need is identified	People Service
37.	Ensure Gaelic is included in the information given to new employees as part of induction	2026	People Service

<b>OUTCOME 20: Language Training</b>			
Where an appropriate business need is identified, relevant employees will be supported to access learning and development that assists with the implementation of the Gaelic Language Plan, through access to Professional Development Support funding.			
	<b>Action</b>	<b>Target Date</b>	<b>Lead Service</b>
38.	Where there is an appropriate business need identified, relevant employees will be supported to improve their Gaelic language skills with relevant support for Professional Development funding	2026 and ongoing	Learning and Organisational Development

## (e) Gaelic Language Corpus

<b>OUTCOME 21: Gaelic Orthographic Conventions</b>			
The most recent Gaelic Orthographic Conventions will be followed in relation to all written materials produced.			
	<b>Action</b>	<b>Target Date</b>	<b>Lead Service</b>
39.	Reaffirm existing commitment that Dundee City Council will adhere to Gaelic orthographic conventions	Whenever materials are being produced	All Services

<b>OUTCOME 22: Place-Names</b>			
Gaelic place-name advice from Ainmean-Àite na h-Alba is sought and used.			
	<b>Action</b>	<b>Target Date</b>	<b>Lead Service</b>
40.	Re-affirm existing commitment to use the services of Ainmean-Àite na h-Alba for guidance on place names	Whenever guidance is needed	All Services

## 4. Links to the National Performance Framework

The commitments in this Gaelic Language Plan will help to advance the following priorities of the National Performance Framework:

- **Children and young people** - we grow up loved, safe and respected so that we realise our full potential.
- **Communities** - we live in communities that are inclusive, empowered, resilient and safe.
- **Culture** - we are creative and our vibrant and diverse cultures are expressed and enjoyed widely.
- **Economy** - we have a globally competitive, entrepreneurial, inclusive and sustainable economy.
- **Education** - we are well educated, skilled and able to contribute to society.
- **Human Rights** - we respect, protect and fulfil human rights and live free from discrimination.

Full details of the National Performance Framework can be accessed at [National Performance Framework - gov.scot](https://www.gov.scot/national-performance-framework)

## 5. Links to Local and Regional Frameworks

Dundee's City Plan - the Local Outcome Improvement Plan developed by Dundee's Community Planning Partnership - includes a vision that Dundee will:

- be a caring city which has tackled the root causes of poverty and delivered fairness in incomes, education and health;
- have a strong, smart and sustainable city economy with jobs and opportunities for all;
- be a greener city, made up of strong communities where people feel empowered, safe and proud to live

The commitments in this plan will contribute towards achieving that vision. Further work will be done during the course of this plan to demonstrate links to Regional Improvement Collaboratives and Regional Skills Investment Plans as part of our commitment to explore the scope for joint working on Gaelic with neighbouring authorities.

## 6. Publication

This section of the plan sets out how Dundee City Council will publish this Gaelic Language Plan and how we will let both internal and external stakeholders know about it.

### Internal

The Council will let all staff and other internal stakeholders at all levels of the organisation know about the Gaelic Language Plan, what responsibility they have in terms of delivery and the opportunities that exist for them to use their Gaelic and/or develop their skills. This will be done by:

- publishing information on our staff intranet.
- positive references in the Chief Executive's monthly blog.
- including Gaelic in induction and in employee development reviews.

### External

Dundee City Council's Gaelic Language Plan will be published in Gaelic and in English on our website. In addition, we will:

- issue a bilingual press release announcing the plan.
- publicise the plan through a variety of social media platforms.
- distribute copies to arms-length organisations and other third-party organisations, explaining their role in the delivery of the plan.
- distribute copies of the plan to key stakeholders in the public, private and third sectors.
- distribute copies of the plan to relevant Gaelic organisations and other interested bodies.
- make hard copies available on request.

## 7. Resourcing the Plan

Most of the costs involved in implementing this plan will be mainstreamed within existing budgets and/or as part of ongoing renewal processes. Where there are any extra cost implications, these will be agreed by the Council in line with normal budget processes. External funding will be sought when necessary to ensure that the plan objectives can be met.

## 8. Monitoring the Plan

The ongoing monitoring of approved Gaelic Language Plans is a requirement of the Gaelic Language (Scotland) Act and Bòrd na Gàidhlig ask all public authorities to produce a monitoring report annually, from 12 months after the date of the plan's approval and each year thereafter. Dundee City Council will compile an annual progress report that will be provided to Bòrd na Gàidhlig and made available to the public.

## 9. Gaelic Language Plan in Dundee City Council

### Overall Responsibility for the Plan

The Chief Executive has overall responsibility for the preparation, delivery and monitoring of Dundee City Council's Gaelic Language Plan.

Name	Gregory Colgan
Position	Chief Executive
Address	Dundee City Council 21 City Square Dundee DD1 3BY
Contact Details	E-mail: <a href="mailto:gregory.colgan@dundeecity.gov.uk">gregory.colgan@dundeecity.gov.uk</a> Telephone number: 01382 434160

### Day-to-day Responsibility for the Plan

The Senior Policy Officer has day-to-day responsibility for the delivery and monitoring of Dundee City Council's Gaelic Language Plan. Queries regarding the day to-day operation of the plan should be addressed to:

Name	Anna Yule
Position	Chief Executive
Address	Dundee City Council 21 City Square Dundee DD1 3BY
Contact Details	E-mail: <a href="mailto:anna.yule@dundeecity.gov.uk">anna.yule@dundeecity.gov.uk</a> Telephone number: 01382 434955

### Gaelic Language Plan Implementation and Monitoring Group

To ensure that the Gaelic Language Plan is embedded across the corporate structure of the authority, Bòrd na Gàidhlig recommends the establishment of a Gaelic Language Plan Implementation and Monitoring group, consisting of staff from across the authority with responsibility for developing, implementing and monitoring different aspects of the plan. A Dundee City Council Gaelic Language Plan Working group, for was established in 2025 to oversee the review of Dundee's Gaelic Language Plan. The group, made up of representatives from Chief Executive's Services, Corporate Services, City Development, Children and Families Services, Neighbourhood Services and Leisure & Culture Dundee, will oversee the implementation and monitoring of the Gaelic Language Plan. The Plan implementation will be reviewed annually, and an internal annual report will be produced. In addition, a Gaelic staff network has also been established as a platform for sharing of information, resources and updates in relation to Gaelic learning, Gaelic activities and events.

### Engaging with Staff

The Council will engage with staff, particularly with regards to their duties in relation to plan implementation and monitoring:

- through the Implementation and Monitoring group.
- through employee development reviews.
- through communication on the staff intranet, all staff e-mails and the Chief Executive's blog.

### Arm's Length Organisations and Third Parties

The Council will ensure that those who deliver services on its behalf (e.g. contractors, arm's length organisations and other third parties) are aware of and will deliver the commitments of the authority's Gaelic Language Plan. This applies in particular to Leisure & Culture Dundee who manage libraries, museums and venues on the Council's behalf.

When the Council's service level agreement with Leisure & Culture is renewed, we will include a requirement to feature Gaelic in their provision and programmes.



**Bòrd na  
Gàidhlig**

**Dundee**  
City Council  
[www.dundee.gov.uk](http://www.dundee.gov.uk)

**CHANGING  
FOR THE FUTURE**



# Integrated Impact Assessment

Committee Report Number: 283-2025

Document Title: Draft Gaelic Language Plan 2026-31

Document Type: Strategy

Description:

This report presents the draft third edition of the Gaelic Language Plan for Dundee for 2026-31.

Intended Outcome:

This report presents the progress made towards achieving the high level aims and outcomes set out in the second edition of Gaelic Language Plan, and makes further commitments to ensure that Dundee continues to make steady progress in celebrating, promoting and supporting Gaelic language and culture, and the Gaelic heritage of our city.

Period Covered: 01/04/2026 to 31/03/2031

Monitoring:

Progress will be monitored through the Gaelic Language Plan Monitoring Group, which is a collaboration between officers from key services leading on actions within the Plan.

Lead Author:

Andrea Calder, Head of Chief Executive's Services, Chief Executive's Services,  
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21 City Square, Dundee, DD1 3BY

Director Responsible:

Gregory Colgan, Chief Executive, Chief Executive's Services  
gregory.colgan@dundee.gov.uk, 01382 434000  
21 City Square, Dundee, DD1 3BY

## Equality, Diversity and Human Rights

### Impacts & Implications

Age: No Impact

Disability: No Impact

Gender Reassignment: No Impact

Marriage & Civil Partnership: No Impact

Pregenancy & Maternity: No Impact

Race / Ethnicity: No Impact

Religion or Belief: No Impact

Sex: No Impact

Sexual Orientation: No Impact

Are any Human Rights not covered by the Equalities questions above impacted by this report?

No

## Fairness & Poverty

### Geographic Impacts & Implications

Strathmartine:	No Impact
Lochee:	No Impact
Coldside:	No Impact
Maryfield:	No Impact
North East:	No Impact
East End:	No Impact
The Ferry:	No Impact
West End:	No Impact

### Household Group Impacts and Implications

Looked After Children & Care Leavers: Positive

The Plan contains actions aimed at providing Gaelic BookBug sessions for children. These sessions can benefit care experienced children as they provide opportunities to engage in activities and make social connections with others.

Carers: No Impact

## Household Group Impacts and Implications

### Lone Parent Families: Positive

Actions in the Plan include organising Gaelic events and Gaelic BookBug sessions which will have a positive impact on families including lone parent families, providing opportunities to learn about Gaelic culture and participate in activities. A number of other actions such as organising a Gaelic day will also provide additional opportunities for families to take part in.

### Single Female Households with Children: Positive

Actions in the Plan include organising Gaelic events and Gaelic BookBug sessions which will have a positive impact on families including single female households with children, providing opportunities to learn about Gaelic culture and participate in activities. A number of other actions such as organising a Gaelic day will also provide additional opportunities for families to take part in.

### Greater number of children and/or young children: Positive

Actions in the Plan include organising Gaelic events and Gaelic BookBug sessions which will have a positive impact on families including families with greater number of children, providing opportunities to learn about Gaelic culture and participate in activities. A number of other actions such as organising a Gaelic day will also provide additional opportunities for families to take part in.

### Pensioners - single / couple: Positive

The Plan will allow Dundee City Council to continue providing Gaelic language classes in the community, which provide opportunities for pensioners and older people to engage in activities and make connections with others in their community. A number of other actions such as organising a Gaelic day will also provide additional opportunities for older adults to take part in.

### Unskilled workers or unemployed: Positive

Gaelic language classes can enhance opportunities for learning and gaining skills which could lead to increased employment opportunities.

### Serious & enduring mental health problems: No Impact

### Homeless: No Impact

### Drug and/or alcohol problems: No Impact

### Offenders & Ex-offenders: No Impact

## Socio Economic Disadvantage Impacts & Implications

### Employment Status: Positive

Gaelic language classes can enhance opportunities for learning and gaining skills which could lead to increased employment opportunities.

### Education & Skills: Positive

Gaelic Language Plan includes actions aimed at increasing awareness of Gaelic Medium Education. Gaelic language classes can enhance opportunities for learning and gaining skills which can have a positive impact on improving future opportunities to engage in further learning, or increased employment opportunities.

### Income: No Impact

### Caring Responsibilities (including Childcare): No Impact

### Affordability and accessibility of services: Positive

The high level aims, outcomes and actions in the Plan ensure that activities are held in communities across the city, making them more accessible to those living in areas where inequalities are more prevalent. The intention is that funding will be sought to provide these opportunities free of charge to ensure that cost is not a barrier to participation.

### Fuel Poverty: No Impact

### Cost of Living / Poverty Premium: Positive

Cultural and social engagement opportunities will be provided in the course of delivering on the outcomes in the Gaelic Language Plan. Funding will be sought to ensure that actions can be delivered at no cost to the participants.

Connectivity / Internet Access: No Impact

Income / Benefit Advice / Income Maximisation: No Impact

Employment Opportunities: Positive

The Gaelic Language Plan does not provide employment opportunities. However, through the Gaelic language classes people will gain skills and more opportunities for positive employment outcomes.

Education: Positive

Gaelic Language Plan includes actions aimed at increasing awareness of Gaelic Medium Education,

Health: No Impact

Life Expectancy: No Impact

Mental Health: No Impact

Overweight / Obesity: No Impact

Child Health: No Impact

Neighbourhood Satisfaction: No Impact

Transport: No Impact

## **Environment**

### **Climate Change Impacts**

Mitigating Greenhouse Gases: No Impact

Adapting to the effects of climate change: No Impact

### **Resource Use Impacts**

Energy efficiency & consumption: No Impact

Prevention, reduction, re-use, recovery or recycling of waste: No Impact

Sustainable Procurement: No Impact

### **Transport Impacts**

Accessible transport provision: No Impact

Sustainable modes of transport: No Impact

## Natural Environment Impacts

Air, land & water quality: No Impact

Biodiversity: No Impact

Open & green spaces: No Impact

## Built Environment Impacts

Built Heritage: No Impact

Housing: No Impact

Is the proposal subject to a Strategic Environmental Assessment (SEA)?

No further action is required as it does not qualify as a Plan, Programme or Strategy as defined by the Environment Assessment (Scotland) Act 2005.

## Corporate Risk

### Corporate Risk Impacts

Political Reputational Risk: Positive

Through working towards achieving the aims and outcomes of the Gaelic Plan Dundee City Council will meet its duties to support and promote Gaelic language and culture, and will increase availability of opportunities for our residents to participate in activities to grow the use of Gaelic in the city.

Economic/Financial Sustainability / Security & Equipment: No Impact

Social Impact / Safety of Staff & Clients: Positive

Those who have an interest in Gaelic language, culture and history will be able to participate in activities, make social connections with others and gain additional skills.

Technological / Business or Service Interruption: No Impact

Environmental: No Impact

Legal / Statutory Obligations: Positive

The Gaelic Language (Scotland) Act 2005 enabled BÀrd na Gàidhlig to require a public authority to prepare a Gaelic Language Plan. Through publishing the Plan and delivering on aims and outcomes within it, Dundee City Council will be meeting its legal obligation under the Act.

Organisational / Staffing & Competence: Positive

Council staff will be encouraged to actively participate in Gaelic awareness sessions and community classes, which will have positive impact on staff making social connections and gaining knowledge or new skills.

Corporate Risk Implications & Mitigation:

The risk implications associated with the subject matter of this report are "business as normal" risks and any increase to the level of risk to the Council is minimal. This is due either to the risk being inherently low or as a result of the risk being transferred in full or in part to another party on a fair and equitable basis. The subject matter is routine and has happened many times before without significant impact.

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**REPORT TO:** CITY GOVERNANCE COMMITTEE - 8 JUNE 2026

**REPORT ON:** USE OF REGULATION OF INVESTIGATORY POWERS (SCOTLAND) ACT 2000 AND REGULATION OF INVESTIGATORY POWERS ACT 2000

**REPORT BY:** EXECUTIVE DIRECTOR OF CORPORATE SERVICES

**REPORT NO:** 125-2026

## **1. PURPOSE OF REPORT**

- 1.1 To advise the Committee of the use made by the Council of the powers under the Regulation of Investigatory Powers (Scotland) Act 2000 and the Regulation of Investigatory Powers Act 2000 from 1 April 2025 to 30 April 2026.

## **2. RECOMMENDATIONS**

- 2.1 The Committee is asked to note the use which the Council has made of powers contained in the Regulation of Investigatory Powers (Scotland) Act 2000 and related powers contained in the Regulation of Investigatory Powers Act 2000 between 1 April 2025 to 30 April 2026 as detailed in Appendix 1.
- 2.2 The Committee is asked to approve the Council's continued proportionate use of the powers, where necessary, in the areas of crime prevention and detection or preventing disorder, in the interests of public safety and for the purpose of protecting public health. In particular, the Council is asked to agree to continue to use the powers to prevent and detect anti-social behaviour.

## **3. FINANCIAL IMPLICATIONS**

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

## **4. BACKGROUND**

- 4.1 Since 2 October 2000, the Human Rights Act 1998 has made it unlawful for the Council to act in any way which is incompatible with the Convention rights found in the European Convention on Human Rights. One of these rights is the right set out in Article 8(1) of the Convention to "respect for private and family life, home and correspondence".
- 4.2 A number of services within the Council occasionally require to carry out covert surveillance where persons are placed under observation without them being aware of it. These activities occur, in particular in the Council's Trading Standards Team. A summary of the Council's directed surveillance activities are appended to this report for information. (Appendix 1)
- 4.3 Surveillance can, by its very nature, impact on the right to privacy of those being observed. In carrying out surveillance, the Council therefore needs to satisfy the tests found in Article 8 under which it is legitimate to interfere with privacy rights. The first test is that the interference must be explicitly authorised by law.
- 4.4 The Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) created a legal framework for the conduct of surveillance and related use of "covert human intelligence sources", that is undercover agents or informants. The Council has, however, never used covert human intelligence sources and the Council's practice is to use directed surveillance which is a much less intrusive activity.

- 4.5 The Council also has limited powers under similar UK legislation - the Regulation of Investigatory Powers Act 2000 - to access certain telecommunications data. These powers have been very rarely used by the Council and have not been used at all in the past year.
- 4.6 Whenever considering directed surveillance, the Council has to balance whether the action is both necessary and proportionate. The possible interference in someone's private life has to be necessary in order to obtain the benefit of the supply of information. If there are other means of obtaining the information without directed surveillance, then it would not be appropriate to carry out directed surveillance. Similarly, the Council has to balance whether the action in terms of the risk of interfering in someone's privacy is proportionate with the benefit that is achieved with obtaining the information through directed surveillance. In every case a senior officer of the Council considers these issues and authorises the directed surveillance.

## **5. POLICY IMPLICATIONS**

- 5.1 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.

## **6. CONSULTATIONS**

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

## **7. BACKGROUND PAPERS**

- 7.1 None.

**Paul Thomson**  
**Executive Director of Corporate Services**

**DATE: 12 May 2026**

## APPENDIX 1

**AUTHORISATIONS FOR DIRECTED SURVEILLANCE FROM  
1 APRIL 2025 TO 30 APRIL 2026**

Test Purchase of Tobacco/Nicotine Vapour Products	4
<b><i>TOTAL</i></b>	<b><i>4</i></b>