



City Chambers  
DUNDEE  
DD1 3BY

11th April, 2025

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, 21st April, 2025 following the meetings of the City Council and Climate, Environment and Biodiversity and Fair Work, Economic 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 MINUTE OF PENSION SUB COMMITTEE AND PENSION BOARD - Page 1**

(The minute of meeting of the Pension Sub Committee and Pension Board held on 9th December, 2024 is submitted for noting, copy attached).

### **3 MINUTE OF PERSONNEL APPOINTMENTS SUB COMMITTEE - Page 5**

(The minute of meetings of the Personnel Appointments Sub Committee held on 14th February, 5th March and 7th March, 2025 is submitted for noting, copy attached).

#### **4 UNIVERSITY OF DUNDEE – FINANCIAL AND JOBS CRISIS**

This item has been placed on the agenda by Bailie Macpherson and Councillor Crichton who will ask Committee to express its deep concern about the University of Dundee's financial crisis and impacts on jobs at the university.

They will request a cross-cross party approach on actions the City Council can take to support the university, staff and students.

#### **5 EAST END COMMUNITY CONSULTATION - Page 7**

(Joint Report No 117-2025 by the Executive Directors of Children and Families Service, Neighbourhood Services and Director, Leisure and Culture, copy attached).

#### **6 CAPITAL EXPENDITURE MONITORING 2024/2025 - Page 75**

(Report No 121-2025 by the Executive Director of Corporate Services, copy attached).

#### **7 REVENUE MONITORING 2024/2025 - Page 93**

(Report No 89-2025 by the Executive Director of Corporate Services, copy attached).

#### **8 COMMON GOOD FUND REVENUE BUDGET 2025/2026 - Page 105**

(Report No 91-2025 by the Executive Director of Corporate Services, copy attached).

#### **9 TREASURY POLICY STATEMENT 2025/2026 - Page 111**

(Report No 119-2025 by the Executive Director of Corporate Services, copy attached).

#### **10 TREASURY MANAGEMENT STRATEGY 2025/2026 - Page 131**

(Report No 118-2025 by the Executive Director of Corporate Services, copy attached).

#### **11 MAINSTREAMING EQUALITIES REPORT FOR 2025/2029 - Page 149**

(Report No 122-2025 by the Chief Executive, copy attached).

#### **12 REVISED PERFORMANCE MANAGEMENT FRAMEWORK 2025/2028 - Page 213**

(Report No 125-2025 by the Chief Executive, copy attached).

#### **13 DUNDEE FAIRNESS LEADERSHIP PANEL - Page 249**

(Report No 132-2025 by the Chief Executive, copy attached).

#### **14 SUPPORTING LOW INCOME FAMILIES THROUGH FOOD LARDERS AND CAFES - Page 277**

(Joint Report No 110-2025 by the Executive Director of City Development and Executive Director of Corporate Services, copy attached).

#### **15 ATTAINMENT AND PROGRESS TRACKING SOFTWARE - Page 281**

(Joint Report No 133-2025 by the Executive Directors of Children and Families Service and 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 items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3, 6 and 9 of Part I of Schedule 7A of the Act.**

- 16 DELIVERY OF FUTURE PRIMARY EDUCATION
- 17 CYBER SECURITY PLATFORM RENEWAL
- 18 BUSINESS SUPPORT FUNDING

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ITEM No ...2.....
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At a JOINT MEETING of the **PENSION SUB-COMMITTEE** of the **CITY GOVERNANCE COMMITTEE AND THE PENSION BOARD** held remotely on 9th December, 2024 .

Present:-

PENSION SUB-COMMITTEE

BAILIES

Willie SAWERS

Kevin KEENAN

COUNCILLORS

Steven ROME

Dorothy McHUGH

PENSION BOARD

Bill DUFF (Representing Angus Council)

Stewart DONALDSON (Representing Perth and Kinross Council)

George RAMSAY (Representing Unite the Union)

Arthur NICOLL (Representing UNISON)

Kenny DICK (Representing Social Care & Social Work Improvement Scotland)

Bailie Willie SAWERS, Convener in the Chair.

## **I DECLARATION OF INTEREST**

No declarations of interest were made.

## **II APOLOGIES**

The Sub-Committee and Board noted apologies had been received from Councillor Lynn.

## **III MINUTE OF PREVIOUS MEETING**

The minute of meeting of 23rd September, 2024 was submitted and approved.

## **IV TAYSIDE PENSION FUND RISK REGISTER**

There was submitted Report No 347-2024 by the Executive Director of Corporate Services seeking approval for the Quarterly Risk Register for Tayside Pension Fund.

The Sub-Committee and Board:-

- (i) approved the Quarterly Risk Register for Tayside Pension Fund, noting that there were no changes from the previous quarter.

## **V PENSION ADMINISTRATION PERFORMANCE – QUARTERLY UPDATE TO 30TH SEPTEMBER, 2024**

There was submitted Report No 348-2024 by the Executive Director of Corporate Services providing information on the recent quarter's operational performance in relation to Pension Administration and other general developments in this area over the above period.

The Sub-Committee and Board:-

- (i) noted the content of the report.

## **VI TREASURY MANAGEMENT ACTIVITY 2024/2025 (MID-YEAR REVIEW)**

There was submitted Report No 349-2024 by the Executive Director of Corporate Services reviewing Tayside Pension Fund's Treasury Management activities for the period 1 April 2024 to 30 September 2024.

The Sub-Committee and Board:-

- (i) noted the content of the report.

## **VII PROPOSED TIMETABLE OF MEETINGS FOR 2025**

There was submitted Report No 329-2024 by the Executive Director of Corporate Services proposing a suggested programme of meetings of the Pension Sub-Committee and Pension Board in 2025.

The Sub-Committee and Board:-

- (i) examined the dates set out in the timetable in Appendix 1 to the report and agreed the proposed programme of meetings.

**The Sub-Committee and Board resolved 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 items of business on the grounds that they involved the likely disclosure of exempt information as defined in paragraphs 4, 6 and 11 of Part I of Schedule 7A of the Act.**

## **VIII TAYSIDE PENSION FUND**

### **(a) TAYSIDE PENSION FUND PERFORMANCE SUMMARY**

There was submitted Report No 350-2024 by the Executive Director of Corporate Services reviewing investment performance of the Fund's investment managers for the quarter to 30th September 2024. The report compared investment performance of the Fund with the Fund's specific benchmarks which consisted of various stock and security market indices.

The Sub-Committee and Board:-

- (i) noted the information contained therein with regard to the performance of the Tayside Main Fund and their Fund Managers.
- (b) SUMMARIES OF INVESTMENTS AND TRANSACTIONS 1ST JULY 2024 – 30TH SEPTEMBER 2024

There was submitted Report No 351-2024 by the Executive Director of Corporate Services reviewing the investment activities of Tayside Pension Fund's seven Fund Managers for the quarter to 30th September, 2024 and summarising the transactions of each Fund Manager and showing the market values of the Pension Fund.

The Sub-Committee and Board:-

- (i) noted the information contained in the report with regard to the performance of the Tayside Main Fund and their Fund Managers.
- (c) QUARTERLY FUNDING UPDATE AS AT 30TH SEPTEMBER, 2024

There was submitted Report No 352-2024 by the Executive Director of Corporate Services reviewing the current funding level of the Fund as assessed by the Fund Actuary.

The Sub-Committee and Board:-

- (i) noted the report by the Fund Actuary.

#### **IX ANNUAL ASSESSMENT OF INVESTMENT ADVISORY SERVICES 2024**

There was submitted Report No 353-2024 by the Executive Director of Corporate Services, providing information on the annual assessment of investment advisory service performance undertaken by Fund Officers as required by the Competition and Markets Authority.

The Sub-Committee and Board:-

- (i) noted the content of the report.

#### **X INVESTMENT STRATEGY REVIEW**

There was submitted Report No 354-2024 by the Executive Director of Corporate Services, recommending changes to the Fund's Investment Strategy following a detailed review by the Fund's investment consultants, and in the context of the recent Actuarial Valuation of the fund.

The Sub-Committee and Board:-

- (i) noted the content of Investment Strategy Review as provided by the Funds Investment Consultants; which was attached to the report as Appendix 1; and
- (ii) agreed to delegate officers to implement ISIO recommendations in relation to portfolios as outlined in the strategy document.

#### **X PRESENTATION**

Christine Baalham, Tom Record and David Barber from Fidelity gave a short presentation to the Sub-Committee and Board.

After Ms Baalham, Mr Record and Mr Barber had given their presentation and answered questions from members, the Chair thanked the presenters on behalf of members of the Sub-Committee and Board.

Willie SAWERS, Chair.

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**ITEM No ...3.....**

At MEETINGS of the **PERSONNEL APPOINTMENTS SUB-COMMITTEE OF THE CITY GOVERNANCE COMMITTEE** held remotely on 14th February, 2025 and 5th March, 2025 and at Dundee on 7th March, 2025.

Present:-

On 14th February, 2025:-

**BAILIES**

Willie SAWERS

Kevin KEENAN

**COUNCILLORS**

Mark FLYNN  
Lynne SHORT

Siobhan TOLLAND

Georgia CRUICKSHANK  
Craig DUNCAN

On 5th March, 2025:-

**BAILIES**

Willie SAWERS

Kevin KEENAN

**COUNCILLORS**

Mark FLYNN  
Lynne SHORT

Siobhan TOLLAND

Georgia CRUICKSHANK  
Craig DUNCAN

On 7th March, 2025:-

**BAILIES**

Willie SAWERS

Kevin KEENAN

**COUNCILLORS**

Mark FLYNN  
Lynne SHORT

Siobhan TOLLAND

Georgia CRUICKSHANK  
Craig DUNCAN

Councillor Mark FLYNN, Convener, in the Chair.

Unless marked \* all items stand delegated.

**The Sub-Committee resolved 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 items of business on the grounds that they involved the likely disclosure of exempt information as defined in paragraph 1 of Part I of Schedule 7A of the Act.**

**I DECLARATION OF INTEREST**

There were no declarations of interest.

**II APPOINTMENT OF EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

At the meeting held on 14th February, 2025, there were submitted details of the applications received and the Sub-Committee agreed the candidates to be invited to attend the Assessment Centre Process.

At the meeting held on 5th March, 2025, the Sub-Committee considered a report on the Assessment Centre Process and agreed the interview programme.

At the meeting held on 7th March, 2025, the Sub-Committee conducted the interview programme. Following an exchange of views and after hearing the Officers, the Sub-Committee unanimously agreed to offer the post of Executive Director of Corporate Services to Mr Paul Thomson who intimated his acceptance.

Mark FLYNN, Convener.

**REPORT TO:** CITY GOVERNANCE COMMITTEE – 21 APRIL 2025

**REPORT ON:** EAST END COMMUNITY CONSULTATION

**REPORT BY:** EXECUTIVE DIRECTORS CHILDREN AND FAMILIES, NEIGHBOURHOOD SERVICES AND DIRECTOR OF LEISURE AND CULTURE

**REPORT NO:** 117-2025

## **1 PURPOSE OF REPORT**

- 1.1 This report updates elected members on the results of the consultation and the review of the services which has been carried out and makes recommendations on changes to be implemented.

## **2 RECOMMENDATIONS**

- 2.1 It is recommended that the Committee:
- a. Notes the outcome of the consultation attached as Appendix 5.
  - b. Approves to support the continued operation of Douglas Community Centre and Library as set out in section 6.1.
  - c. Approves the closure of The Hub Library and Community facility and redistribution of services within a timeframe of six months for the services and building to be closed after the opening of the Drumgeith Campus, as set out in section 6.3.
  - d. Approves the closure of Whitfield Library (The Crescent) and redistribution of services with a timeframe of six months after the opening of the Drumgeith Campus as set out in paragraph 6.4.
  - e. Defer a decision on the closure of Douglas Sports Centre and remit the Chief Executive to further review the operations and report back to a future committee as set out in section 6.2.
  - f. Note the review currently being considered in respect of the model of operation where Dundee City Council will occupy, run and manage the Campus with Leisure and Culture Dundee providing services such as sport, leisure, and library activities as detailed in section 7.
  - g. Delegate authority to Officers to review the charging model for Drumgeith Campus in line with Dundee City Council's agreed policy on charges.

## **3 FINANCIAL IMPLICATIONS**

- 3.1 The estimated total savings associated with the closure of the Hub Library (recommendation 2.1 c) would amount to £30,000 per annum although there would be one off total one-off costs of £2,000 in relation to decant costs. As owner of the building, responsibility for non-domestic rates would revert to the Council. Whilst rates relief of 100% would be granted for 6 months from the date the property was empty, after this period the rates liability would be £13,000 per annum until an alternative use for the building was identified. Further details are included in section 6.3.
- 3.2 The estimated total savings associated with the closure of the Whitfield Library (recommendation 2.1 d) would amount to £26,000 per annum although there would be one off total one-off costs of £2,000 in relation to decant costs. This is based on 10% of the overall costs for the Crescent. As owner of the building, responsibility for non-domestic rates for this space would revert to the Council. Whilst rates relief of 100% would be granted for 6 months from the date the property was empty, after this period the rates liability would be £9,000 per

annum until an alternative use for the building was identified. Further details are included in section 6.4.

- 3.3 The vacant spaces will be marketed for lease or a potential sale where applicable. Third sector organisations will be prioritised to complement existing service delivery within the local area.
- 3.4 The additional staffing required for the single operating and governance model at Drumgeith Community Campus will be four Secondary School Support Assistants (SSSA) at £33,370 (£133,480) and two Campus Supervisors at £38,028 (£76,056). The total projected cost of the staff for this model is £209,536.

## **4 BACKGROUND**

- 4.1 Report 241-2020 (Article VIII of Policy & Resources Committee on 28 September 2020 refers) agreed the principles and rationale of a community HUB model which aims to make best use of our high-quality school estate, explore how schools can be utilised more as community assets and better meet the needs of communities by integrating services for children, young people, their families, and the wider local community. It also takes on board learning from our Community Support Centres (CSCs) that were established as part of our COVID-19 response.
- 4.2 Report 106-2023 (Article II of Policy & Resources Committee on 27 March 2023 refers) agreed the building of the new East End Community Campus to provide a modern school and community facility. The campus will be accessible and inclusive, housing a music and drama centre suitable for city-wide school and community use, and with the inclusion of a café and library. Also included are sport facilities including floodlit, all-weather pitches, a fitness suite, and a dance studio in addition to the standard gym and games halls. All facilities are accessible during the day, evenings and weekends for combined community and school use.
- 4.3 Report 299-2024 (Article XII of the City Governance Committee on 28 October 2024 refers) agreed to a process to consult on the proposal to re-locate services from existing buildings in Whitfield, Linlathen and Douglas to the new East End Community Campus and options for the existing buildings, if they are deemed surplus to requirements.

## **5 CONSULTATION PROCESS AND SUMMARY OF FEEDBACK**

- 5.1 Dundee City Council is building a new Community Campus to serve the North East and East End of the city which will open in August 2025. As part of this flagship project, the Council, in partnership with Leisure and Culture Dundee, consulted on the proposed relocation of both Council and Leisure & Culture Dundee run services from the following facilities:
  - 1. The Hub Library & Community Facility
  - 2. Whitfield Library (The Crescent)
  - 3. Douglas Community Centre & Library
  - 4. Douglas Sports Centre
- 5.2 The consultation was carried out between 4 November to 15 December 2024. The key aim was to identify any impacts the relocation of services from these facilities would have on the local community, consider any measures that could be taken to mitigate or lessen these where appropriate, and explore the future of the existing community buildings.
- 5.3 Consultees were able to respond to the consultations online via the Council's website. It was important that all users of the facilities and the wider communities had a fair and equal opportunity to take part, so paper copies were made available from libraries and the affected facilities. Fourteen public drop-in sessions were held, six in Douglas Community Centre and Library, four in Douglas Sports Centre, three in the Hub Library and one in Whitfield Library.



- 5.4 Regular promotion of the consultation was undertaken during this period to encourage feedback. There were a total of 1334 responses to the questionnaire, 641 online and 693 paper versions, a further 7 separate written submissions were received directly. Since questions were optional, response totals vary. Results are shown as proportions of respondents for each question.
- 5.5 Just over half of the respondents (55%) live in the DD4 postcode and the ward breakdown shows the Top 3 areas respondents live in are East End 46%, the Ferry 22% and North East 13%.
- 5.6 Responses in relation to travel to and from venues show that the majority 58% (made up of 42% car, bus 11% & cycle 5%) use a mode of transport other than walking. Walking is the second highest mode after car at 41%.
- 5.7 The key impact themes mentioned were: accessibility, mental health and isolation, community identity and impact on specific services/activities. Respondents requested more detail in respect of the campus model.
- 5.8 Respondents were asked to make suggestions regarding how any potential re-location could work better and/or mitigate impacts on them. The key suggestions made were:
- A dedicated community transport service with disability access
  - Provision of safe and well-lit walking routes to the Drumgeith Community Campus
  - Community asset transfer to local groups, local and national sporting organisations, or third-sector parties
  - Exploring expansion of activities in other facilities across the city such as Grove Academy
  - Merging libraries into one local space and reducing opening hours
- 5.9 **Douglas Community Centre and Library**
- 5.9.1 632 respondents stated that they used Douglas Community Centre and Library. 72% of those who provided postcodes were from the East End ward.
- 5.9.2 Other key information on the respondents:
- 66% were females
  - 11% were aged under 16
  - 45% were aged between 35 and 64 years old
  - 27% were aged 65 and over
  - 35% had a disability
  - 22% were working full time
  - 27% retired
  - 8% were unemployed
- 5.9.3 The most common activities that respondents stated that they used in Douglas Community Centre and Library were the Community Cafe 70.3%, After School Club 55.8% and Community Representative / Action Groups 54.2%.
- 5.9.4 88.4% of those who stated they used Douglas Community Centre and Library said that moving activities to the Campus would have a negative impact on them.
- 5.9.5 When providing more detail on the impact of moving activities to the Campus overall, there was a high response against closing the Community Centre and Library. Many respondents considering it a vital community asset for access to services and activities within the area and there was concern that closure would lead to feelings of isolation.

- 5.9.6 The most common issue identified by respondents was regarding access to the Campus. This related to concern about the increased distance they would need to travel to access services. It was felt that this would be particularly challenging for those with mobility issues or without access to reliable transportation.

## **5.10 Douglas Sports Centre**

- 5.10.1 816 respondents stated that they used Douglas Sports Centre. 34% of those who provided a postcode were from the East End, 32% from The Ferry and 13% from the North East.

- 5.10.2 Other key information on the respondents:

- 55% were females
- 3% were aged under 16
- 52% were aged between 35 and 64 years old
- 26% were aged 65 and over
- 24% had a disability
- 38% were working full time
- 30% retired
- 3% were unemployed

- 5.10.3 The most common activities that respondents stated that they used Douglas Sports Centre and for were sporting, leisure, and social activities 67.9%, health and wellbeing 55.8% and family activities 27.5%.

- 5.10.4 89.8% of those who stated they used Douglas Sports Centre said that moving activities to the Campus would have a negative impact on them.

- 5.10.5 When providing more detail on the impact of moving activities to the Campus, there was a high response against closing the Sports Centre. Respondents expressed concern about the impact on the current activities available and whether the new facilities will be able to accommodate the same level of service. It was felt that there was a lack of alternative facilities across the city which can accommodate activities and reduction in access to these activities could impact on health and wellbeing.

## **5.11 The Hub Library and Community Facilities**

- 5.11.1 236 respondents stated that they used The Hub Library and Community Facilities. 68% of those who provided a postcode were from the East End and 14% from the North East.

- 5.11.2 Other key information on the respondents:

- 62% were females
- 8% were aged under 16
- 57% were aged between 35 and 64 years old.
- 12% were aged 65 and over
- 46% had a disability.
- 23% were working full time
- 20% part time
- 10% retired.
- 14% were unemployed

- 5.11.3 The most common activities that respondents stated that they used The Hub Community Facilities and Library for were welfare/benefit/financial/employability/advice services 18%, library services 16.6% and access to computers 13.6%.

5.11.4 91.5% of respondents stated that the closure of The Hub Community Facilities and Library would have a negative impact on them.

5.11.5 When providing more detail on the impact of moving activities to the Campus, it was felt that there are particular activities at The Hub which provide a vital support service for those who live within a disadvantaged area and that these should remain within the community. Concern was expressed around the stigma of accessing some of services within what is seen as a school environment.

## **5.12 Whitfield Library**

5.12.1 140 respondents stated that they used The Hub Library and Community Facilities. 68% of those who provided a postcode were from the East End and 14% from the North East.

5.12.2 Other key information on the respondents:

- 57% were females
- 13.9% were aged under 16
- 53.3% were aged between 35 and 64 years old
- 12.4% were aged 65 and over
- 19.1% had a disability
- 34.3% were working full time
- 24% part time
- 12% retired
- 5% were unemployed

5.12.3 The most common activities that respondents stated that they used Whitfield Library for were library services 9.5%, Alternative to school/learning during school day 6.5%, community cafe 6.5%.

5.12.4 85.7% of respondents stated that the closure of Whitfield Library would have a negative impact on them.

5.12.5 When providing more detail on the impact of moving activities to the Campus, concern was expressed that the closure of libraries would have a significant impact on the community particularly those with young children and the elderly. A number of respondents stated that the library provides more than access to books and is regarded as a safe community space to which access should be kept that is local to the community. The impact of relocating three libraries within one space was highlighted as a concern by proportion of respondents who used the libraries.

## **6 PROPOSED CHANGES**

6.1 In addition to the consultation officers have explored the services provided from each facility and how these link to the facilities available in Drumgeith Community Campus. The additional information to support the recommendations being proposed for each facility is set out below.

### **6.1.1 Douglas Community Centre and Library**

6.1.2 Alongside the public consultation a review has been undertaken of services delivered from Douglas Community Centre and Library (see Appendix 1).

6.1.3 The review concludes that Douglas Community Centre has an important role in the delivery of many key services for the people of Douglas and these services are best retained in Douglas. These include the food larder, recovery cafe, connected growing projects with Douglas Open Spaces and link up projects with primary schools and the local GP. The review further

concludes that Douglas Community Centre and Library and the new campus operate a hub and spoke model where each site is complimentary to the other and there is an integrated offer across the communities served by the two facilities.

6.1.4 The rationale for this recommendation is:

- The extensive reliance by residents of Douglas on the critical services which help mitigate cost of living pressures which are easily accessible by residents in one of the most disadvantaged areas of the city.
- The significance attributed to the community centre by key anchor organisations, such as primary schools and GP surgery, lies in its ability to provide an integrated, locality-based service within the Douglas community.
- The high level of investment, over £1,560,000, that the Douglas community has been able to leverage into their area in recent years and the social value that investment is now demonstrating.
- The economic and social value of volunteering and community empowerment being demonstrated by the Douglas community in the Douglas Community Centre which is contributing towards Local Community and City Plan priorities.
- The Douglas Local Management Group will collaborate with the Campus to deliver initiatives that complement the Campus's objectives within Douglas.
- Provide services from the community centre and the Campus, especially for young people, using a hub and spoke model to plan and complement services without duplication.
- The ability to move some services from the community centre into the campus will free up space to develop new community-based initiatives with key partners, especially GPs and schools.
- The ability to maintain and develop Douglas Community Library, Leisure and Culture Dundee will investigate library innovations to enhance the services delivered from this location, including self-service options to extend opening hours, social, educational and community focused activity and learning spaces. The Douglas Library offer will be designed to complement the new community library at the Campus.

6.1.5 Officers are engaging with the Douglas Local Management Group and other Local Community Planning Partners to develop an integrated approach outlining which services could go to the Drumgeith Community Campus and which could be retained in Douglas as part of a complimentary hub and spoke model of operation.

## 6.2 Douglas Sports Centre

6.2.1 The consultation process has highlighted that users of Douglas Sports Centre are particularly concerned about the impact on the available sports activities and whether the new facilities will maintain the same level of service. There is a perceived lack of alternative facilities across the city that can accommodate these activities. Two interests and a third expression of interest from the current operator Leisure & Culture Dundee for Community Asset Transfer have been received since the launch of the consultation.

6.2.2 Based on the consultation process, and given the high response against closing the Sports Centre it is recommended to defer a decision on the closure of Douglas Sports Centre and remit the Chief Executive to further review the operations and report back to a future committee. The rationale for this recommendation is to allow for further consideration of the following aspects:

- Health and Wellbeing
- Affordable Activities

- Community Engagement
- Support Services
- Social Return on Investment
- Financial Impact
- Demand

### **6.3 The Hub Library and Community Facility**

- 6.3.1 The community activity delivered from The Hub has been reviewed. Officers will engage with the free cycle, food larder and other groups about options for relocating their services. Other accessible venues have been considered to accommodate these within the local area and will engage with other organisations.
- 6.3.2 The Hub Library activity will be accommodated in other library venues including the Campus. Leisure and Culture Dundee will consider other accessible venues for services such as bookbug in neighbouring buildings where appropriate. Leisure and Culture Dundee will work with communities, local venues and partnerships.
- 6.3.3 Library staff currently based in the Hub Library will be redeployed into alternative libraries across the city.

### **6.4 Whitfield Library**

- 6.4.1 Whitfield Library has a footfall of less than 10,000 visits per year. This combined with the consultation results and the ability to redistribute the activity in the library, supports the recommendation to close Whitfield Library.
- 6.4.2 Customer numbers can be accommodated in other libraries including the Campus.
- 6.4.3 Leisure and Culture Dundee will ensure that, alternative provision is made for users in the campus.
- 6.4.4 Library staff currently based in Whitfield Library will be redeployed into alternative libraries across the city.

## **7 OPERATING MODEL OF DRUMGEITH CAMPUS**

- 7.1 The development of the Drumgeith Community Campus and Greenfield Academy is part of Dundee City Council's transformative vision to create a state-of-the-art learning environment for both the school and the wider community.
- 7.2 The opening of Dundee's first purpose-built community campus offers an opportunity to establish a governance model that maximises the use of all the facilities for the benefit of the whole community.
- 7.3 The Children and Families Service, Communities Service, and Leisure and Culture Dundee (LACD) are collaborating to optimise the use of facilities for the entire community while maintaining a smooth user experience.
- 7.4 A review is currently underway to develop an effective single governance and operating model for the Drumgeith Community Campus. The full operational costs of the new community campus are still to be determined although it is envisaged this will be offset by the additional income generated from service users and any remainder will be contained within the Children & Families Revenue Budget.
- 7.5 The governance framework will ensure that the Drumgeith Community Campus operates efficiently, transparently, and sustainably, meeting the needs of all stakeholders while

maintaining high standards of safety, compliance, and community engagement. Dundee City Council will manage the facility, and a service level agreement will be established for all partners.

7.6 This model will:

- Deliver a seamless, one-stop shop experience for all users of the Campus, regardless of which service they are accessing
- Provide a streamlined central booking system that meets the needs of all stakeholders
- Allow priority programming for local community activities aligned with The Dundee City Plan and Local Community Planning Partnership (LCPP) plans
- Support effective partnership working with the range of partners and service providers involved in the Campus
- Establish safeguarding processes for all users, specifically around the interface between the school and community
- Establish an Integrated Campus Programming Group to help maximise community, leisure, and sports use. The group will manage and coordinate programming of all available spaces. This group will involve partners including Communities, Leisure and Culture Dundee, Tayside Contracts and the Campus Leadership Team and will be led by the Campus Leader
- Facilitate partnerships and collaboration with community groups and local organisations to promote a vibrant and inclusive environment.

## 8 POLICY IMPLICATIONS

- 8.1 This report has been subject to an Integrated Impact Assessment to identify impacts on Equality & Diversity, Fairness & 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 Appendices to this report.

## 9 CONSULTATIONS

- 9.1 The Council Leadership Team have been consulted in the preparation of this report and are in agreement with its contents.

## 10 BACKGROUND PAPERS

- 10.1 None.

Audrey May  
Executive Director of Children & Families

31 March 2025

Tony Boyle  
Executive Director of Neighbourhood Services

Judy Dobbie  
Director of Leisure & Culture Dundee

## Appendix 1

### East End Campus Engagement

Approval for the East End Community Campus was granted on 25th January 2021. The project board was established in the summer of that year. Council officers engaged with schools and community groups to gather input for the design brief, reflecting stakeholders' needs and aspirations.

From May 2021, council officers collaborated with V&A Dundee through UNESCO City of Design and National Design Museum activities, integrating design principles across various audiences. Workshops and consultations demonstrated Dundee City's commitment to incorporating community voices and strengthening partnerships with schools, community workers, and policymakers.

In the first six months, 21 engagement sessions were conducted across the North East and East End of the city. These included designer-led walks with primary schools focusing on travel to school and the Scottish government's '20-minute neighbourhood', and workshops exploring themes such as wellbeing, nature, sports, creative play, accessibility/inclusion, and traffic. Pupils provided input on what they wanted to see in the new campus, including better toilets, more comfortable uniforms, social areas, outdoor space, and a dance studio.

Further activities included co-design sessions with young people, families, and community members, exploring how the community campus could encourage lifelong learning and positive destinations for young people. The engagement sessions involved a wide range of participants, including young people, families, teachers, designers, and community workers.

Throughout 2022, 2023 and 2024, additional engagement sessions focused on active travel needs, groundbreaking events, sports hubs and clubs, and community feedback. Regular engagement with city-wide pupil voice and communities continued, influencing the design development of the new campus. Meetings with schools, community representatives, and various stakeholders helped refine the plans and address concerns.

### Workshops Overview

The workshops were an integral part of the engagement process, aimed at gathering input from various stakeholders including pupils and community members to inform the design and development of the new campus. In the first six months, a total of 21 engagement sessions were conducted across the North East and East End of the city. These sessions included designer-led walks with primary schools focusing on travel to school and the Scottish Government's '20-minute neighbourhood'.

### Specific Workshops

1. **Workshop 1:** Focused on pupils from Ballumbie Primary School and community members from Whitfield, centred around the Crescent.
2. **Workshop 2:** Involved pupils from six out of seven cluster primary schools visiting the Drumgieth Site. Designer-led consultations focused on the future of education and conceptualising an ideal new campus.
3. **Workshop 3:** A family-focused summer workshop at Finlathen Park with families primarily from Fintry. Engagement activities centred on green spaces, the new community campus, and its potential outdoor space and facilities.
4. **Workshop 4:** Held in Douglas, involving senior community members. The reminiscence project was part of the 'Year of the Older Person', featuring multi-generational designer-led sessions to explore how older community members might use the community space.

5. **Workshop 5:** Young People (post-school, some in training/unemployed). Design-led sessions explored their formal education experiences and considered what a Community Campus might need to attract those with negative school experiences back to adult learning. At Brooksbank, young people focused on employment and positive outcomes with emerging opportunities from the new community building. Sessions explored the role of the Campus as a lifelong learning hub and co-design ideas to make it appealing for young people to return to learning.

### **Themes and Feedback**

The workshops revealed several core themes: wellbeing, nature, sports, creativity, play, accessibility/inclusion, and traffic. Local school pupils expressed their preferences for the new campus, including accessible toilets, comfortable uniforms, social areas for year groups, improved outdoor spaces, larger corridors, comfortable seating, a dance studio, and a digital sports arena.

### **Participants**

The total number of participants across the workshops included 236 individuals from various parts of the community. Co-design training was delivered to the Community Empowerment Team, and co-design events engaged 78 people, with data captured and 47 responses received from online consultations.

### **Additional Activities – 2021 - 2022**

In late October 2021, a workshop at the V&A provided an overview of the What If? Dundee project. This allowed various community members to discuss potential service improvements for Dundee's North and East End. Pupils contributed ideas like a mental health hub, cafe, sports activities, and a garden, emphasising community ownership.

Subsequent activities included developed design workshops for DCC Communities team, engaging P6 pupils from Claypotts Castle and Craigiebarns, gathering data from younger pupils (P1/2) in feeder primaries, training events with designers for DCC Communities' Officers, co-design sessions with teachers from Craigie High School and Braeview Academy, and conducting sessions with current S3 pupils on school usage.

Community engagement events informed the design before planning application. Updates were discussed regularly at LCPP meetings, encouraging community ownership.

Communities Sessions were held to inform learning. CLD Communities Officers and a representative from the Menzieshill Local Management Group, who have experience of operating from shared community facilities in the Hilltown Community Centre and Menzieshill Community Hub, shared their experiences and learning. The main points raised and considered through discussion were:

- The need for ample storage space for various community group needs.
- Soundproofing rooms to allow different activities simultaneously.
- Implementing a suitable governance model that works for the school and the community.
- Creating flexible and adaptable spaces to accommodate different programmes in one area.

### **2023**

As we ventured into 2023, the momentum for community-driven initiatives and active engagement continued to thrive. Several sessions were organised to address various facets of the community's evolving needs, bringing together diverse stakeholders to collaborate and share insights. Each session aimed to foster a deeper understanding of the requirements and aspirations of Dundee's residents, particularly focusing on active travel, sports facilities, and the overall development of the East End Community Campus. These sessions played a crucial role in shaping the future trajectory of community services and infrastructure, ensuring a holistic approach to growth and improvement.



### **Active Travel Session**

This partner meeting explored the active travel needs of the campus and its relationship with wider paths and travel networks. An action from this meeting included a site visit to understand the network need better, identify access improvements to the site, and develop potential support from Cycling and Sports Scotland.

### **Groundbreaking EECC Event**

The Cabinet Secretary for Education and Skills visited to mark the beginning of construction work for Dundee's first Community Campus, attended by officials and community members. Footprints were cast in concrete to signify the event.

### **Sports Hubs and Clubs Teams Session**

Representatives from various sports clubs explored design plans for sporting facilities. Key points included concerns about the suitability of the 2G sand dressed pitch for football, assurance that 3G pitches would be IRB compliant for rugby, and the accommodation of volleyball and basketball indoors.

### **Sports Pitches Strategy Consultation Event**

The Pitches strategy group discussed external facilities needs for clubs, communities, and schools. The outcome led to a joint proposal for a second synthetic pitch at East End Community Campus.

### **Douglas Local Management Group Session**

EECC Project Delivery Team met with Douglas Community Centre Local Management Group to discuss project views. Main points included positive reception of campus resources tempered by concerns over potential closure of Douglas Community Centre.

### **Kennoway Pump Track Visit**

This visit was organised collaboratively by Sports Scotland, architects, City Development, Education and Communities, along with colleagues from Fife Council. The purpose was to explore and understand the educational and community benefits of infrastructure related to broader active travel discussions.

### **Community Engagement Event at Douglas Community Centre**

The event aimed to invite the wider community to an open engagement drop-in session with the EECC project delivery team. Approximately 30 residents attended, including several young individuals from the Douglas Youth Group.

### **Community Engagement Event at Finmill Community Centre**

Key feedback points included positive views on additional community, sports, and recreational activities providing more opportunities for the local community.

### **Citywide Pupil Voice**

Regular engagement with city-wide pupil voice continued regarding their views and influence on the design development of the new campus. Over the sessions, areas such as learner engagement, curriculum design, and recreational activities provided further reassurance that spaces and areas are being delivered with the needs of the learners and community in mind.

## **2024**

Reflecting on the sessions in 2024, the extensive community engagement demonstrated a dedication towards addressing the varied needs and aspirations of all involved stakeholders. The sessions, spanning from digital planning discussions with school IT leads to community engagement events, showcased the project's commitment to an inclusive and dialogue-driven approach.

### **January-March 2024 Engagements**

A digital planning discussion was held with school IT leads, the Digital Support Officer, and the Digital Education Lead Officer to develop digital approaches to learning and secure professional support from Microsoft Tablet Academy. This aimed to facilitate joint delivery within the new campus environment for a seamless transition and enhanced learning experiences. Furthermore, a session with school representatives and D&A College at the Skills Academy in Michelin Scotland Innovation Park explored opportunities for joint curricular delivery and required equipment.

In March 2024, meetings with Schools Admin, Library, Leisure & Culture, and Communities representatives finalised designs and layouts for the reception desk and library. Additionally, areas within the Campus learning plazas were identified to deliver individual reading resources specific to subject departments and curricular requirements. A further two Community Engagement sessions took place in February 2024 in Whitfield and the Mid Craigie/Linlathen area.

### **The Crescent Public Engagement Session**

Held on 6th February, this session shared paper-based plans and visuals along with a virtual walkthrough digital presentation. Officers were available to answer questions and encourage discussions. The engagement received positive feedback, with attendees acknowledging the wider impact of the community campus. Specific interests included using sports/exercise facilities, accessing sports clubs in the evening and weekends, arts and crafts opportunities, a community café, and a playgroup for preschool children.

### **Rowantree Primary School Engagement Session**

On 7th February, an evening family engagement session at Rowantree Primary School was attended by 50 individuals. Participants viewed the plans, watched a 3D walk-through demonstration, and asked questions. Adult attendees appreciated the opportunity to see the plans and discuss the project in detail. Notable points included enthusiasm among primary-age children about attending the high school in the future, stakeholders believing the campus facilities would benefit their children, and community members showing interest in accessing facilities like the gym during the day.

### **Pump Track and Cycle Hub Engagement Session at Douglas Community Centre**

On 20th February, this event was delivered by the Community Empowerment Team in partnership with the Cycle Hub and V&A. Activities included Dr Bike and Crazy Bikes to encourage local attendance. Fourteen local adults participated and completed the cycling survey, while twenty young people engaged in a co-design activity with V&A staff, sharing their views and creative designs related to the potential Pump Track development. Additionally, 148 responses were received through an online survey, with 113 respondents feeling the installation of a pump track would benefit the local community.

### **Brechin Community Campus Visit**

On 21st June, representatives from the project team, DCC support services staff, school staff, communities' officers, and community groups including Douglas LMG visited Brechin Community Campus. This visit offered insights into successes and lessons learned regarding space utilisation and collaborative working. Community representatives observed a community campus in operation and offered reflections and points to consider moving forward.

### **Engagement Session**

An engagement session occurred with Community Learning and Development workers, including the Adult Literacy Team, Community Health Team, Youth Work Team, Community Empowerment, and the project team. This initiative aimed to raise awareness of the new campus and its facilities. Permanent displays in the Communities building were also set up to provide information.

**School Parent's Nights**

A series of sessions were planned for school parent's nights during the 2024-25 academic year to reach a larger section of the community. Engagement sessions were held at Craigie High senior phase parent's night on 2nd October and at Braeview S1 parent's night on 23rd October.

**Conclusion**

The extensive engagement sessions reflect a strong commitment to ensuring the East End Community Campus project caters to the diverse needs and aspirations of its stakeholders. By involving pupils, parents, community members, and various professional groups, the project has fostered a collaborative environment that is conducive to creating a dynamic and inclusive space for learning and recreation. As the campus moves towards completion, these collective efforts will undoubtedly contribute to a facility that truly embodies the spirit and values of the community it serves.

## Appendix 2

**Douglas Community Centre and Library Review**

The East End Community Campus Governance Group has undertaken this review to consider an integrated service model across the communities served by the Drumgeith Community Campus and to assess how best the services delivered from Douglas Community Centre would fit into that model.

**1. Evidence**

In the course of this review the following evidence has been considered:

- Extensive consultation with the Douglas community about the operations of the Drumgeith Community Campus.
- An audit of existing provision run from Douglas Community Centre and Library.
- A user survey was undertaken by the Douglas Local Management Group in summer 2024.
- Meetings between the Douglas Local Management Group and senior leaders within Dundee City Council.
- Feedback from the Douglas Local Management Group representative on the East End Campus Project Board.

**2. Findings****Community Connection**

Over 300 people use Douglas Community every day with almost all of those being from the DD4 postcode evidencing that the centre is a valued asset within the community. The consultation carried out by the Local Management Group found that people visit the centre to reduce social isolation, improve mental health, learn new skills, and access support services. Respondents value the range of opportunities available in the Community Centre and place importance on these opportunities being available close to where they live. A few respondents described the support they have accessed through the centre as life saving.

**3. Volunteering**

Almost all of the provision run out of Douglas Community Centre is volunteer led and is making a tangible contribution to our Local Community Plan and City Plan outcomes. This includes provisions such as Douglas Food Cupboard, a Recovery Cafe, Family Meal Night, and a variety of services for older people. Over thirty community volunteers regularly give their time equating to around 300 volunteer hours per week or £197,000 per annum if measured against the Real Living Wage. These volunteers are committed to Douglas and there is a material risk in moving services out with Douglas that this voluntary contribution would be lost.

**4. Inward Investment**

The Douglas community has attracted inward investment of £1,560,000 million in recent years to develop community parkland, gardens, play equipment and capital improvements within the centre itself. This money into the community is producing tangible benefits with partners in close proximity to Douglas Community Centre.

## **5. Links with Primary Schools**

The local Primary Schools make use of the community centre, library, parks, and gardens all being in one place. The local Primary Schools have growing beds in the garden and use the ark for environmental projects. Both schools have community-based learning activities running several times a week from Douglas Community Centre, including cooking classes, arts projects as well as curricular daytime activities for whole families where family learning happens in school time in the centre. The proximity of the community centre to the schools and to where families live is seen as important to the success of these projects.

## **6. Links with GP Surgery**

Innovative links between Douglas Community Centre and the local GP have been established and there is now a formal process for GPs to refer patients to the community centre where people can access community-based supports, as well as the Douglas Advice Hub. This is aimed at reducing isolation and improving health and wellbeing within the community and the proximity of the community centre to the GP provision makes this easily accessible for people with vulnerabilities.

## **7. Library**

The library space in Douglas is used by the local primary schools. The library is well placed to test innovative new ways of delivering a community library service including automated methods of book lending. The IT resources in Douglas are well used by the surrounding community and there would be value in continuing to offer this service. There is also the opportunity to expand on the advice services offered in Douglas by hosting in the library space.

The library delivers activities for children and adults, including a craft club, storytelling sessions, Bookbug, and digital support.

Douglas Library visitor number for 2023/2024 is 14936. This figure is lower than pre-pandemic levels; however, it represents an increase of over 3000 visits on 2022/2023 figures. In 2018/2019, the last full year prior to the pandemic, the visitor number was 17058, representing a 13% fall in visits.

Douglas Library is approximately 22 minutes' walk from the new campus.

## **8. Integrated Working Model**

The opportunities presented by the new campus to work alongside Douglas Community Centre using a hub and spoke model have been explored and all parties are committed to having an integrated community offer across the sites with Douglas Community Centre continuing to offer social and educational opportunities to compliment the offer in the new campus. Some work, for example evening and diversionary youth work, dance and music provision and community celebration events, has been identified as sitting better within the new campus.

## **9. Conclusion**

The conclusion of this review is that Douglas Community Centre is retained as the majority of services are best suited to continue to be run out of this centre.

Officers will engage with the Douglas Local Management group and other Local Community Planning Partners to develop an integrated offer outlining which services should go to the Drumgeith Community Campus and which should be retained in Douglas as part of a complimentary Hub & Spoke model of operation.

## Appendix 3

### Review of the Hub Library

This review has been undertaken to consider an integrated service model across the communities served by the East End Community Campus and to assess how best the services delivered from The Hub Library would fit into that model.

### Evidence

- Consultation with the Linlathen community about the operations of the East End Community Campus
- An audit of existing provision run from The Hub Library

### Findings

#### Communities Service Supported Community Activity

Services include the volunteer run food larder and freecycle as well as CLD adult literacies work. The food larder and freecycle both operate once per week with the freecycle also being available throughout the week. It is also used for occasional meetings for local groups.

Around 40 people per week access the food hub and freecycle which is run by eight volunteers. The freecycle is a social enterprise selling secondhand clothes and household goods at affordable prices to subsidise the larder.

Other accessible venues have been identified to accommodate the food hub and freecycle within the local area. The Service will engage with free cycle, food larder and other groups about the options for relocating their services if the Hub closes.

All other community work and Communities provision would be able to be retained in Linlathen by making use of other nearby community resources including the Campus.

### Library

In addition to the provision of library books and IT access with support in basic IT skills, the Hub Library delivers a range of services for adults and children. These include Book Chat sessions, Local History groups, Bookbug, Lego Club and storytelling sessions, as well as hosting regular nursery visits from Rowantree Nursery and Butterflies Nursery. Some of these activities take place on an ad hoc basis, which varies in response to demand.

The Hub Library visitor number for 2023/2024 is 14,403. This represents an increase of just over 2,000 visits on 2022/2023 figures. In 2018/2019, the last full year prior to the pandemic, the visitor number was 17,529, representing an 18% fall in visits.

The Hub Library is approximately 16-18 minutes' walk from the new campus.

Through working with other resources in the area, elements of this provision will continue to be provided. This will include opportunities to access books and the book request service as well as activities which support participation in reading and storytelling.

**Appendix 4****Review of Whitfield Library**

This review has been undertaken to consider an integrated service model across the communities served by the East End Community Campus and to assess how best the services delivered from Whitfield Library would fit into that model.

**Evidence**

- An audit of existing provision run from Whitfield Library

**Library**

In addition to the provision of library books and IT access with support in basic IT skills, Whitfield Library delivers a range of services for adults and children. These include Bookbug sessions and visits from primary schools and nurseries. The walking distance from the majority of the schools and nurseries visiting Whitfield Library is between 3 and 10 minutes, and to the Drumgeith Campus between 13 and 17 minutes.

Whitfield Library visitor number for 2023/2024 is 9,630. This represents an increase of just over 400 visits on 2022/2023 figures. In 2018/2019, the last full year prior to the pandemic, the visitor number was 25,143, representing a 62% fall in visits. This figure included customers accessing the community cafe.

Whitfield Library is approximately 12-15 minutes' walk from the new campus, and it is envisaged that the new library facility will provide access to the range of services currently available at Whitfield Library.

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# Drumgeith Community Campus

## Consultation Report



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## Community Campus Consultation Report

### INTRODUCTION

Dundee City Council is currently building a new Community Campus to serve the East End of the city which will open in August 2025. As part of this project, the Council, in partnership with Leisure and Culture Dundee consulted on the proposed relocation of both Council and Leisure & Culture Dundee run services from the following facilities:

1. The Hub Library & Community Facilities
2. Whitfield Library (The Crescent)
3. Douglas Community Centre & Library
4. Douglas Sports Centre

The consultation was carried out between 4 November to 15 December 2024, the key aim was to identify any impacts the relocation of services from these facilities would have on the local community, consider any measures that could be taken to mitigate or lessen these, and explore the future of the existing community buildings.

Consultees were able to respond to the consultations online via the Council's website. It was important that all users of the facilities and the wider communities had a fair and equal opportunity to take part, so paper copies were made available from libraries and the affected facilities. Fourteen public drop-in sessions were held, six in Douglas Community Centre and Library, four in Douglas Sports Centre, three in the Hub library and one in Whitfield Library.

Regular promotion of the consultation was undertaken during this period to encourage feedback. There was a total of 1334 responses to the questionnaire 641 online and 693 paper versions, a further 7 written submissions were received directly. Questions were optional therefore the base number of responses for each question below will differ, results are provided as a proportion of those who answered each question.

### Demographic summary of respondents

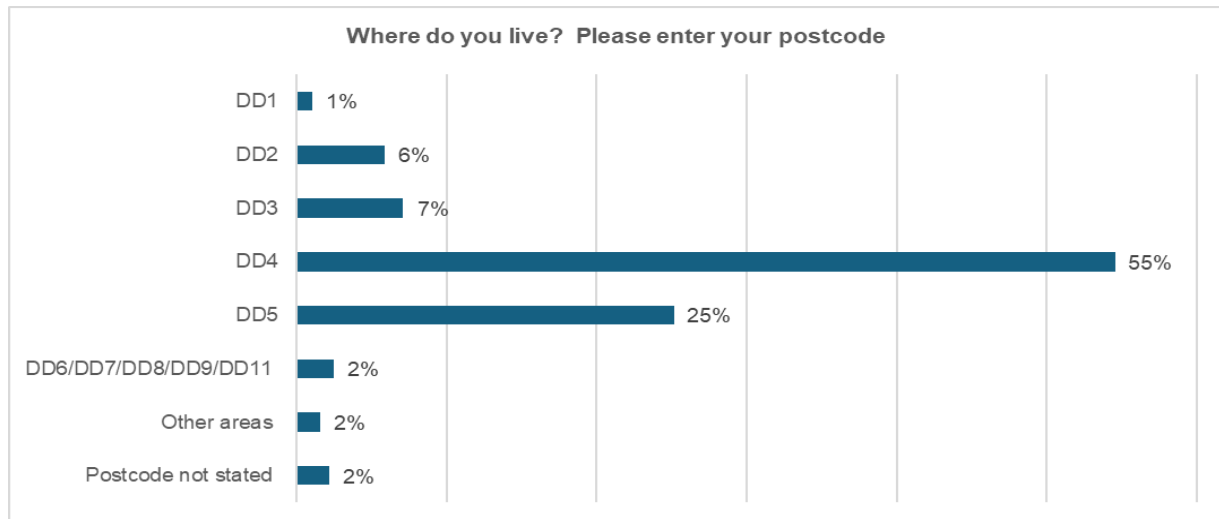
- 60% were female
- 6% under the age of 16
- 30% aged 45 to 64
- 24% aged 65 and over
- 27% had a disability
- 31% stated that their day-to-day activities were limited because of a health problem or disability which has lasted or is expected to last, at least 12 months
- 23% had a long-term illness or health condition
- 22% had a mental health condition
- 30% were working full time, 13% part time
- 29% were retired
- 6% were unemployed
- 34% stated that they looked after or gave help/support to family members, friends, neighbours because of either long-term physical/mental ill-health/disability or problems related to old age

### ANALYSIS OF RESPONSES

#### 1. Where are you from?

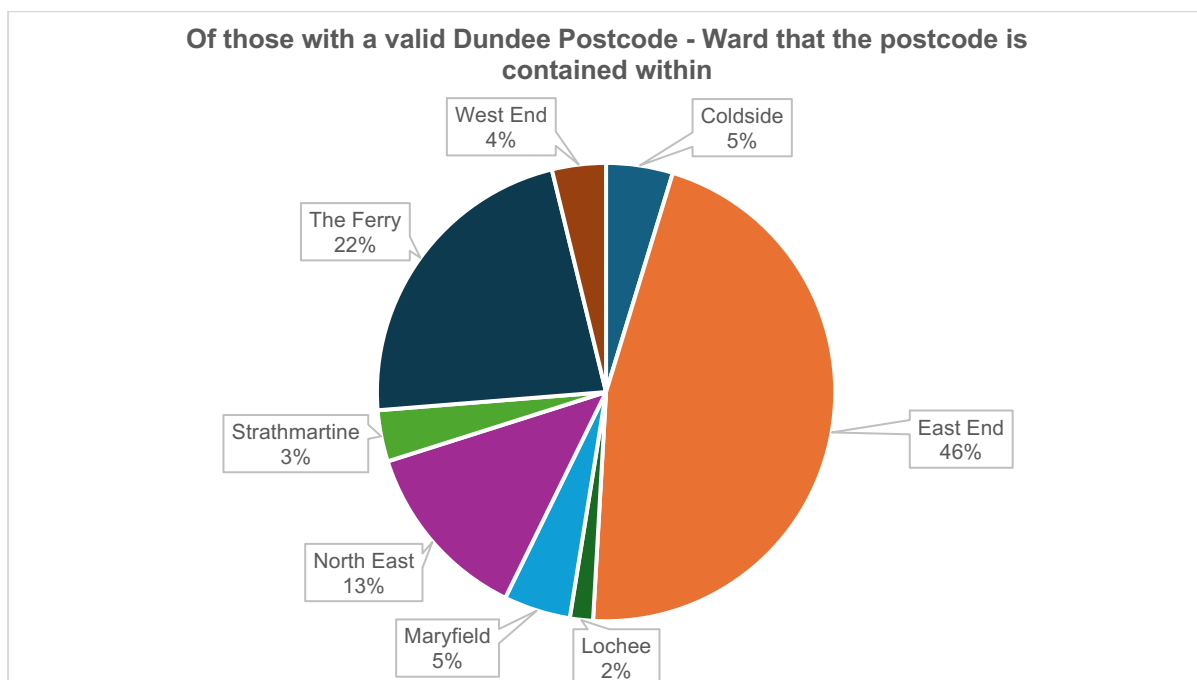
The following chart shows that the greatest proportion of postcodes provided were from the DD4 area with around 55% of responses coming from this area, this was followed by the DD5 area with 25%. In

contrast 1% of responses were from the DD1 area, 6% were from the DD2 area and 7% were from the DD3 area. Along with responses from the Dundee City area, responses were received from individuals living in Angus, Fife, Perth and Kinross, Aberdeenshire and City of Edinburgh.



Base: 1332

When looking at the valid Dundee City postcodes by ward, the largest majority of respondents who provided a postcode were from the East End 46%, followed by The Ferry 22% and North East 13%. The ward breakdown is shown in the chart below:

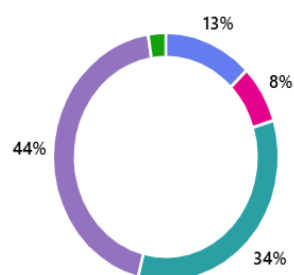


Base: 1104

## 2. Do you currently use any of the following facilities?

44% of respondents used Douglas Sports Centre, 34% Douglas Community Centre and Library, 13% The Hub Library and Community facilities and 8% Whitfield Library, 1% of respondents stated that they didn't use any facility. Note that respondents could choose more than one facility.

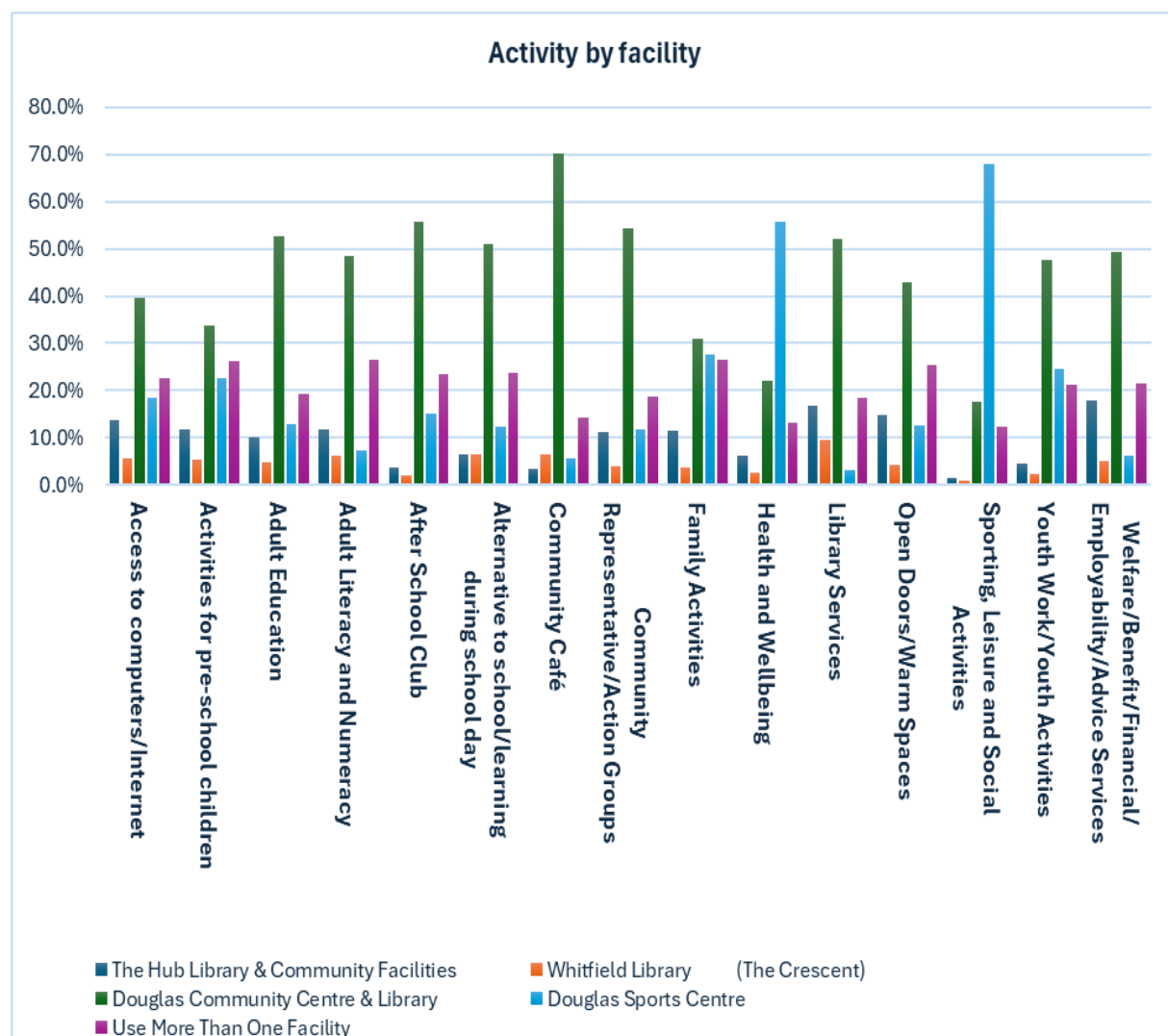
The Hub Library & Community Facilities	238
Whitfield Library (The Crescent)	142
Douglas Community Centre & Library	632
Douglas Sports Centre	816
No - please move directly to Q7	47



Base:1334

**3. What do you currently use these facilities for? Tick any that apply. If you use more than one of the facilities listed for any of these activities, pick the final choice of "use more than one facility"**

Percentage is based on total users of that activity, e.g. 70.3% of those who used a community café did so at Douglas Community Centre and Library



Base: 907

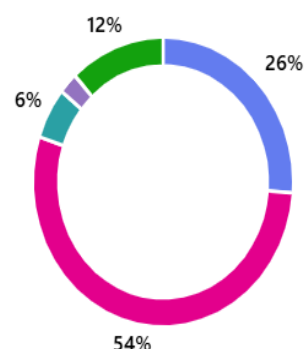
Highlighted in bold in the table below are the 3 most common activities that respondents stated they used within that facility including where they used more than one.

Activity	The Hub Library & Community Facilities	Whitfield Library (The Crescent)	Douglas Community Centre & Library	Douglas Sports Centre	Use More Than One Facility
Access to computers/Internet	<b>13.6%</b>	5.6%	39.6%	18.5%	22.7%
Activities for pre-school children	11.8%	5.4%	33.9%	22.7%	<b>26.2%</b>
Adult Education	10.2%	4.9%	52.6%	13.0%	19.3%
Adult Literacy and Numeracy	11.7%	6.1%	48.5%	7.4%	<b>26.4%</b>
After School Club	3.8%	2.1%	<b>55.8%</b>	15.0%	23.3%
Alternative to school/learning during school day	6.5%	<b>6.5%</b>	51.1%	12.4%	23.7%
Community Café	3.4%	<b>6.5%</b>	<b>70.3%</b>	5.6%	14.2%
Community Representative/Action Groups	11.1%	4.1%	<b>54.2%</b>	11.8%	18.8%
Family Activities	11.5%	3.7%	31.0%	<b>27.5%</b>	<b>26.4%</b>
Health and Wellbeing	6.3%	2.5%	22.1%	<b>55.8%</b>	13.3%
Library Services	<b>16.6%</b>	<b>9.5%</b>	52.1%	3.2%	18.5%
Open Doors/Warm Spaces	14.9%	4.3%	42.9%	12.5%	25.3%
Sporting, Leisure and Social Activities	1.4%	0.9%	17.5%	<b>67.9%</b>	12.3%
Youth Work/Youth Activities	4.4%	2.4%	47.6%	24.5%	21.1%
Welfare/Benefit/Financial/Employability/Advice Services	<b>18.0%</b>	5.0%	49.3%	6.1%	21.6%

#### 4. How often do you currently use these facilities?

54% of respondents stated that they use facilities weekly, 26% stated daily with others less often, note that many respondents left “other” comment outlining differing times of use such as twice weekly etc.

● Daily	334
● Weekly	686
● Monthly	73
● Less often	30
● Other	151

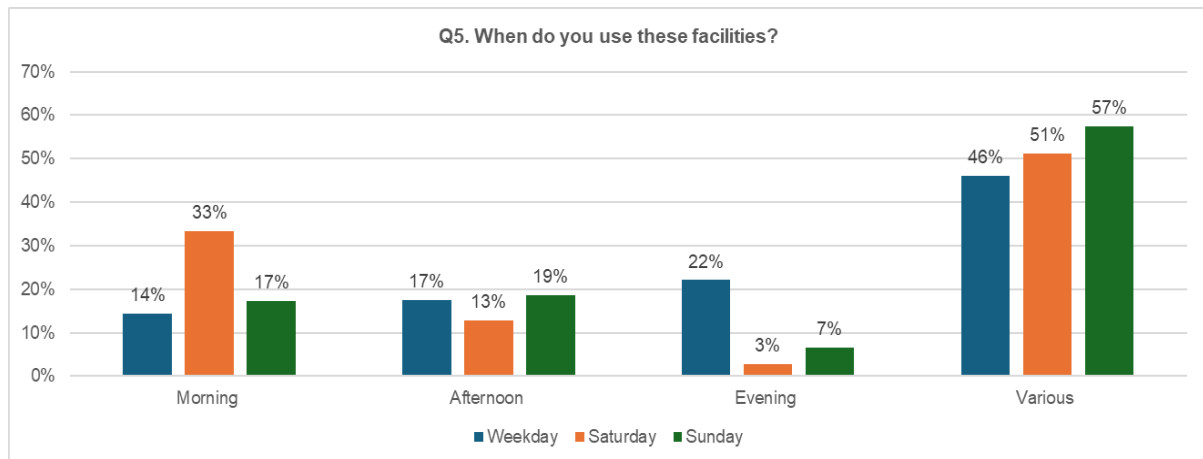


Base:1274

#### 5. When do you use these facilities?

Most respondents used facilities at various times of the day/week depending on the activity they were doing. Of those who specified a particular time, evenings and afternoon during the week were most common, Saturday in the morning and Sunday morning and afternoon.

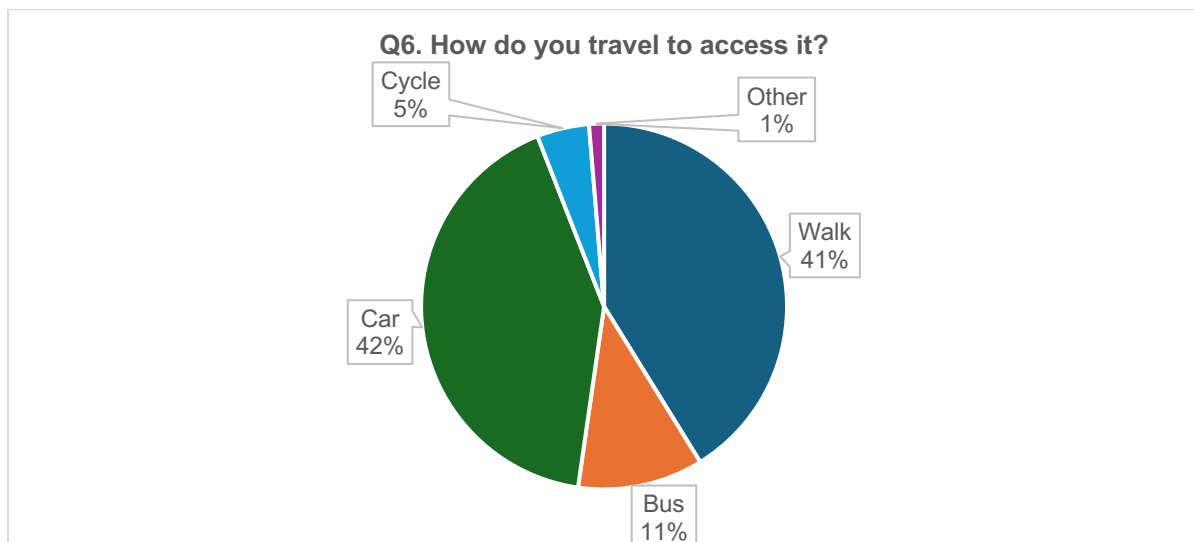




Base: 1248

## 6. How do you travel to access it?

The most common methods of travel were by car 42% but walking was very similar at 41% each followed by bus 11%, cycle 5% and other 1%.



Base:1334

## 7. What impact would the relocation of services to the East End Community Campus have on you?

88% of respondents stated that relocation of services to the East End Community Campus would have a negative impact, 6% stated it would be a positive impact and 6% said no impact.



Base:1306

Users of each facility who stated that moving activities to the Campus would have a negative impact on them was as follows; Douglas Community Centre and Library 88.4%. Douglas Sports Centre 89.8%, The Hub Community Centre and Library 91.5%, Whitfield Library 85.7%.

Note that as users could choose to use more than one facility the percentage is based on those who indicated a negative impact and also indicated use of that facility.

### **8. Please explain below what this impact would be**

1217 respondents provided a response to this question. The main impacts highlighted included concerns around accessibility issues, a loss of community identity, impact on mental health and social isolation particularly to those from vulnerable population groups, also the impact on availability of sporting activities for health and wellbeing.

#### **Accessibility**

A large majority of respondents highlighted concern about the increased distance they would need to travel to access services at the East End Campus, it was felt that this would be particularly challenging for those with mobility issues or without access to reliable transportation, respondents who had issues with mobility mentioned the difficulties of walking long distances to the new facility.

Respondents who rely on public transportation indicated the increased cost of travelling to a new location alongside the lack of suitable transport services being available, particularly during weekends and evenings. It was felt that this would particularly affect vulnerable groups, including the elderly, people with disabilities and those on low incomes who may find additional travel time and costs insurmountable barriers. Parents mentioned difficulties of walking to the new campus to attend activities with small children. Some felt that accessibility issues could lead to the potential loss of access to community services such as community cafes, food larders and support services would exacerbate financial strain on already vulnerable populations.

Those who had their own transportation indicated that they had concerns around the availability of parking at the campus and issues that insufficient parking could bring.

Concerns were highlighted about whether the facilities will be accessible to the public during school hours and how all the current activities held at each location could be accommodated within one building. There was concern that the new campus will not be able to accommodate all existing activities and services currently offered at each of the individual centres, leading to a reduction in available resources and support. How access would be managed was given particular mention and the impact on the safety and security of both pupils and community members who would be using the facilities.

#### **Impact on mental health and social isolation**

There was a strong consensus from respondents that relocation would negatively impact their mental health, indicating that the current facilities provide a strong sense of community, familiarity and support which could be lost in a larger, new environment. It was highlighted that the current facilities offer various classes and activities that help reduce feelings of isolation, especially for parents with young children, elderly individuals and those with disabilities and mental health issues. Concern was given that relocation and the navigation of a new facility could disrupt these routines and social connections, leading to challenge of increased isolation and associated negative impacts on mental health.

A number of respondents from younger age groups stated that attending a school building for their activities would be detrimental to their mental health due to their poor experiences in a school environment, there was a strong preference to attend groups outside of the school. Also mentioned was the stigma around accessing services such as foodbanks and larders within a school environment and the potential loss of access these services.

#### **Community Identity**

Many respondents felt that merging all the sites would potentially result in the loss of individual identities that each site currently has which is seen as being important for community cohesion and connection.

Respondents felt that community centres and libraries in particular provide a vital service for those who live within disadvantaged areas and the services they provide are vital to support residents of these areas, particularly children, low income families and the elderly. The movement of these to a different location could cause community spirit to be diminished leading to loneliness and isolation.

It was felt by some that the closure of community facilities could leave the community feeling isolated and underserved leading to accessibility issues for services, concern was also shown around a rise in anti-social behaviour if buildings are left unused for a period of time.

### **Impact on activities**

Users of the Douglas Sports Centre were particularly concerned about the impact on the sports activities available and whether the new facilities will be able to accommodate the same level of service. It was felt that there was a lack of suitable other facilities across the city which can accommodate particular activities such as indoor hockey, pickleball and specific health recovery related activities. Respondents stated that as Douglas Sports Centre is unique in the facilities it can provide if these are not available at the new campus then this will impact on sports participation, health and wellbeing and opportunities to participate in competitive leagues.

Some stated that the closure of libraries would have a significant impact on the community. It was felt that libraries offer much more than just books and are essential for different members of the community, including parents, young people and the elderly. A number of respondents stated that libraries are seen as safe spaces and that they need to be local and accessible for those in particular with financial limitations or mobility needs. The impact of relocating three libraries within one space was highlighted as a concern.

It was highlighted that specialised programmes which provide support to young people in particular and their families at the community centre are currently located within close walking proximity to the primary school and their homes ensuring these are easily accessible to the community, difficulties in providing dedicated transport along with associated costs were raised as a particular concern.

### **9. Are there any changes that could be made to lessen any impact for you?**

1008 respondents provided a response to this question. Most strongly favoured keeping the current facilities open, citing their importance to the community and potential negative impacts of closure. Some however were open to alternative options if mitigations were implemented.

Several respondents suggested a dedicated community transport service with disability access that runs frequently to improve accessibility to the new facilities. Improvements to the current bus routes were also mentioned to ensure full access to the new facility.

There was a strong emphasis on the availability and general improvement of facilities across other venues in the city or provision which could ensure that adequate facilities are still available for the activities which are currently only possible in the Douglas Sports Centre. Some stated that operating hours and services on offer at other facilities such as Grove Academy should be explored as an alternative, current opening hours seen as being restrictive.

Some stated that it needs to be ensured that the spaces within the new facility are fully suitable to the activities which currently take place within the community facilities and that they meet specific need. It was suggested that if the sports centre was transferred to another provider, negotiations should ensure that use of it continued to be available by certain groups as part of any asset transfer agreement.

With regard to library provision, it was suggested that some form of provision still be in place, possibly in local schools or by combining the hub and the library, keeping current facilities but operating these on a reduced hours basis.

Regarding accessing activities at the campus, respondents felt that it needed to be ensured that safe walking routes and crossing points are in place with good lighting. Adequate parking needs to be in place at all times of the day along with suitable disabled access.

The need for easy and full access to facilities which is not impacted by school use in terms of timings was cited, stating that the operating hours of the schools should have no impact on the availability of the facilities to general public.

**10. If you do not currently use any of the services at these facilities, would you be likely to use them if they are all located within one facility at the East End Community Campus?**

This question is not showing results as would have been expected, in Q2 47 respondents stated that they did not use any of the facilities therefore it can be seen below that those who do currently use facilities have responded to this question with a total response of 938.



Base: 938

**11. The options below are being considered for the current facilities if no longer required by DCC or Leisure and Culture Dundee. Do you have any feedback or suggestions on these options or on alternative suggestions?**

Using them for other purposes;

- Transferring them to community organisations
- Selling the buildings
- Closing the buildings

There were 873 responses to this question.

Overall, there was significant opposition to any changes that would result in the closure or repurposing of the facilities, particularly Douglas Community Centre and Douglas Sports Centre, with most respondents preferring the council to keep them local, open and operational.

Respondents did highlight some alternate suggestions which included, looking at alternative ways to keep facilities running, such as community asset transfer to local groups, local and national sporting organisations or third-sector parties and seeking external grants.

Those who suggested transferring facilities to the community or other organisations emphasised the need for strong support and stable financial models to ensure that community organisations could successfully manage these assets. Others pointed out that without adequate support, community asset transfers might fail, and the facilities should remain council funded long term.

If there was no other options, selling them rather than closing was seen as preferable with the profits from any sale being used to fund community projects or to upgrade other provisions across the city.

**Further Feedback**

834 respondents gave further feedback, much of this was similar to the feedback given in Q8 however some additional points were made.

There was some sentiment that it was difficult to give opinion on relocation of any services from the facilities without clearer information on what will be available at the new campus location in terms of alternative options, facilities, booking systems and wider resources, stating that without this information it was hard to say what any impact would be. Given that the new facility was due to open soon it was felt that the consultation should have occurred during the planning stage of the new facility, some felt that this approach undermines the purpose of public engagement, leaving many community members feeling powerless.

Many users pointed out the high footfall of the community and sports centre, questioning the need to even consider closing such well-used and financially viable facilities.

It was felt by some that no decisions should be made until a period of time after the new campus is open so that there is an opportunity to assess the new facilities and gauge opinion then on what is required to relocate services. Some cited experience of using similar community campus spaces in other local authorities and being aware of difficult issues around sharing of spaces, resources and storage.

There was further feedback from some respondents around similar relocations from other facilities across the city such as the Lynch Centre to Menzieshill Community Hub which were felt had not worked successfully due to the similar concerns raised within this consultation, particularly that around accessibility.

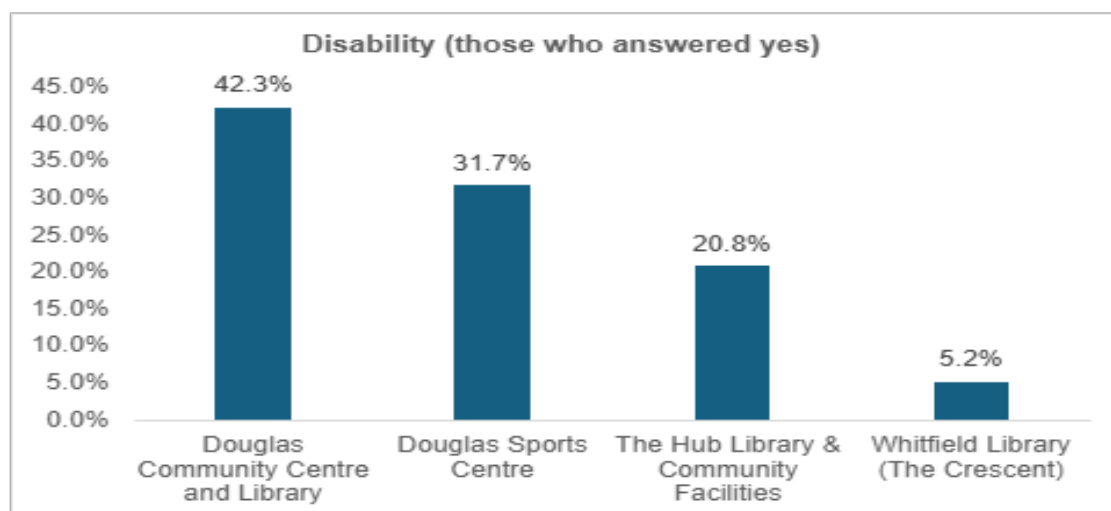
A number of respondents had concerns about increased traffic and congestion around the new campus particularly during school opening and closing times, and the overall impact on traffic in the area on what is seen as an already busy road.

There were concerns about accessibility for people with mobility issues, including the need for close parking, ramps, and specialised facilities and equipment required by some groups who currently use facilities for specific health related recovery activities.

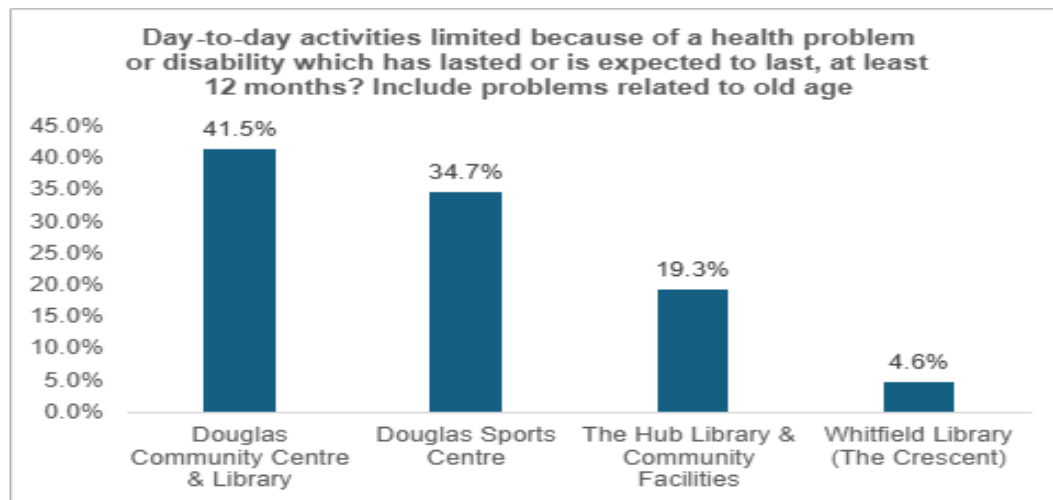
## PROTECTED CHARACTERISTIC AND AREA BREAKDOWNS

The percentage is based on the total number of those who met the characteristics criteria and indicated they used that facility. Note that respondents could indicate use of more than one facility therefore the base will be larger than the total respondents who had this characteristic in the overall survey.

### DISABILITIES AND HEALTH CONDITIONS

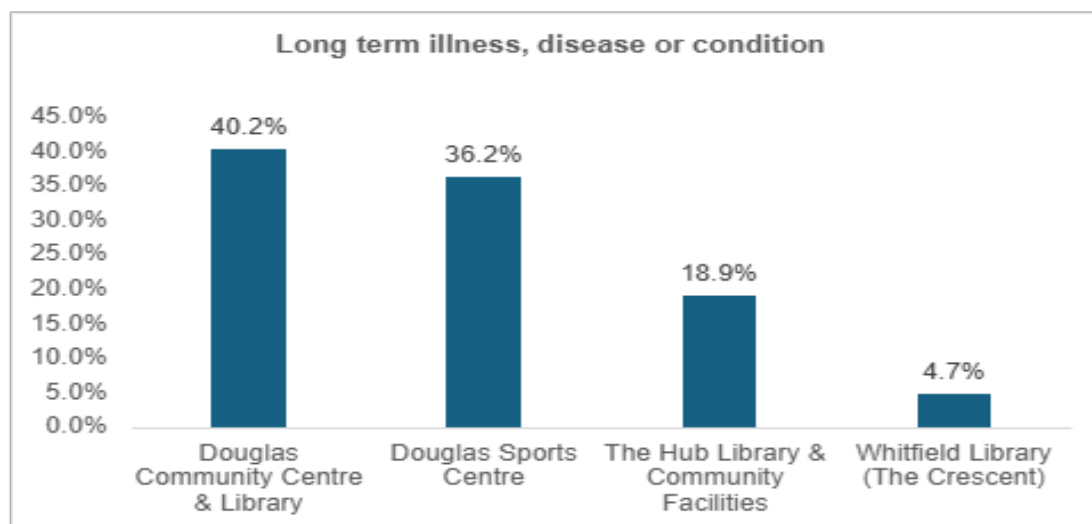


Base: 504



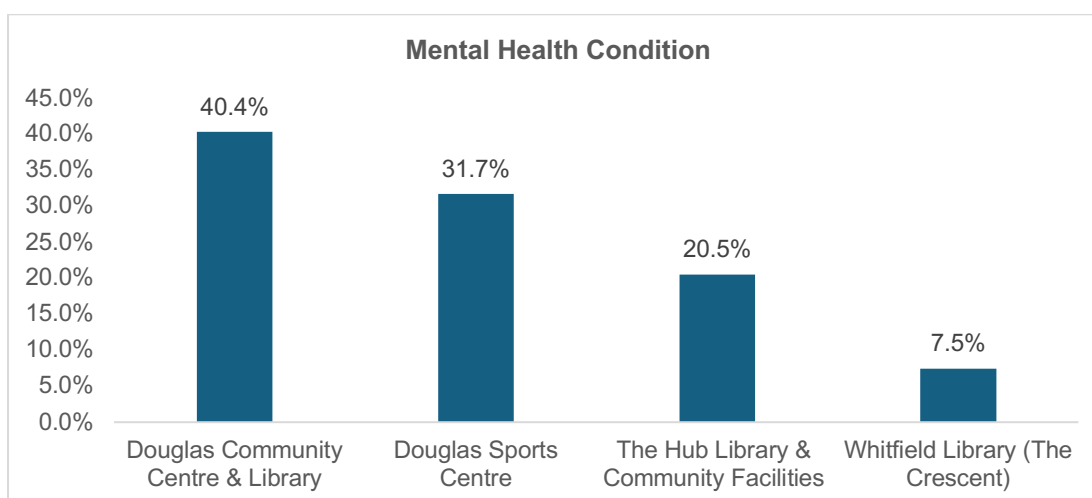
Base: 545

### Long-term illness, disease or condition

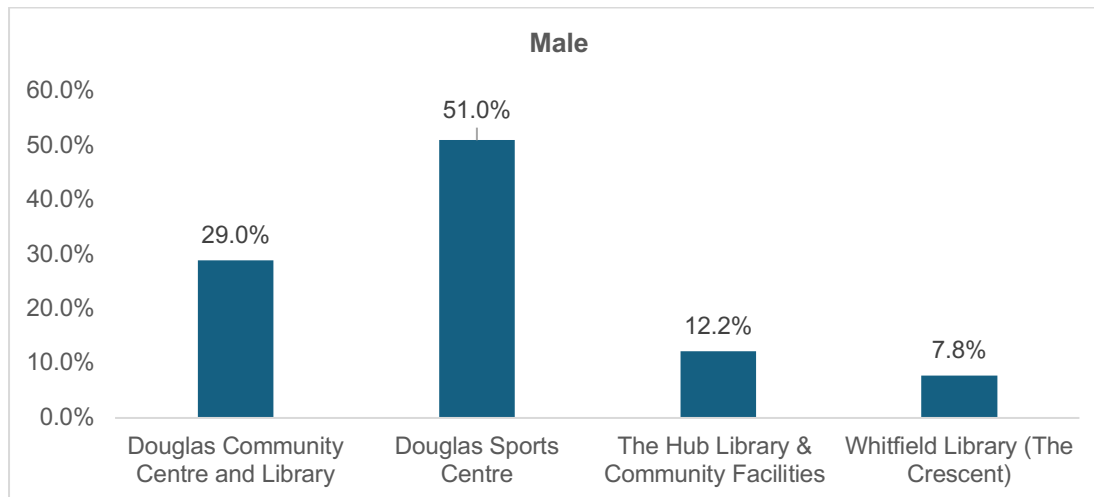


Base: 301

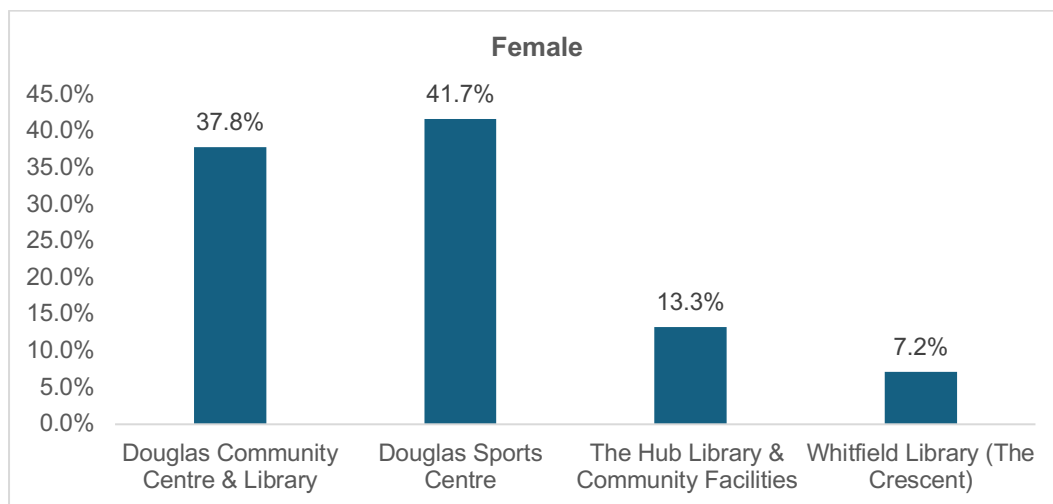
### Mental Health Condition



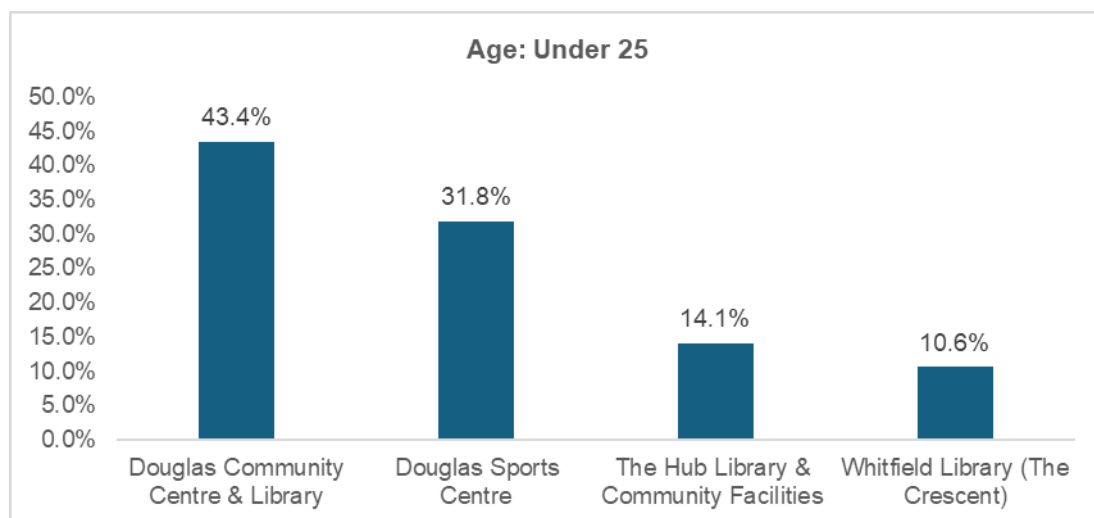
Base: 322

**SEX**

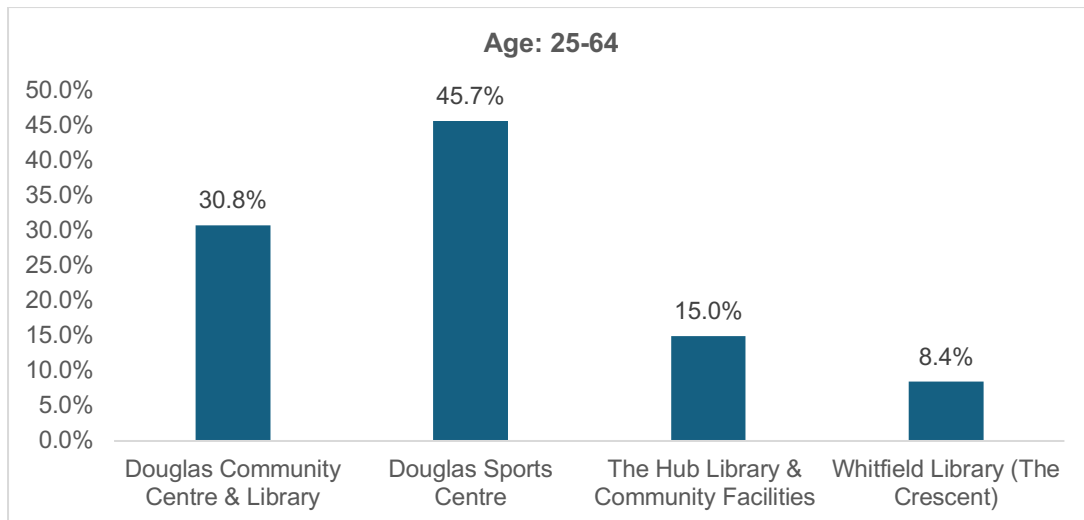
Base: 670



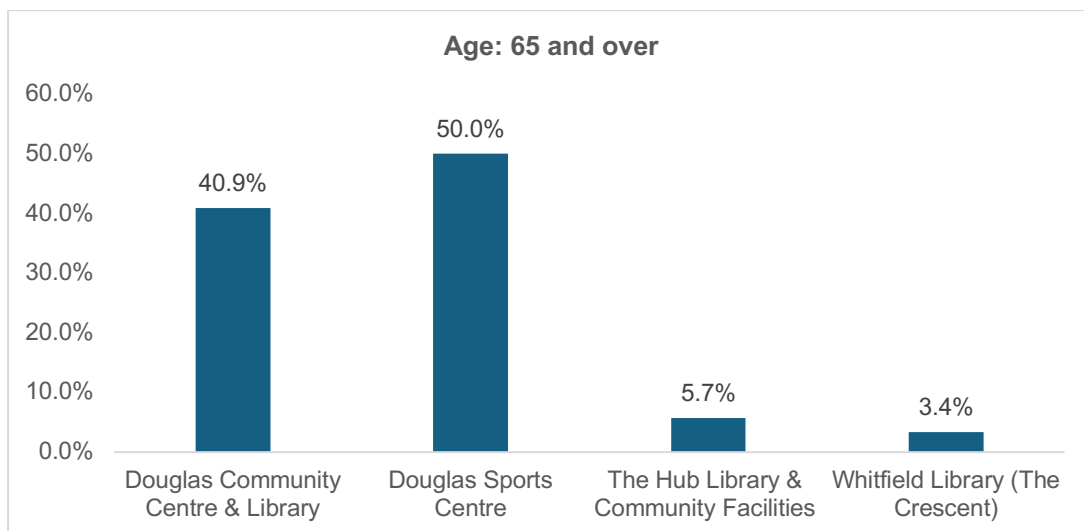
Base: 1074

**AGE**

Base: 198

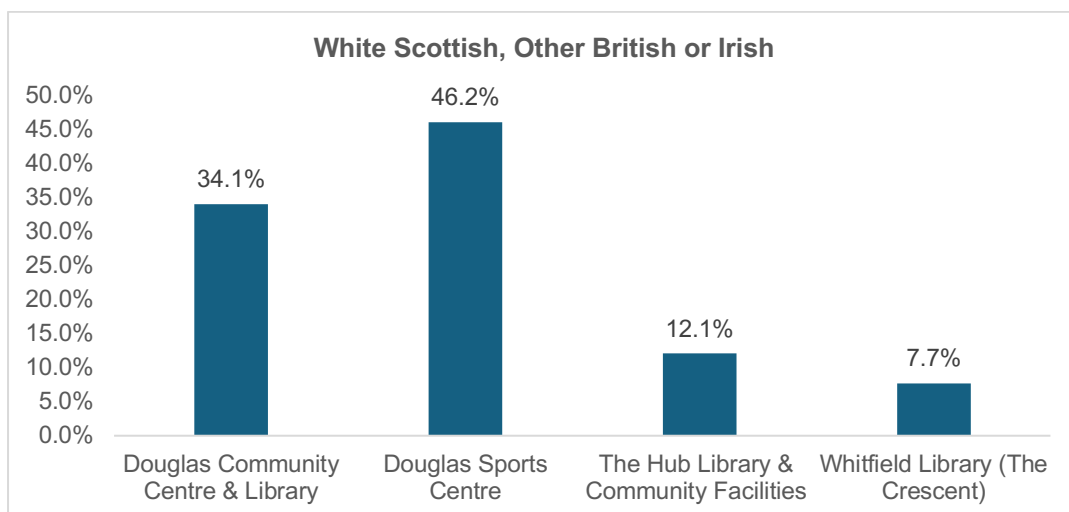


Base: 1172



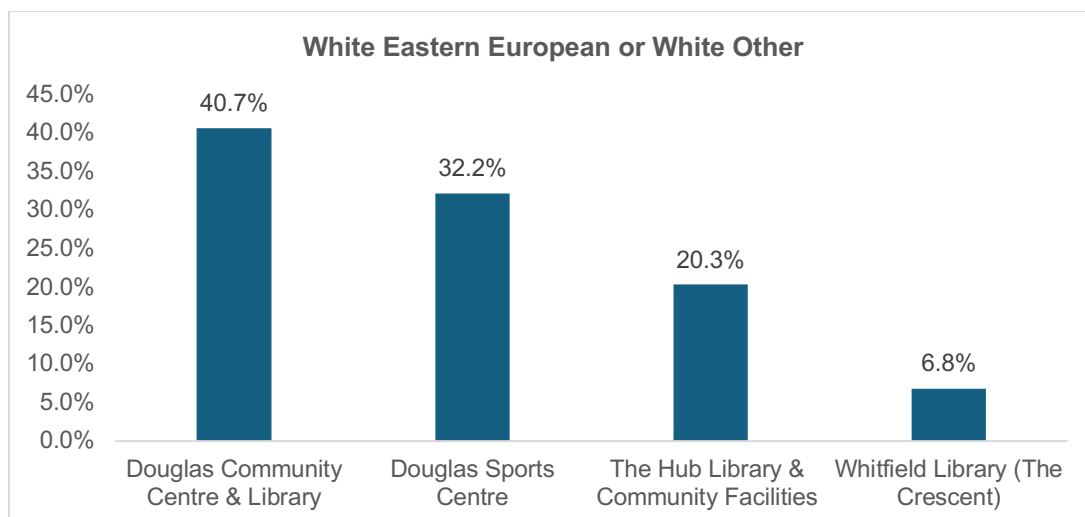
Base: 384

## ETHNICITY

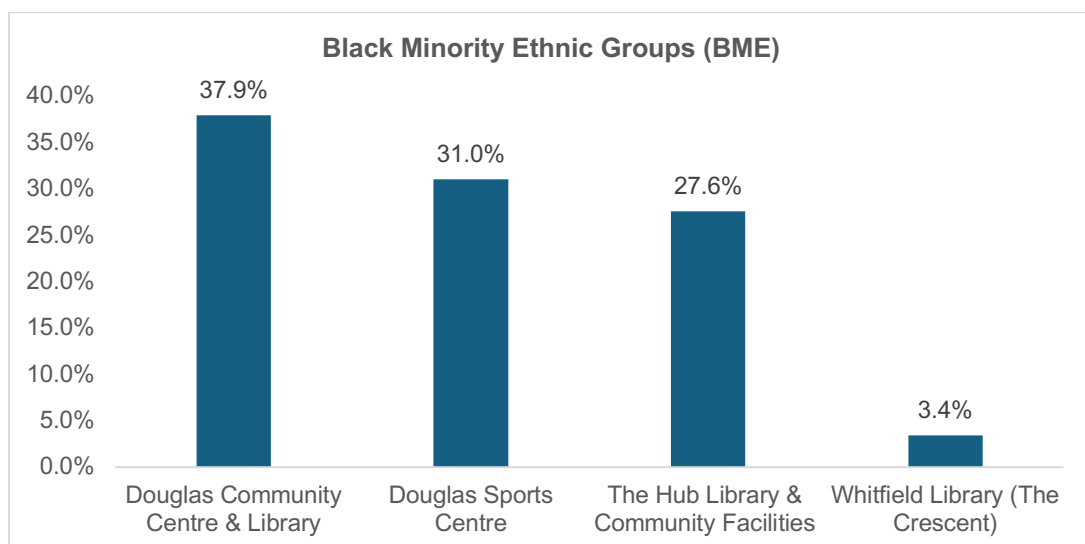


Base: 1599



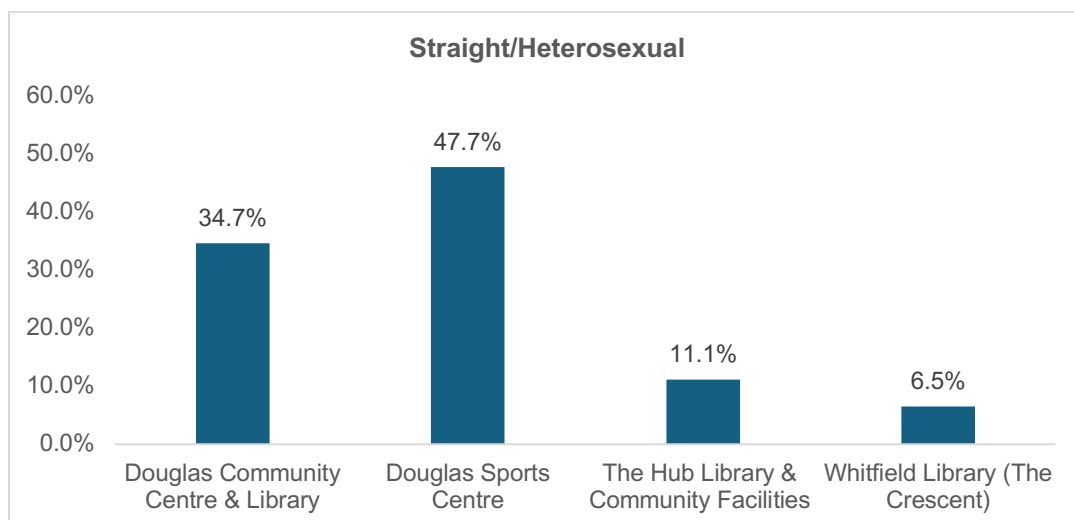


Base: 59

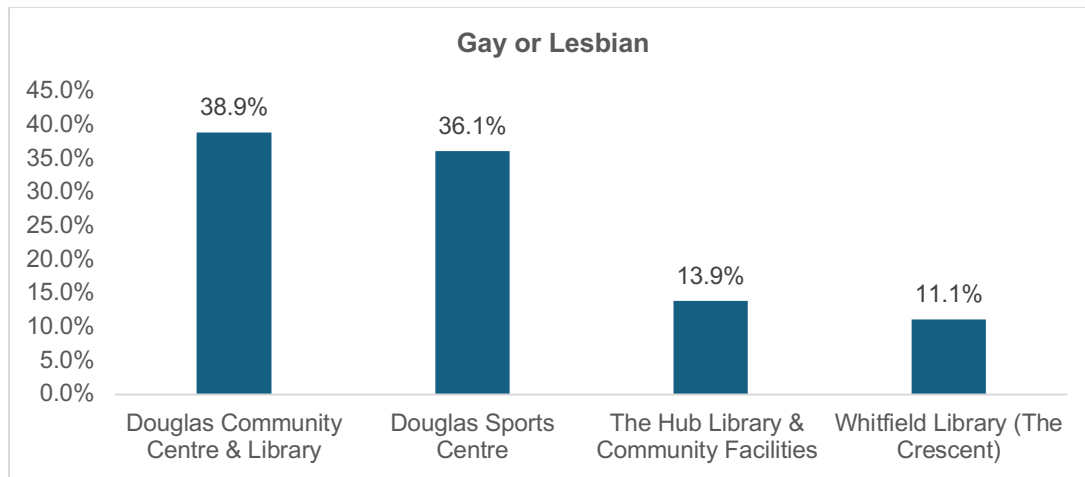


Base: 58

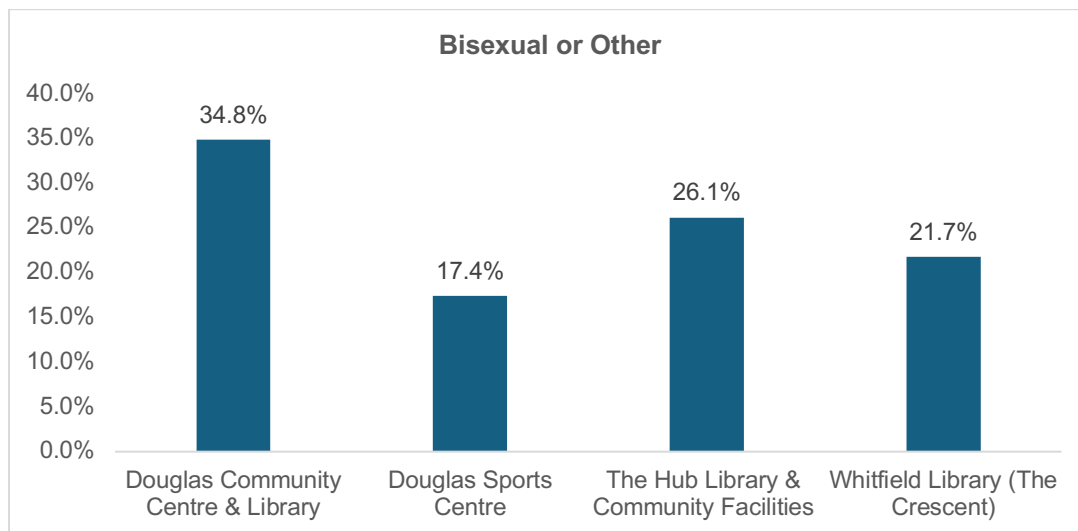
## SEXUAL ORIENTATION



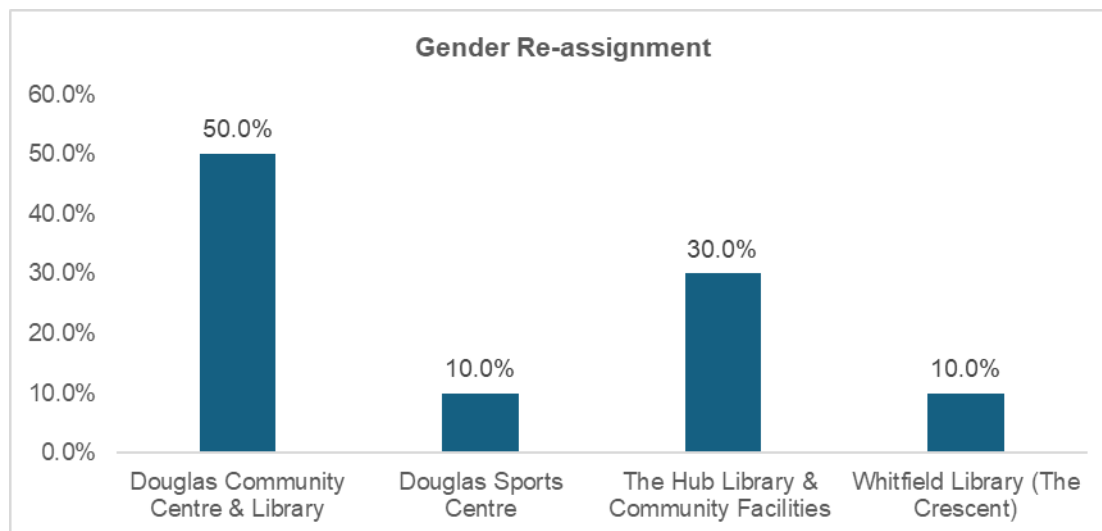
Base: 1457



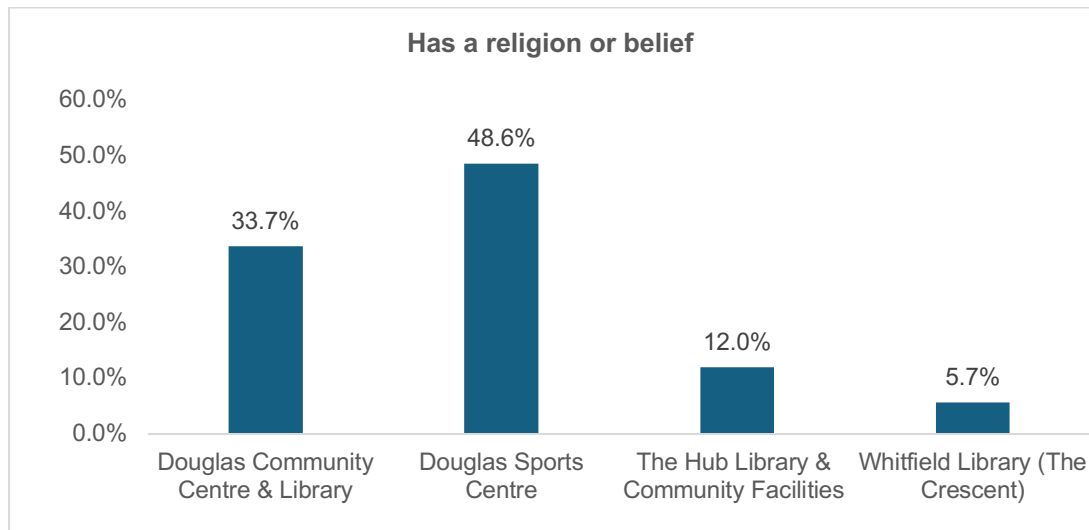
Base: 36



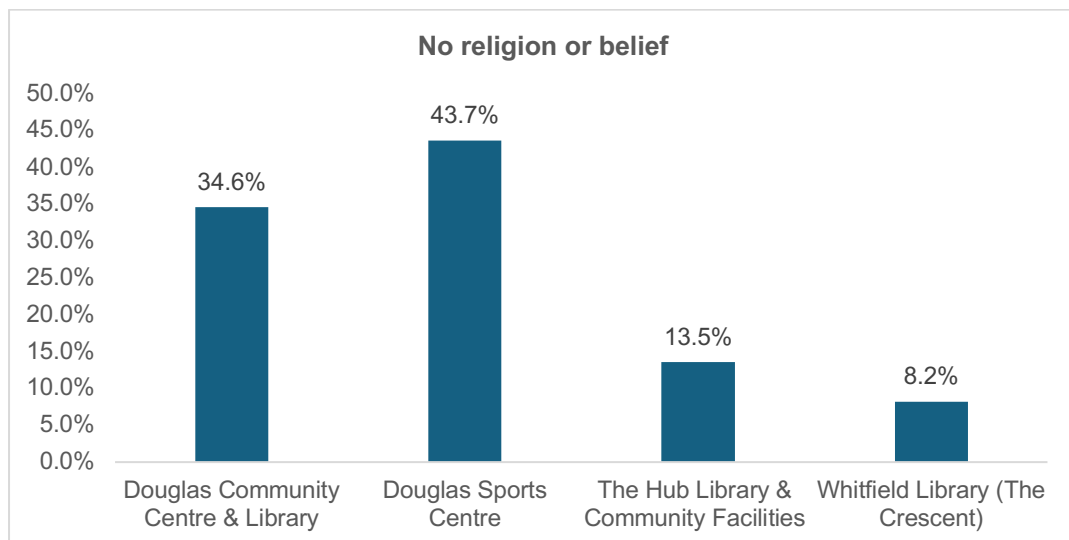
Base: 23



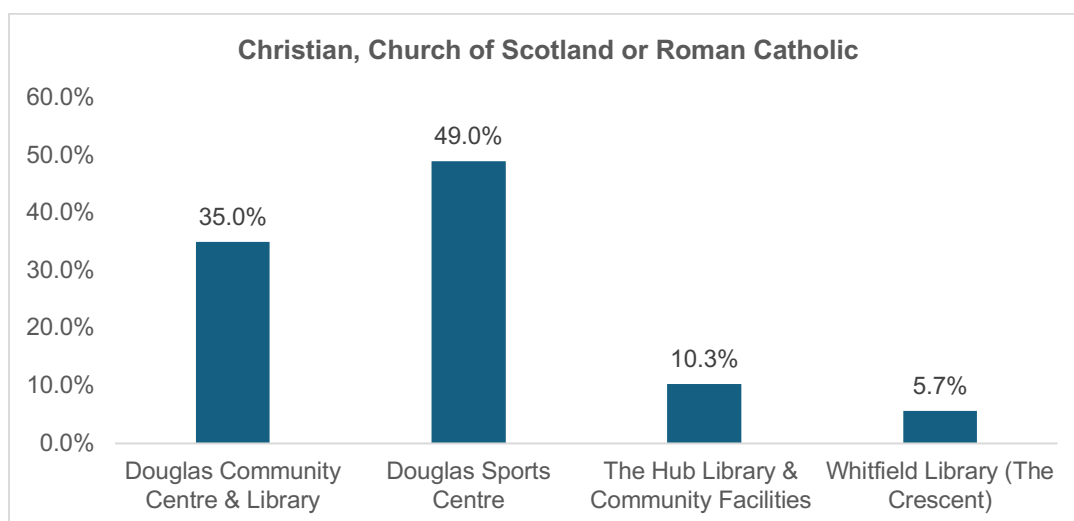
Base: 10

**RELIGION**

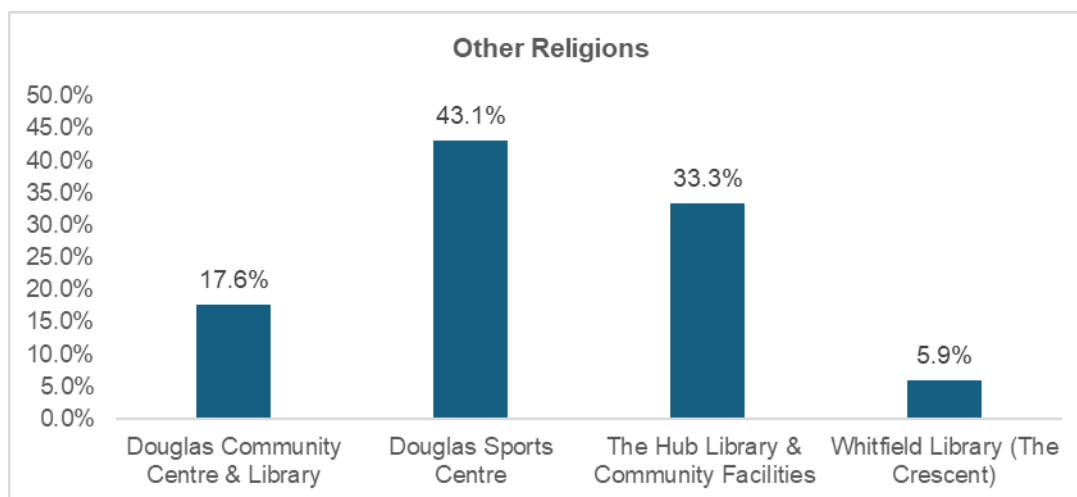
Base: 700



Base: 827

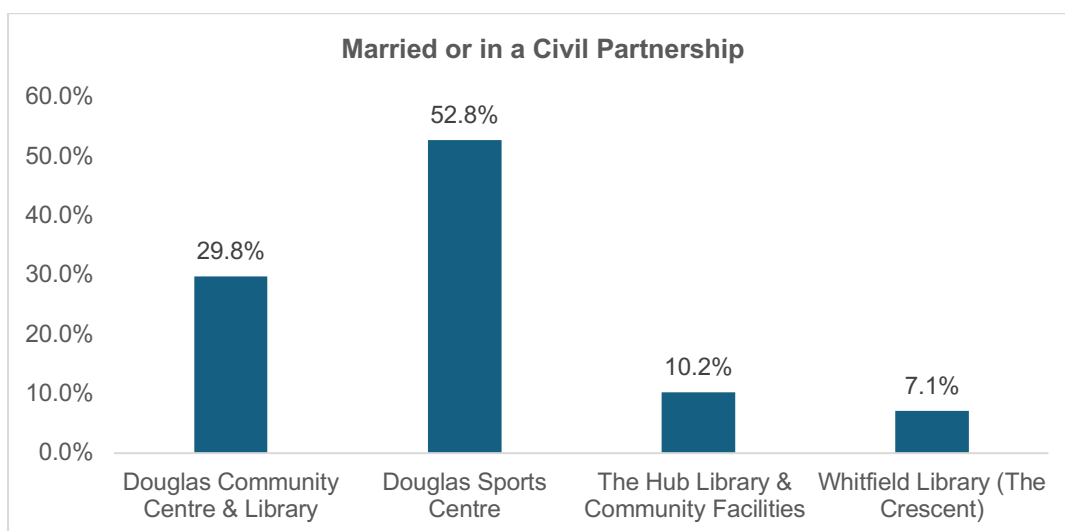


Base: 649



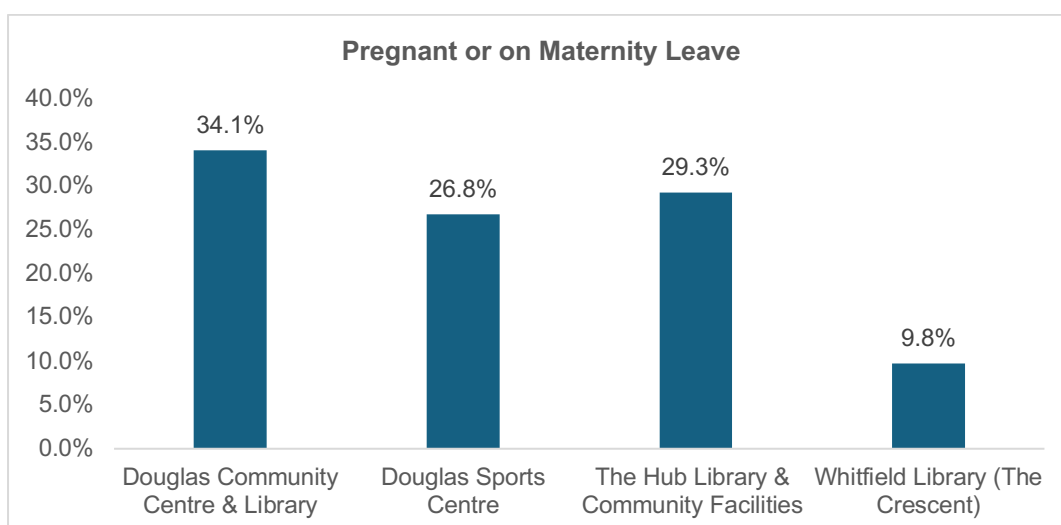
Base: 51

### LEGAL MARITAL STATUS

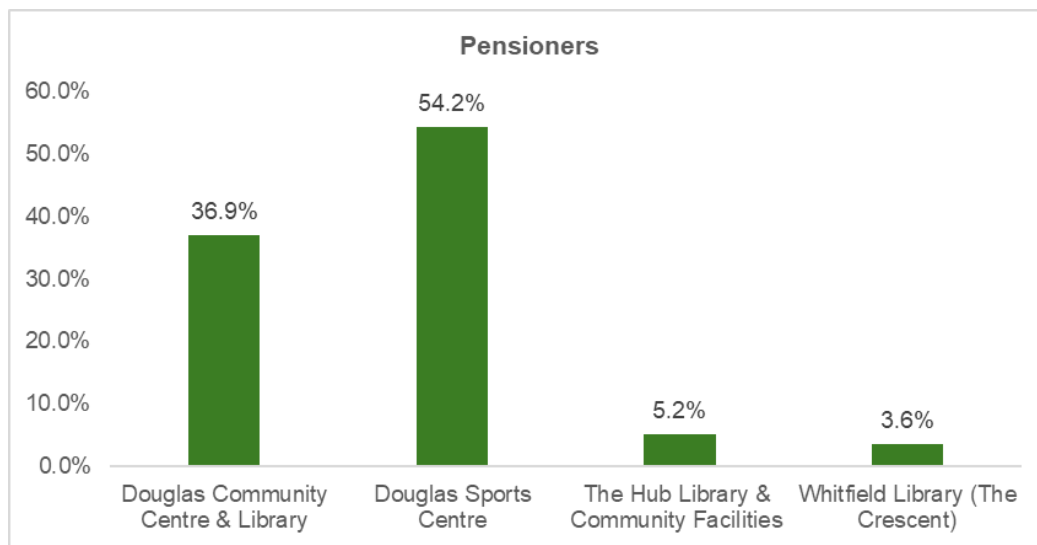


Source: 674

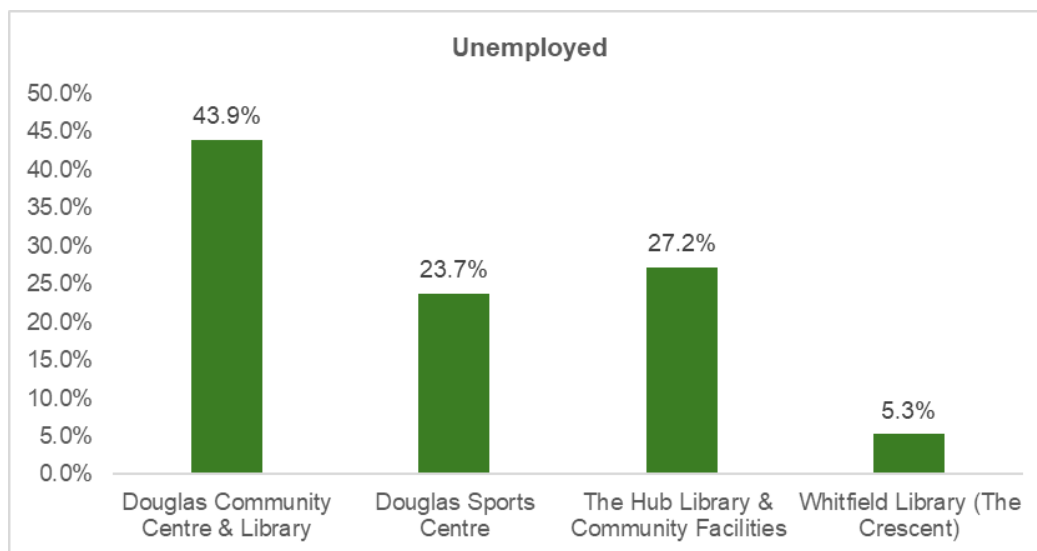
### PREGNANCY OR MATERNITY LEAVE



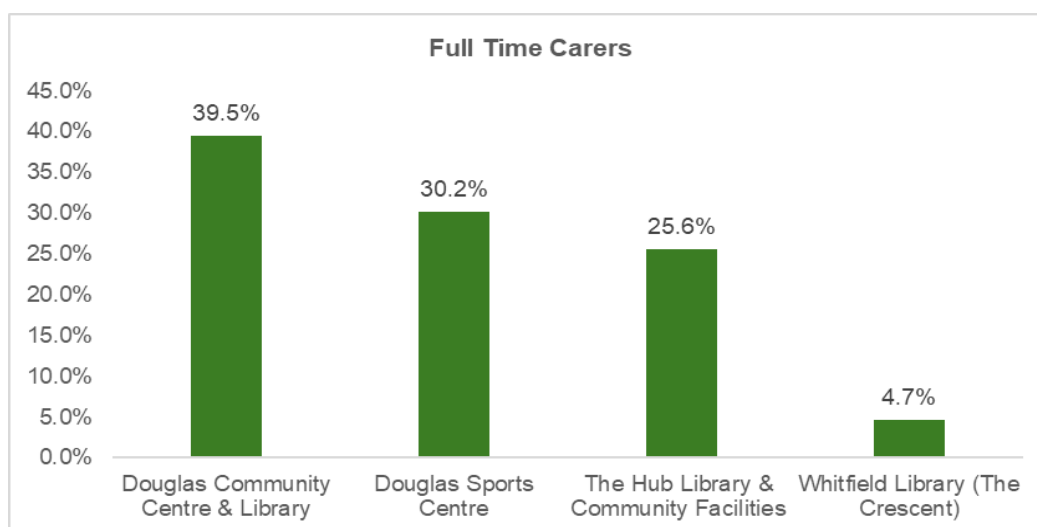
Base: 41

**SOCIO – ECONOMIC**

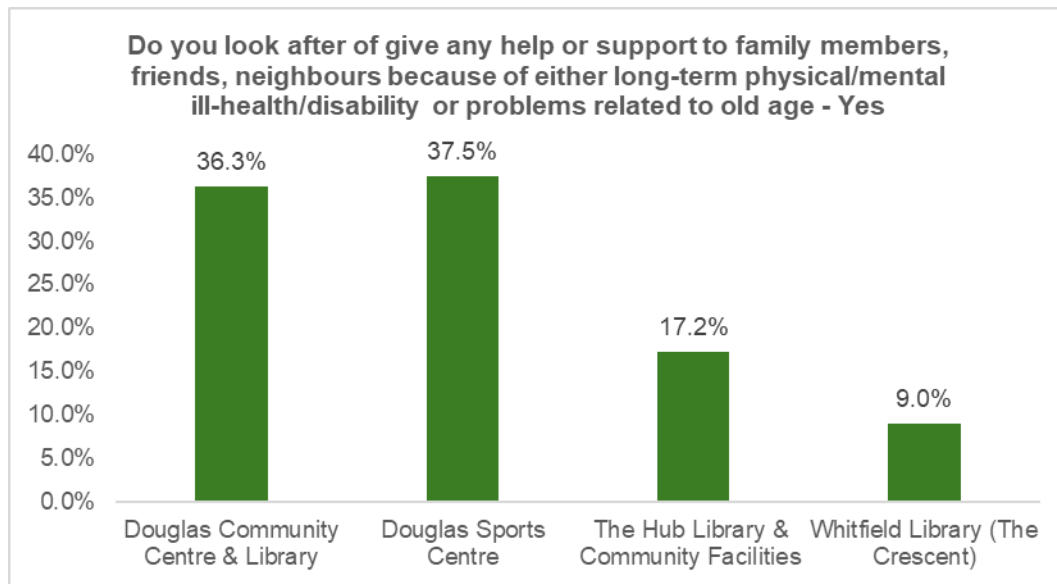
Base: 439



Base: 114

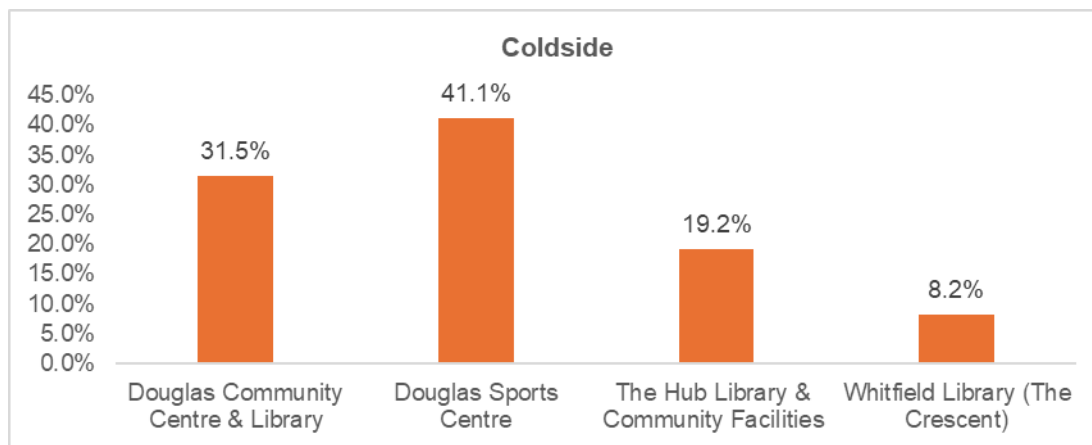


Base: 43

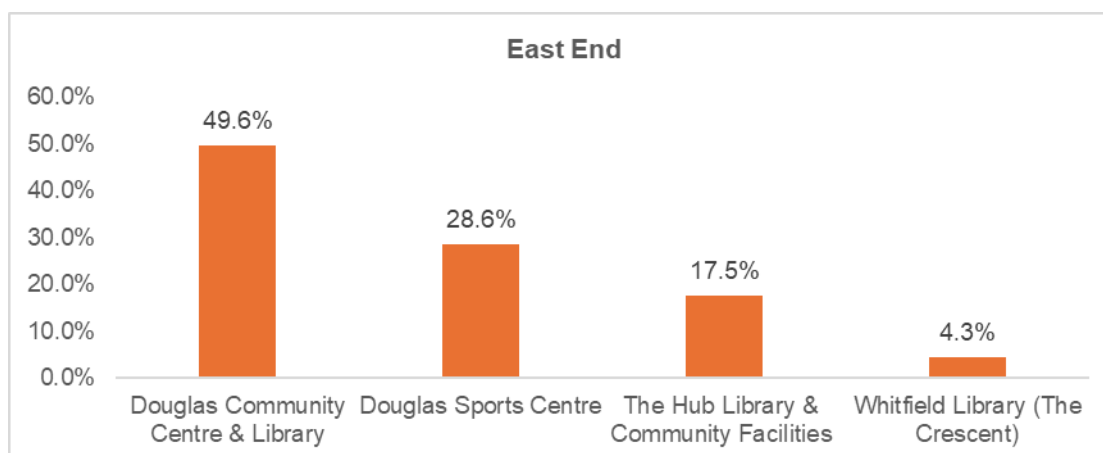


Base: 658

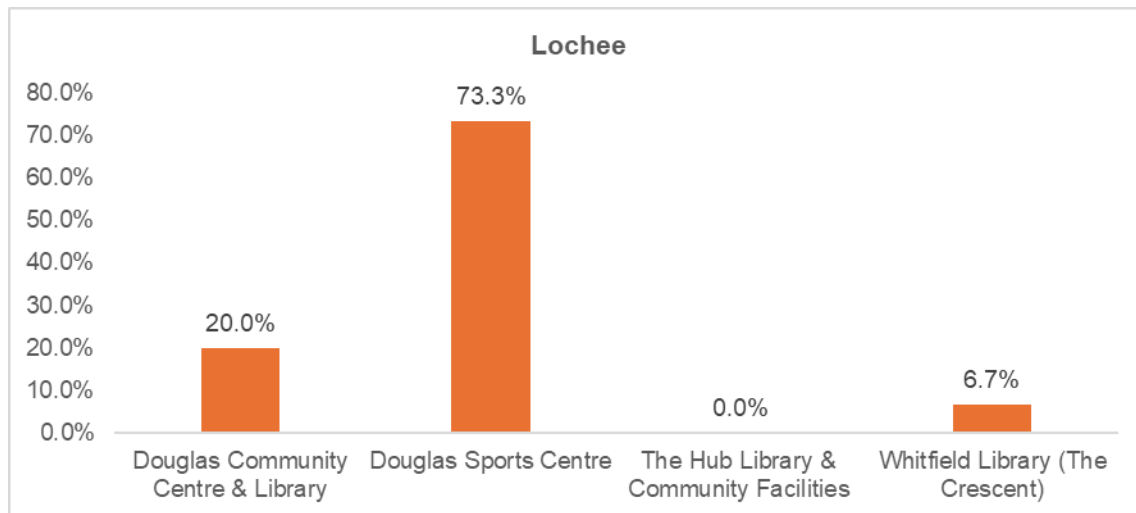
### GEOGRAPHIC BREAKDOWN



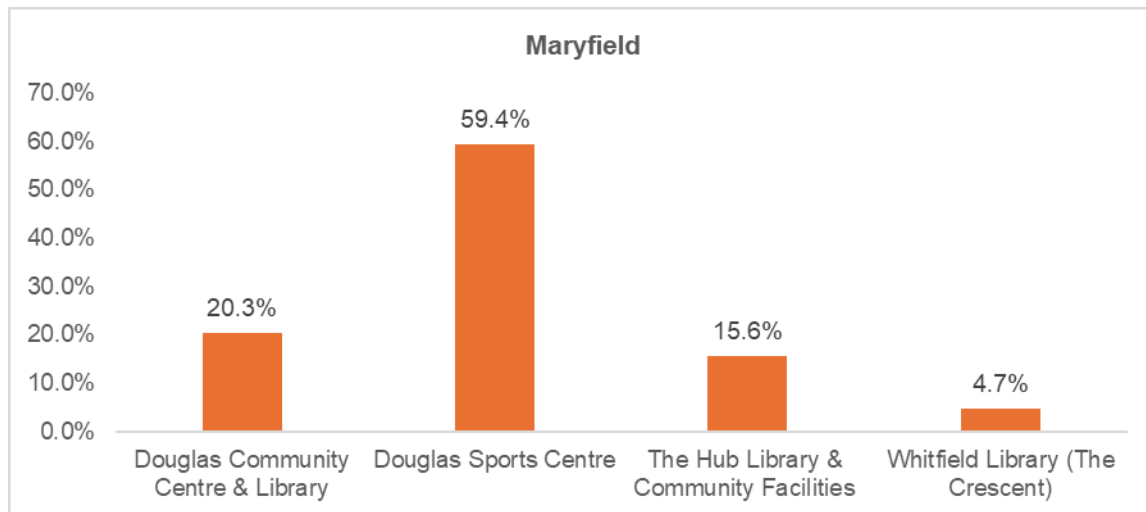
Base: 73



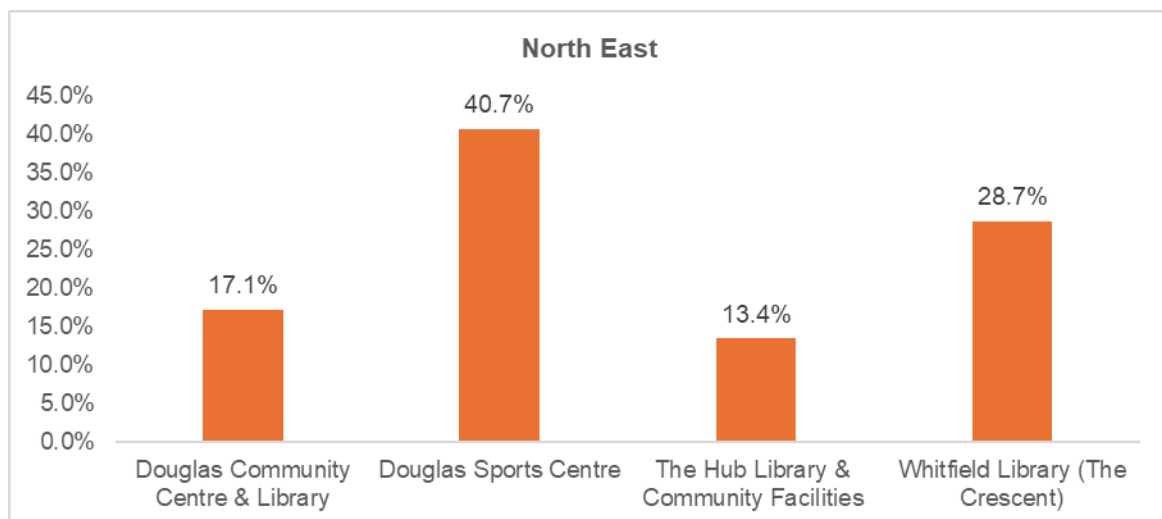
Base: 798



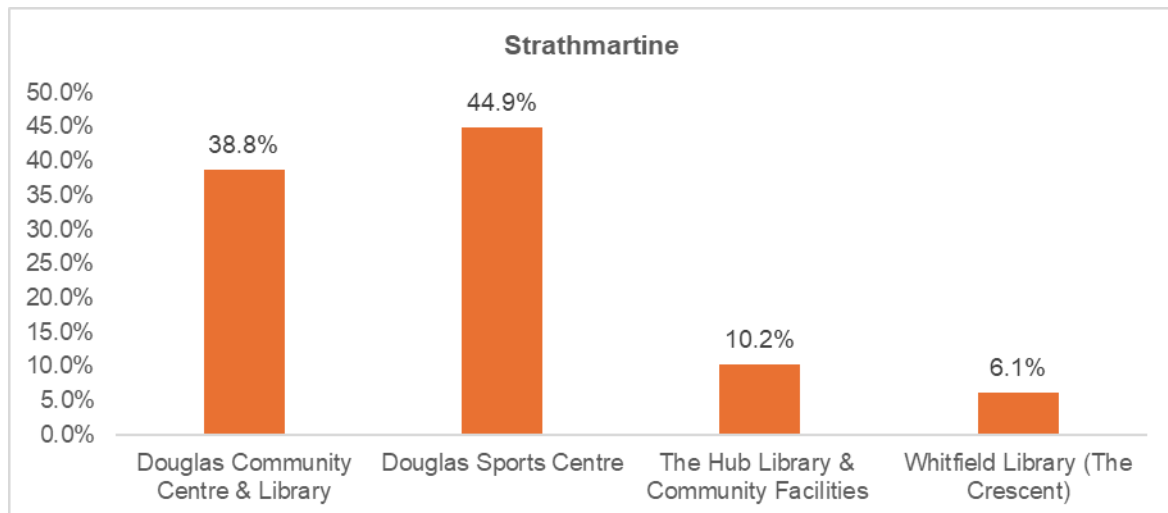
Base: 15



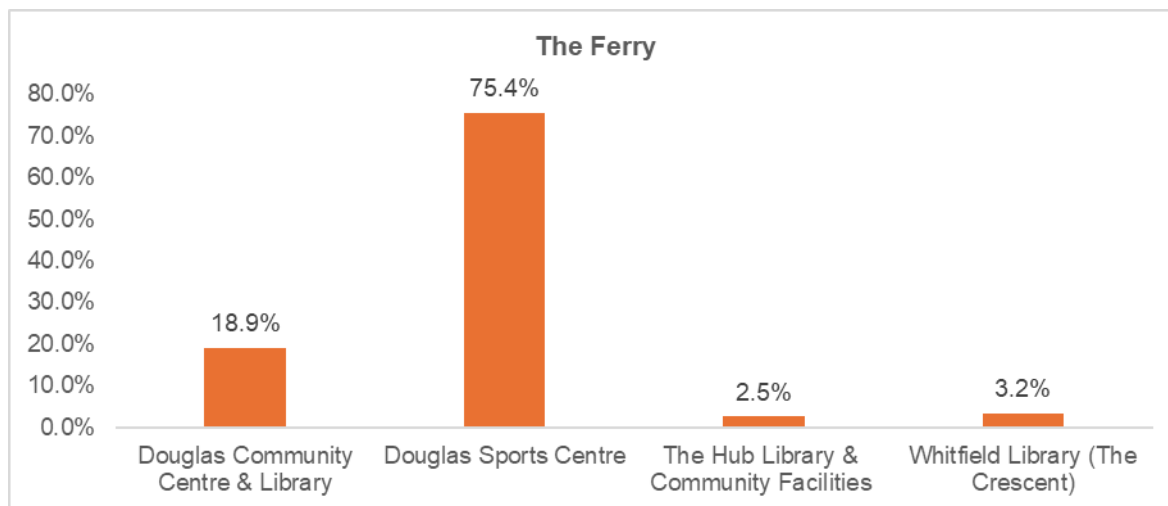
Base: 64



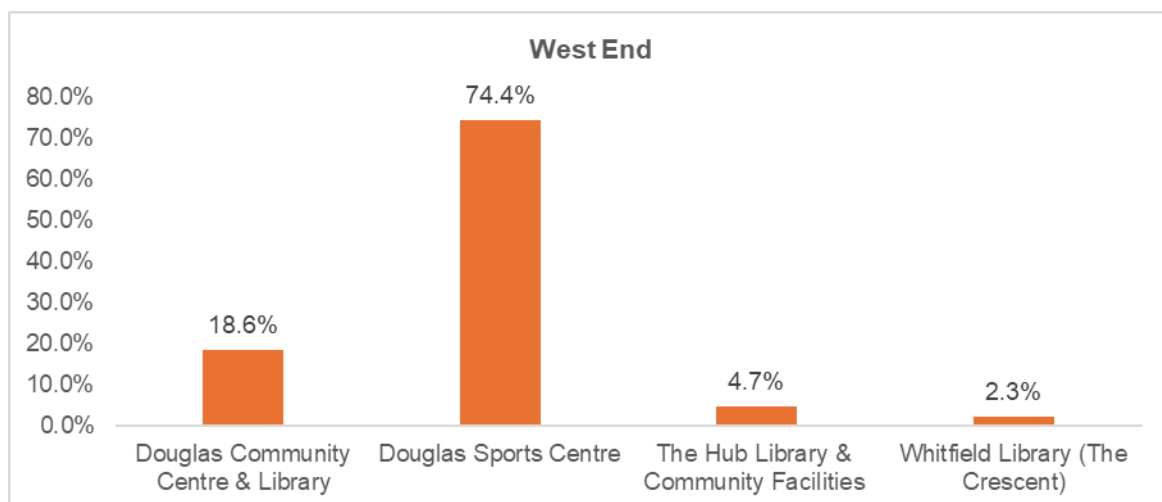
Base: 216



Base: 49



Base: 285



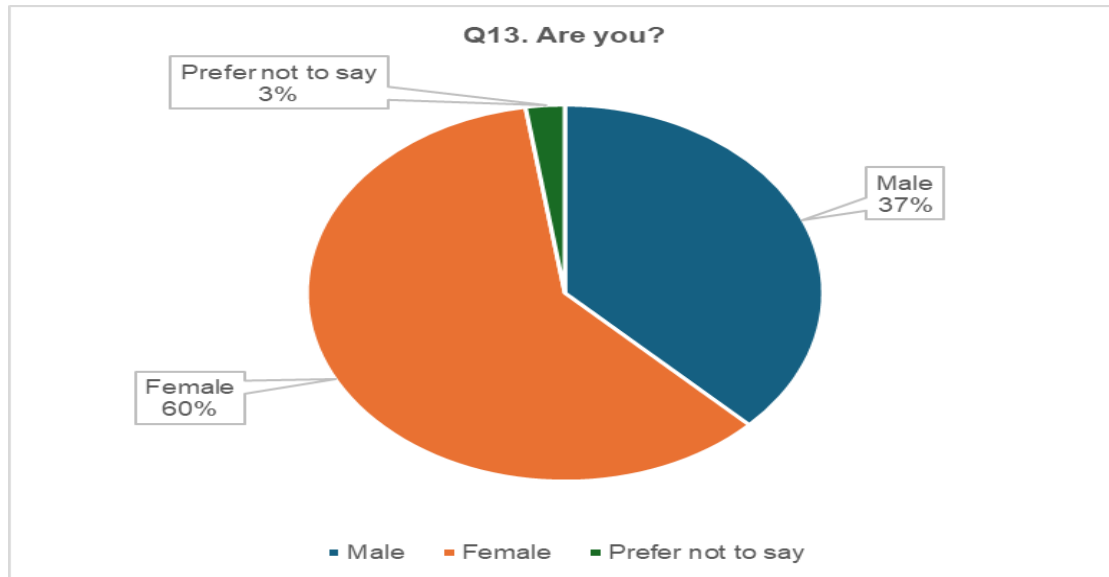
Base: 43



## DEMOGRAPHICS

### SEX

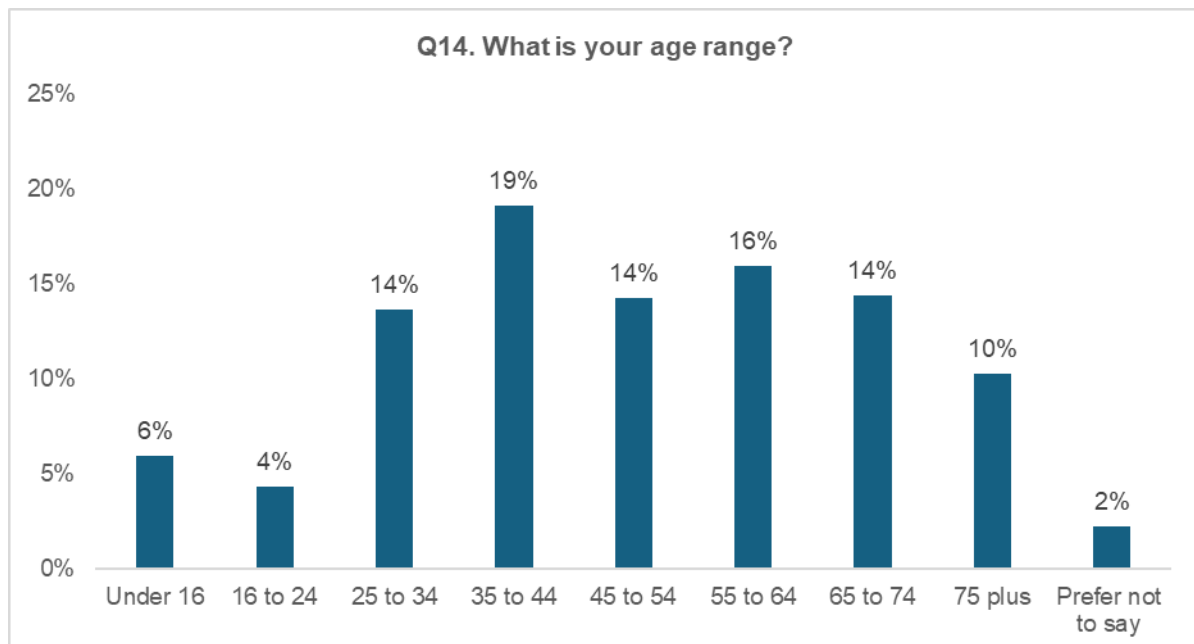
Most respondents (60%) stated that they were female and 37% stated that they were male. Three per cent of respondents stated that they would prefer not to say when asked this question.



Base: 1306

### AGE

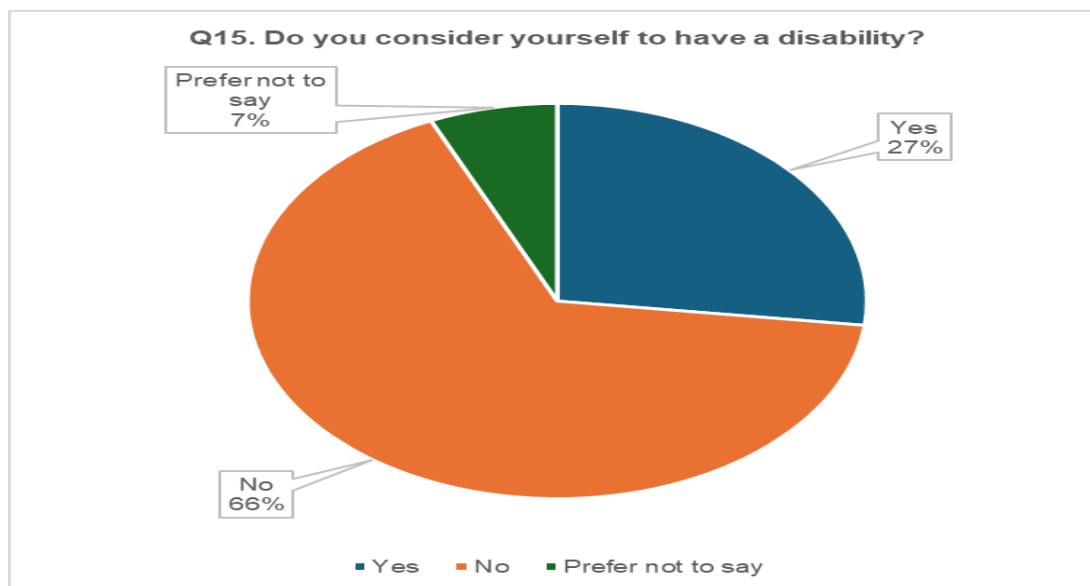
Six per cent of respondents were under 16 years of age, 4% were aged 16 to 24 years, 14% were aged 25 to 34 years, 19% were aged 35-44 years, 14% were aged 45 to 54 years and 16% were aged 55 to 64 years. Those aged 65 to 74 years accounted for 14% and 10% of respondents stated that they were 75 years and over. Two per cent of respondents stated that they would prefer not to say their age.



Base: 1310

### Do you consider yourself to have a disability?

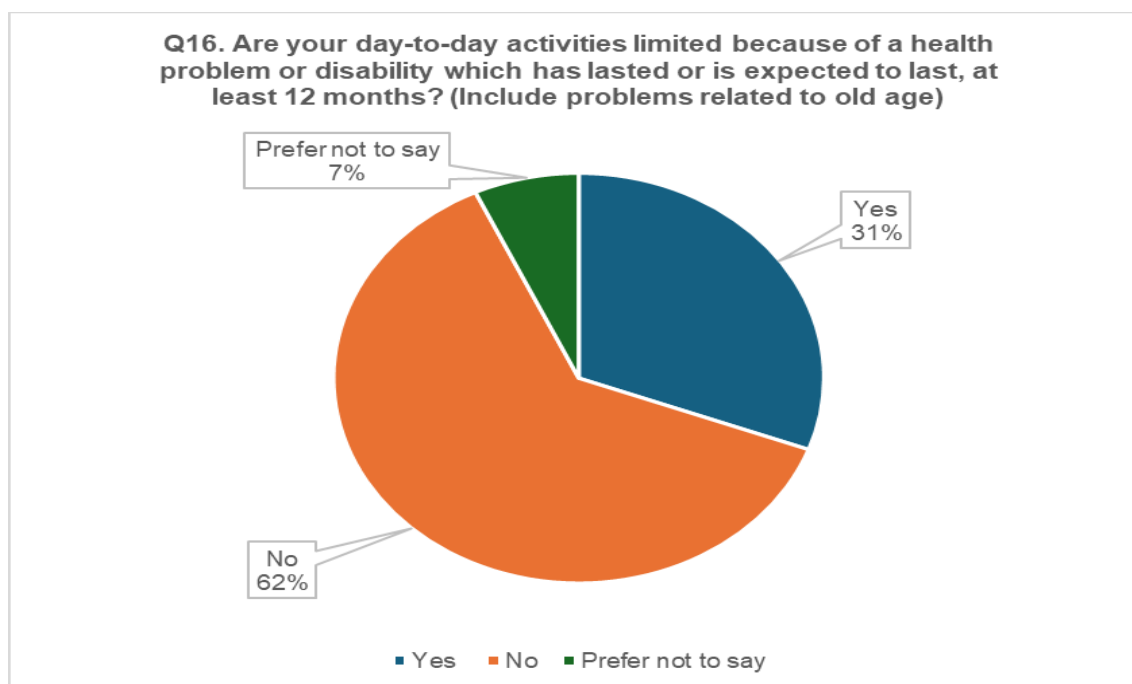
Most respondents (66%) stated that they did not have a disability. Twenty seven per cent of respondents stated that they did have a disability and 7% stated that they would prefer not to say.



Base: 1302

### Are your day-to-day activities limited because of a health problem or disability which has lasted or is expected to last, at least 12 months? Include problems related to old age

Most respondents (62%) stated that their day-to-day activities were not limited because of a health problem or a disability which has lasted or is expected to last at least 12 months. Thirty one per cent of respondents stated that their day-to-day activities were limited when asked this question and 7% of respondents stated that they would prefer not to say.

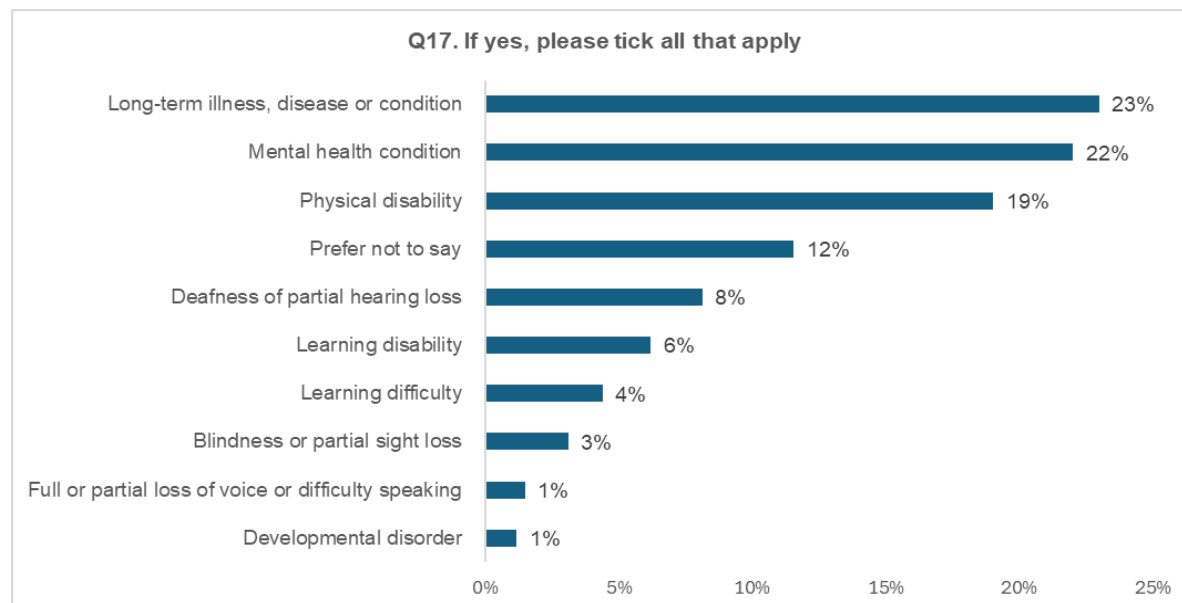


Base: 1285

## DISABILITIES AND HEALTH CONDITIONS

Respondents who answered yes to the above question were presented with a list of disabilities and health conditions and were asked to tick all that apply to them. The top three responses from those who provided a response to this question were:

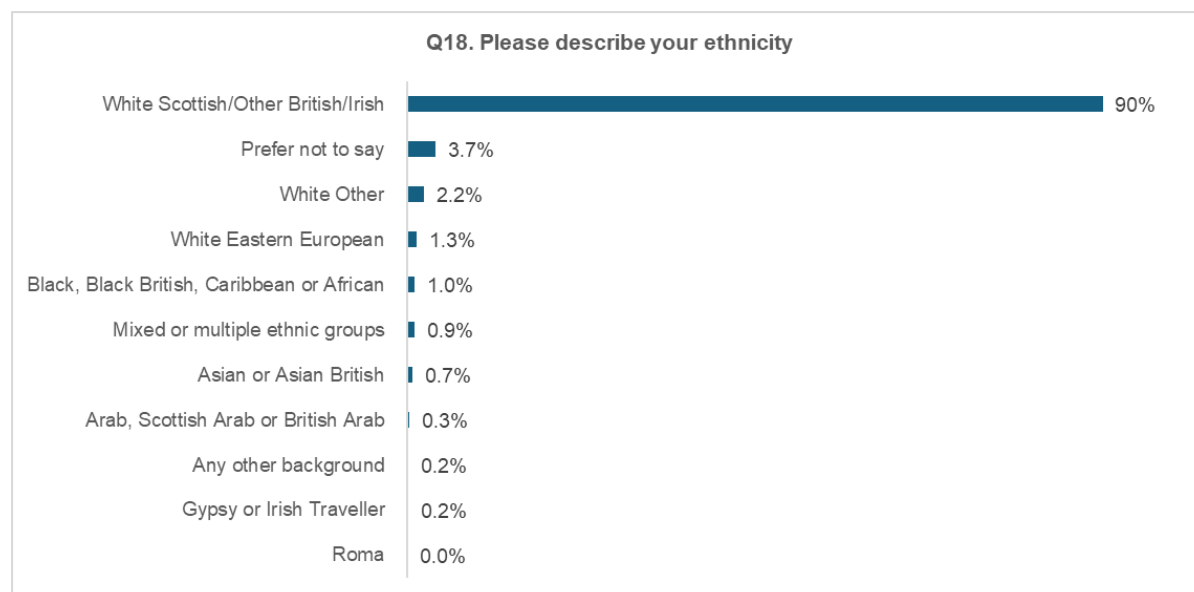
- Long-term illness, disease or condition (23%)
- Mental health condition (22%)
- Physical disability (19%)



Base: 936

## ETHNICITY

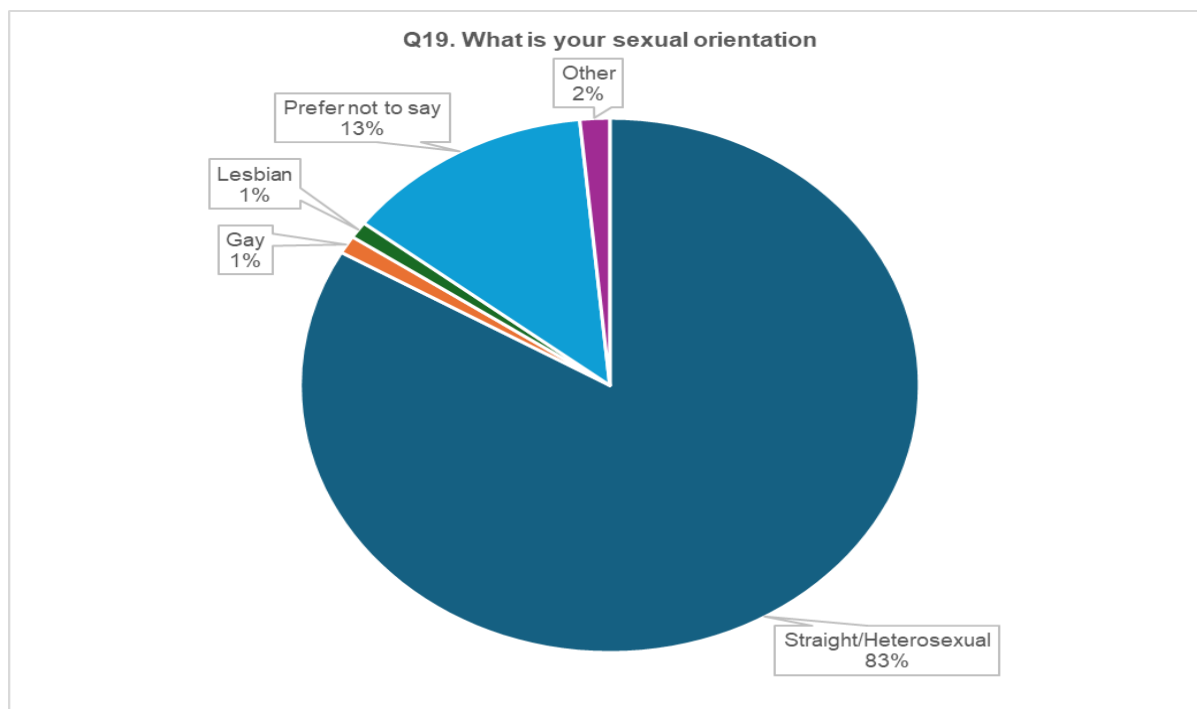
Most respondents (90%) stated their ethnicity as White Scottish/Other British/Irish. Four per cent of respondents stated that they would prefer not to say their ethnicity. Two per cent of respondents stated their ethnicity as White other. A response of 1% was given to each of the following ethnicities, White Eastern European, Black, Black British, Caribbean or African, Mixed or multiple ethnic groups and Asian or Asian British. Less than 1% of respondents stated their ethnicity as either Arab, Scottish Arab or British Arab (0.3%), Any other background (0.2%) or Gypsy or Irish Traveller (0.2%).



Base:1307

## SEXUAL ORIENTATION

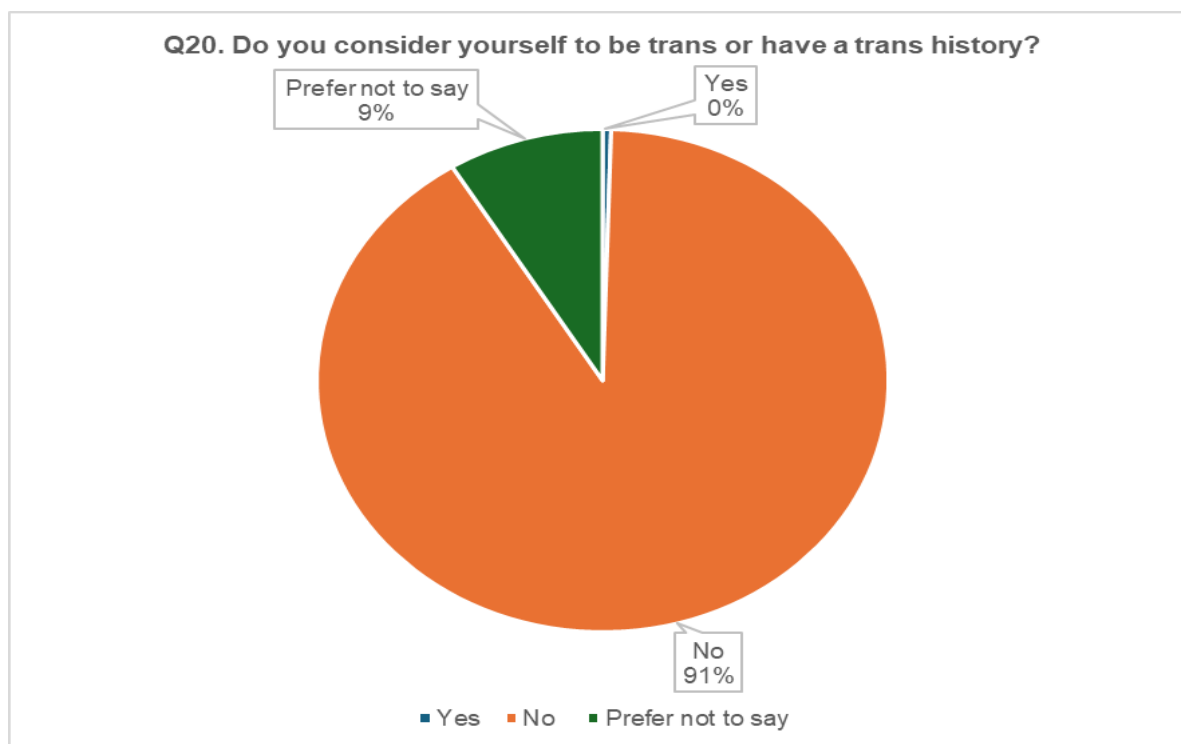
Most respondents (83%) stated their sexual orientation as Straight/Heterosexual. Thirteen per cent stated that they would prefer not to say, 2% stated Other, 1% stated Gay and 1% stated Lesbian.



Base: 1287

## DO YOU CONSIDER YOURSELF TO BE TRANS OR HAVE A TRANS HISTORY?

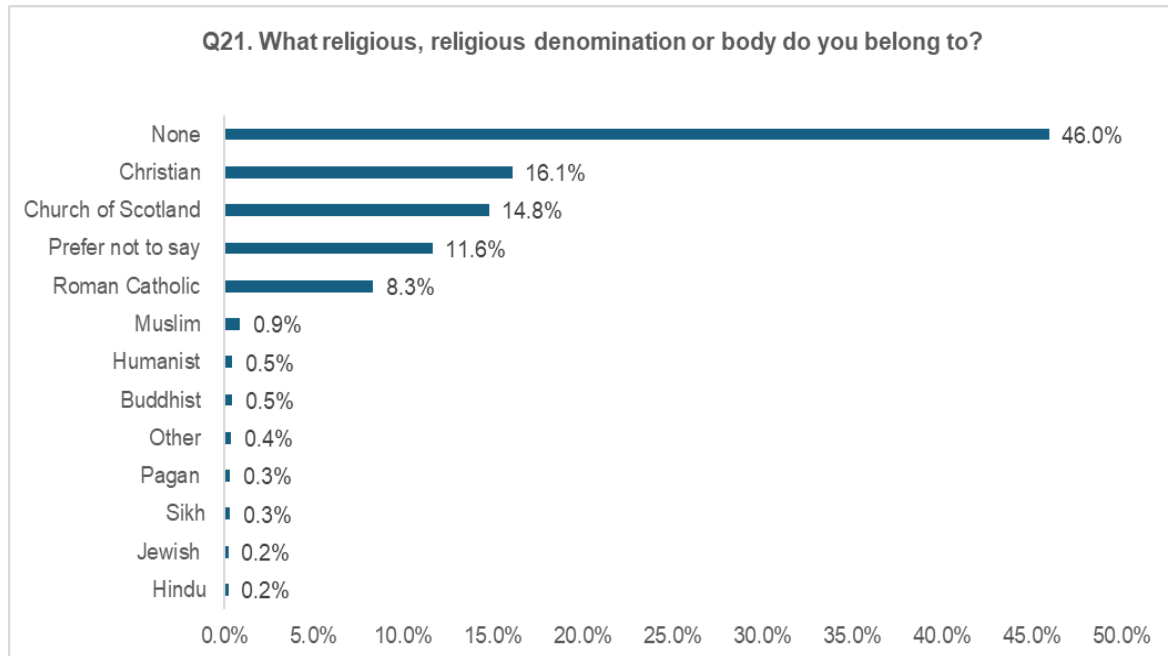
Most respondents (91%) stated that they did not consider themselves to be trans or have a trans history and 9% of respondents stated that they would prefer not to say when asked this question.



Base: 1270

## RELIGION

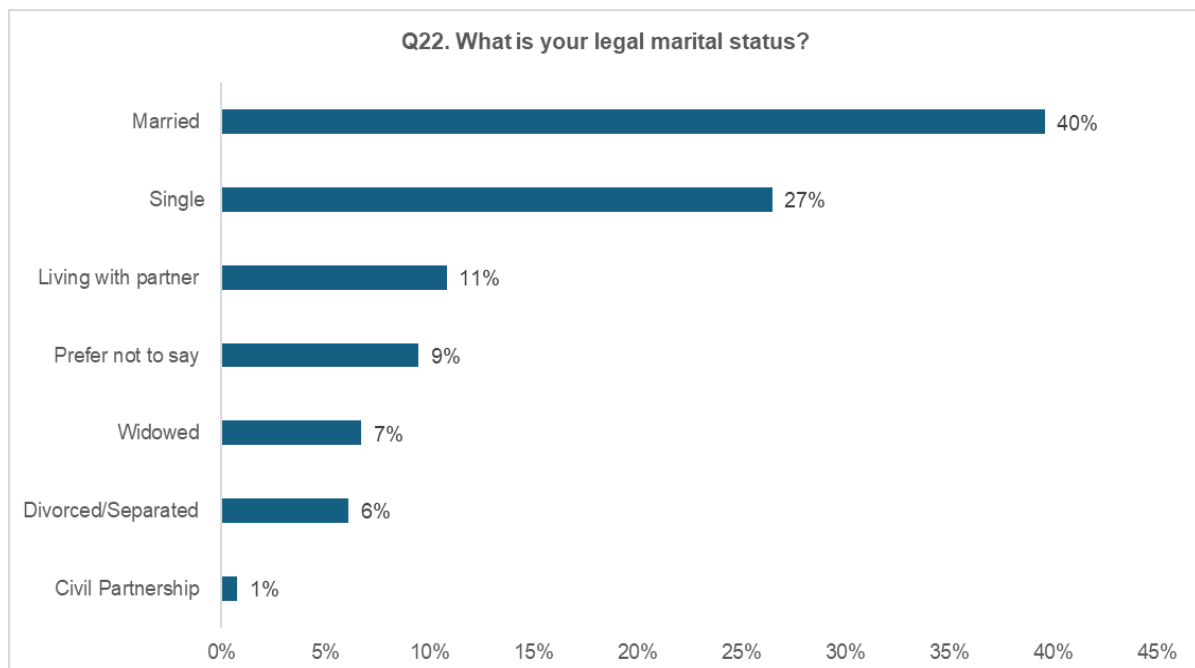
When asked to state their religion, religious denomination or body that they belong to 46% stated none. Sixteen per cent of respondents stated Christian, 15% stated Church of Scotland, 12% stated that they would prefer not to say and 8% stated Roman Catholic. Small proportions of respondents stated Muslim (1%), Humanist (1%), Buddhist (1%), Other (0.4%), Pagan (0.3%), Sikh (0.3%), Jewish (0.2%) or Hindu (0.2%).



Base: 1281

## LEGAL MARITAL STATUS

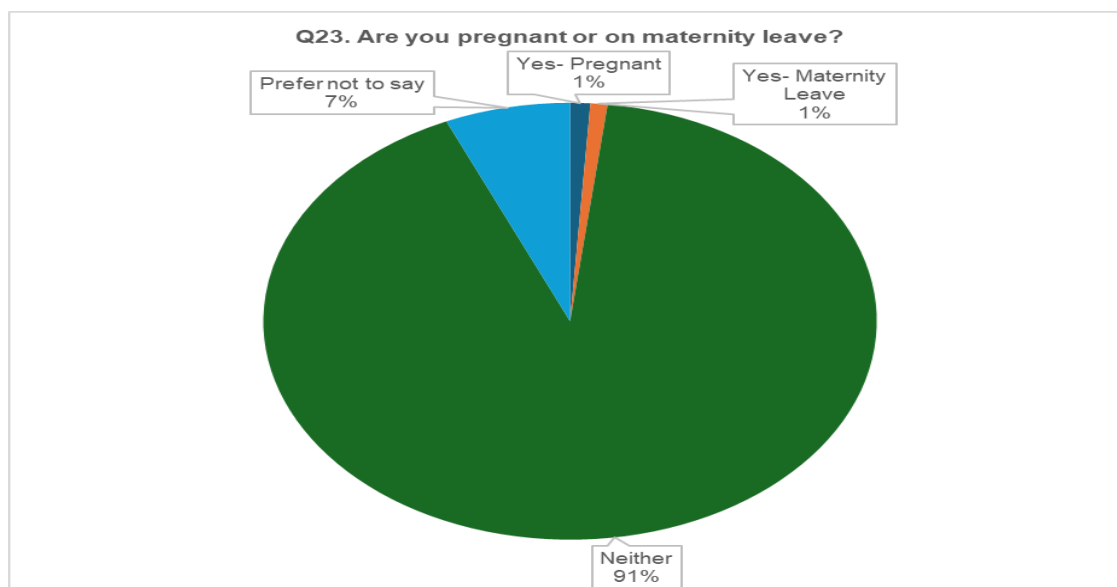
When asked about their legal marital status 40% of respondents stated that they were married, 27% stated that they were single and 11% stated living with a partner. Nine per cent of respondents stated that they would prefer not to say, 7% were widowed, 6% were divorced/separated and 1% of respondents were in a civil partnership.



Base: 1298

## PREGNANCY OR MATERNITY LEAVE

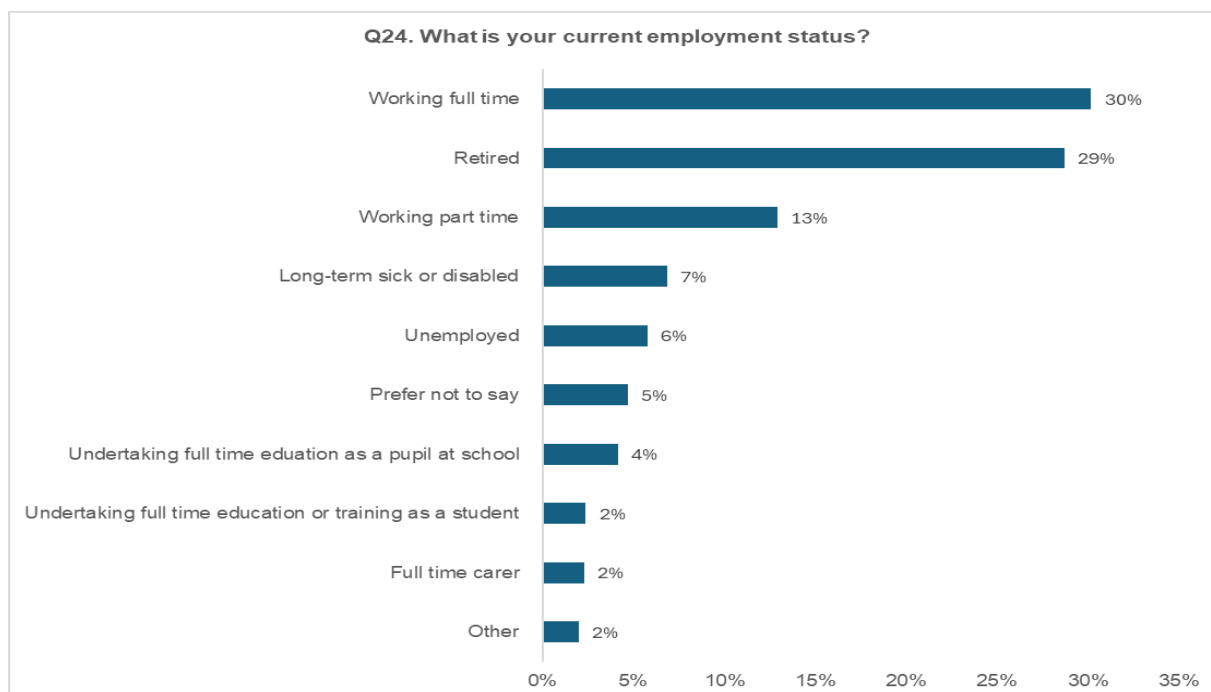
Most respondents (91%) stated that they were neither pregnant or on maternity leave. One percent of respondents stated that they were pregnant and 1% stated that they were on maternity leave. Seven per cent of respondent stated they would prefer not to say.



Base: 1226

## CURRENT EMPLOYMENT STATUS

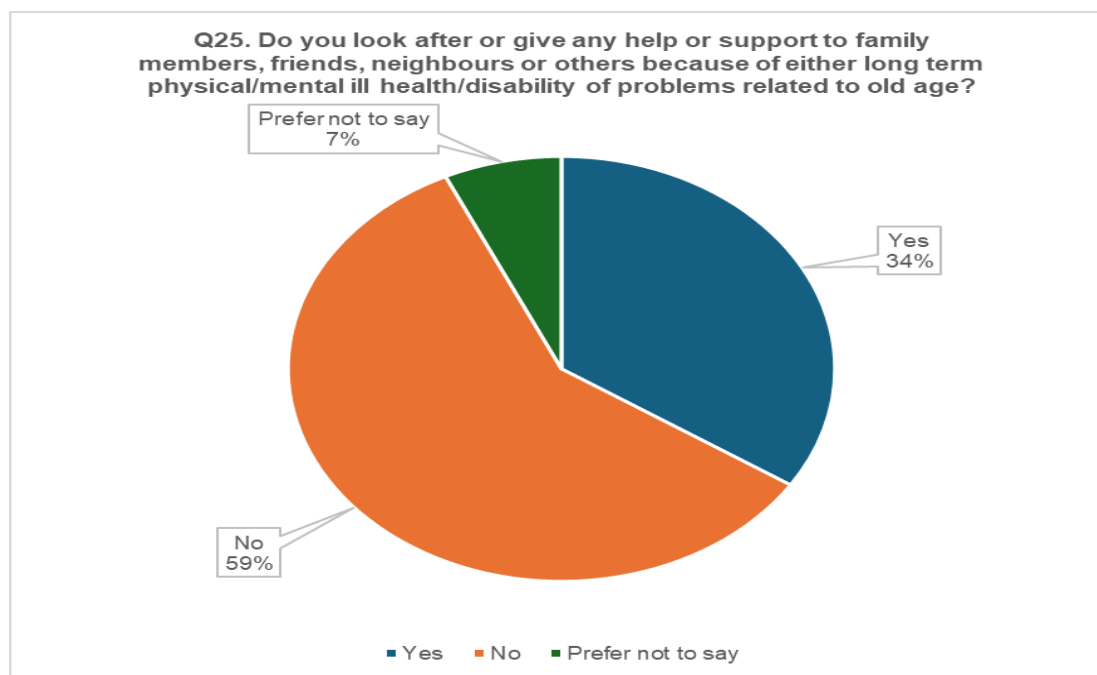
When asked about their current employment status 30% of respondents stated that they work full time, this was followed by 29% of respondents who stated retired and 13% of respondents who stated working part time. Seven per cent of respondents stated that they were long term sick or disabled, 6% stated unemployed and 5% stated that they would prefer not to say. Four per cent of respondents stated that they were undertaking full time education as a pupil at school and 2% was stated for each of the following categories, undertaking full time education or training as a student, full time carer and other.



Base: 1299

**Do you look after or give any help or support to family members, friends, neighbours or others because of either long-term physical/mental ill-health/disability or problems related to old age?  
– Do not count anything that you do as part of paid employment**

Most respondents (59%) stated that they did not look after or give any help or support to family members, friends, neighbours or others because of either long-term physical/mental ill-health/disability or problems related to old age. Thirty four per cent of respondents stated that they did do this and 7% stated that they would prefer not to say when asked this question.



Base:1292

## Community Campus Consultation Report

### INTRODUCTION

Dundee City Council is currently building a new Community Campus to serve the East End of the city which will open in August 2025. As part of this project, the Council, in partnership with Leisure and Culture Dundee consulted on the proposed relocation of both Council and Leisure & Culture Dundee run services from the following facilities:

1. The Hub Library & Community Facilities
2. Whitfield Library (The Crescent)
3. Douglas Community Centre & Library
4. Douglas Sports Centre

The consultation was carried out between 4 November to 15 December 2024, the key aim was to identify any impacts the relocation of services from these facilities would have on the local community, consider any measures that could be taken to mitigate or lessen these, and explore the future of the existing community buildings.

Consultees were able to respond to the consultations online via the Council's website. It was important that all users of the facilities and the wider communities had a fair and equal opportunity to take part, so paper copies were made available from libraries and the affected facilities. Fourteen public drop-in sessions were held, six in Douglas Community Centre and Library, four in Douglas Sports Centre, three in the Hub library and one in Whitfield Library.

Regular promotion of the consultation was undertaken during this period to encourage feedback. There was a total of 1334 responses to the questionnaire 641 online and 693 paper versions, a further 7 written submissions were received directly. Questions were optional therefore the base number of responses for each question below will differ, results are provided as a proportion of those who answered each question.

### Demographic summary of respondents

- 60% were female
- 6% under the age of 16
- 30% aged 45 to 64
- 24% aged 65 and over
- 27% had a disability
- 31% stated that their day-to-day activities were limited because of a health problem or disability which has lasted or is expected to last, at least 12 months
- 23% had a long-term illness or health condition
- 22% had a mental health condition
- 30% were working full time, 13% part time
- 29% were retired
- 6% were unemployed
- 34% stated that they looked after or gave help/support to family members, friends, neighbours because of either long-term physical/mental ill-health/disability or problems related to old age

### ANALYSIS OF RESPONSES

#### 1. Where are you from?

The following chart shows that the greatest proportion of postcodes provided were from the DD4 area with around 55% of responses coming from this area, this was followed by the DD5 area with 25%. In







# Integrated Impact Assessment

Committee Report Number: 117-2025

Document Title: East End Community Consultation - Douglas Community Centre & Library

Document Type: Procedure

Description:

This report updates elected members on the results of the consultation and the review of the services which has been carried out and makes recommendations on changes to be implemented.

Intended Outcome:

To seek approval to implement actions described in the report

Period Covered: 21/04/2025 to 21/04/2026

Monitoring:

Community Campus Assurance Board

Lead Author:

Nicky MacCrimmon, Community Empowerment Manager, Neighbourhood Services,

nicky.maccrimmon@dundee.gov.uk , 01382435822,

CLD HQ. 1 Shore Tce, Dundee

Director Responsible:

Tony Boyle, Executive Director Neighbourhood Services, Neighbourhood Services

tony.boyle@dundee.gov.uk, 07919 522449

5 City Square Dundee

## Equality, Diversity and Human Rights

### Impacts & Implications

#### Age: Positive

The positive links made with local primary schools with both the community centre and library was noted and therefore the retention of services within Douglas is positive for the young people of Douglas.

#### Disability: Positive

A higher percentage of respondents than would be found in the general population identified as having a disability. The retention of Douglas Community Centre and Library therefore represents a positive development for those with a disability accessing the facility.

One of the negative outcomes of closure identified was the ability of people with mobility issues and other disabilities to access services outside of Douglas so the retention of local services is a further positive.

#### Gender Reassignment: No Impact

#### Marriage & Civil Partnership: No Impact

#### Pregnancy & Maternity: No Impact

#### Race / Ethnicity: No Impact

#### Religion or Belief: No Impact

#### Sex: Positive

Two thirds of respondents to the consultation were women, a higher proportion than the general population, therefore the retention of services in Douglas will have a proportionally higher positive impact on women

#### 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:	Positive
The Ferry:	No Impact
West End:	No Impact

## Household Group Impacts and Implications

Looked After Children & Care Leavers: No Impact

Carers: No Impact

Lone Parent Families: Positive

One of the highest user groups of Douglas Community Centre was those attending after school clubs. It is anticipated that this cohort would make proportionally higher use of such provision than the general population and therefore the retention represents a positive development. This compliments the offering from the Campus.

Single Female Households with Children: Positive

One of the highest user groups of Douglas Community Centre was those attending after school clubs. It is anticipated that this cohort would make proportionally higher use of such provision than the general population and therefore the retention represents a positive development. This compliments the offering from the Campus.

Greater number of children and/or young children: Positive

One of the highest user groups of Douglas Community Centre was those attending after school clubs. It is anticipated that this cohort would make proportionally higher use of such provision than the general population and therefore the retention represents a positive development. This compliments the offering from the Campus.

Pensioners - single / couple: No Impact

Unskilled workers or unemployed: No Impact

Serious & enduring mental health problems: Positive

One of the highest user groups of Douglas Community Centre was those attending community cafes. It is anticipated that this cohort would make proportionally higher use of such provision than the general population and therefore the retention represents a positive development.

Homeless: No Impact

Drug and/or alcohol problems: Positive

One of the highest user groups of Douglas Community Centre was those attending community cafes. It is anticipated that this cohort would make proportionally higher use of such provision than the general population and therefore the retention represents a positive development.

Offenders & Ex-offenders: No Impact

## Socio Economic Disadvantage Impacts & Implications

Employment Status: No Impact

Education & Skills: Positive

The positive links made with local primary schools with both the community centre and library was noted and therefore the retention of services within Douglas is positive for the young people of Douglas. This compliments the offering from the Campus.

The retention of the range of volunteering opportunities offered in Douglas will be anticipated to have a positive impact on people's employment

Income: Positive

The work of the Douglas Advice Hub was noted with people able to get advice on income maximisation through services here, therefore retention of services in Douglas will positively impact people's incomes.

Caring Responsibilities (including Childcare): No Impact

## Socio Economic Disadvantage Impacts & Implications

### Affordability and accessibility of services: Positive

The retention of Douglas Community Centre and Library is a positive for the community as it not only allows existing services to continue but provides an opportunity to further develop services and bring external funding into the Douglas area.

### Fuel Poverty: Positive

The work of the Douglas Advice Hub was noted with people able to get advice on grants and practical tips to tackle fuel poverty through services here, therefore retention of services in Douglas will positively impact fuel poverty.

### Cost of Living / Poverty Premium: Positive

The range of services delivered in Douglas that tackle inequalities were noted, as was the importance of being able to access these services locally. Therefore, retention of Douglas Community Centre and Library is a positive.

### Connectivity / Internet Access: Positive

The retention of the library service within Douglas is a positive as it will allow the retention of access to the internet for residents in that community.

### Income / Benefit Advice / Income Maximisation Positive

The work of the Douglas Advice Hub was noted with people able to get advice on income maximisation through services here, therefore retention of services in Douglas will positively impact people's incomes.

### Employment Opportunities: Positive

The retention of the range of volunteering opportunities offered in Douglas will be anticipated to have a positive impact on people's employability.

### Education: Positive

The range of services delivered in Douglas that tackle inequalities were noted, as was the importance of being able to access these services locally. Therefore, retention of Douglas Community Centre and Library is a positive.

### Health: Positive

Innovative links having been established between the community centre and the local GP were noted. Therefore, the decision to retain services in Douglas is anticipated to have a positive impact on health in the local community.

### Life Expectancy: Positive

The link between loneliness and reduced life expectancy is acknowledged. One of the possible negative aspects of closure identified was an increase in social isolation for people in Douglas, therefore retention of services in Douglas is expected to have a positive impact on life expectancy.

### Mental Health: Positive

The range of services delivered in Douglas that tackle inequalities were noted. This would include the community cafes, a range of volunteering opportunities and links with local GPs. Therefore, retention of Douglas Community Centre and Library is a positive.

### Overweight / Obesity: No Impact

### Child Health: Positive

The range of services delivered in Douglas that tackle inequalities were noted, this includes the growing and environmental projects undertaken by local school pupils which will have a positive effect on their health. Therefore, retention of Douglas Community Centre and Library is a positive.

### Neighbourhood Satisfaction: Positive

The retention of Douglas Community Centre and Library is a positive for the community as it not only allows existing services to continue but provides an opportunity to further develop services and bring external funding into the Douglas area.

One of the negative outcomes of closure identified was the ability of people to access services outside of Douglas so the retention of local services is a further positive.

### 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: Positive

Douglas Open Spaces project is intrinsically linked with the community centre and the local GP. The retention of the centre and library supports the ongoing work of Douglas Open Spaces, Dighty Connect and others.

### **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

The retention of Douglas Community Centre and Library is a positive for the community as it not only allows existing services to continue but provides an opportunity to further develop services and bring external funding into the Douglas area.

Economic/Financial Sustainability / Security & Equipment: Positive

It was recognised that through the community centre the local community had brought in around Â£1.56 million of external investment in recent years. The retention of the centre will allow this work to continue to develop and bring external investment into Dundee.

Social Impact / Safety of Staff & Clients: Positive

Concerns raised about the increase in isolation that may arise from the closure of Douglas Community Centre & Library and the ability of children and older people to access services outside of Douglas means the retention of services here is a positive.

Technological / Business or Service Interruption: No Impact

Environmental: No Impact

Legal / Statutory Obligations: No Impact

Organisational / Staffing & Competence: No Impact

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.



# Integrated Impact Assessment

Committee Report Number: 117-2025

Document Title: East End Community Consultation - The Hub Library

Document Type: Procedure

Description:

This report updates elected members on the results of the consultation and the review of the services which has been carried out and makes recommendations on changes to be implemented.

Intended Outcome:

To seek approval to implement actions described in the report.

Period Covered: 21/04/2025 to 21/04/2026

Monitoring:

Community Campus Assurance Board

Lead Author:

Anna Day, Head of Library and Cultural Services, Leisure and Culture Dundee,

anna.day@leisureandculturedundee.com , 01382 431500,

Central Library, The Wellgate, Dundee DD1 1DB

Director Responsible:

Judy Dobbie, Director, Leisure and Culture Dundee, Leisure and Culture Dundee

judy.dobbie@dundee.gov.uk, 01382 307460

LACD HQ, Central Library, The Wellgate DD1 1DB



## Equality, Diversity and Human Rights

### Impacts & Implications

Age: Negative

Although the majority of respondents indicated they were aged between 35 and 64 years old, with a relatively low percentage of respondents indicated that they were aged 65 and over or under 16, the closure of the Hub Library would have a negative impact. The new campus will offer a wider range of services and facilities than currently available, and alternative locations within the Linlathen area are being explored as potential locations for some of the services to be provide within the community.

Disability: Negative

A high number of respondents to the consultation indicated that they had a disability, which indicates that the closure of the Hub Library would have a negative impact.

The new Community Campus is a mile from the Hub Library and will have accessible and comprehensive facilities available. In Linlathen there are locations which have the potential to host some activities currently delivered in the Hub Library and these are being explored.

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:	Negative
The Ferry:	No Impact
West End:	No Impact

### Household Group Impacts and Implications

## Household Group Impacts and Implications

Looked After Children & Care Leavers: No Impact

Carers: No Impact

Lone Parent Families: No Impact

Single Female Households with Children: No Impact

Greater number of children and/or young children: No Impact

Pensioners - single / couple: No Impact

Unskilled workers or unemployed: Negative

It is recognised that the largest user group of the Hub were people accessing welfare/benefit/financial/employability/advice services. These will be available at the new Campus alongside a wider range of services than currently available at the Hub Library.

The closure of the Hub will be mitigated by the opening of a brand-new library and community facilities a mile from the existing facilities within the Drumgeith Community Campus.

Some activities delivered from the Hub were noted as being best retained within the community. For those activities other community facilities within Linlathen can be utilised.

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: No Impact

Education & Skills: No Impact

Income: No Impact

Caring Responsibilities (including Childcare): No Impact

Affordability and accessibility of services: Negative

Whilst the closure of the Hub Library may be perceived as reducing accessibility, this will be mitigated by the new Drumgeith Campus which will have a range of additional services beyond which can currently be provided at the Hub. Alternative library provision within Linlathen is being examined, using other locations.

Fuel Poverty: No Impact

Cost of Living / Poverty Premium: No Impact

#### Connectivity / Internet Access: Negative

The Hub Library provides Internet access and support which will also be available at the new Campus. The library service provides a databank service with free sim cards, which will continue to be available locally.

Some activities delivered from the Hub were noted as being best retained within the community. For those activities other community facilities within Linlathen can be utilised.

#### Income / Benefit Advice / Income Maximisation Negative

Whilst the overall percentage was low it is recognised that the largest user group of the Hub were people accessing welfare/benefit/financial/employability/advice services. These services will be available at the new Campus alongside a wider range of services than currently available at the Hub Library.

#### Employment Opportunities: Negative

As with Income/Benefit Advice/Income Maximisation, the Hub Library provides access to services relating to employment opportunities, which will be available from the new Campus.

Some activities delivered from the Hub were noted as being best retained within the community. For those activities other community facilities within Linlathen can be utilised.

#### Education: No Impact

#### Health: No Impact

#### Life Expectancy: No Impact

#### Mental Health: No Impact

#### Overweight / Obesity: No Impact

#### Child Health: No Impact

#### Neighbourhood Satisfaction: Negative

Whilst the removal of the Hub from the East End ward may be perceived as negative, this will be mitigated by the opening of the Drumgeith Community Campus.

Some activities delivered from the Hub were noted as being best retained within the community. For those activities other community facilities within Linlathen can be utilised.

#### 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: Negative

Whilst the removal of the Hub may be perceived as negative and therefore represent a political risk, this will be mitigated by the opening of the Drumgeith Community Campus.

Some activities delivered from the Hub were noted as being best retained within the community. For those activities other community facilities within Linlathen can be utilised.

Economic/Financial Sustainability / Security & Equipment: No Impact

Social Impact / Safety of Staff & Clients: No Impact

Technological / Business or Service Interruption: No Impact

Environmental: No Impact

Legal / Statutory Obligations: No Impact

Organisational / Staffing & Competence: No Impact

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.



# Integrated Impact Assessment

Committee Report Number: 117-2025

Document Title: East End Community Consultation - Whitfield Library

Document Type: Procedure

Description:

This report updates elected members on the results of the consultation and the review of the services which has been carried out and makes recommendations on changes to be implemented.

Intended Outcome:

To seek approval to implement actions described in the report.

Period Covered: 21/04/2025 to 21/04/2026

Monitoring:

Community Campus Assurance Board

Lead Author:

Anna Day, Head of Library and Cultural Services, Leisure and Culture Dundee,

anna.day@leisureandculturedundee.com , 01382 431500,

Central Library, The Wellgate, Dundee DD1 1DB

Director Responsible:

Judy Dobbie, Director, Leisure and Culture Dundee

judy.dobbie@dundeecity.gov.uk, 01382 307460

LACD HQ, Central Library, The Wellgate DD1 1DB

## Equality, Diversity and Human Rights

### Impacts & Implications

Age: Negative

The consultation indicated that 13.9% of respondents who used Whitfield Library were aged under 16. The library is visited by local primary schools on a regular basis; however, these schools fall under the catchment area for the new Greenfield Academy, therefore visits to the new library in the Campus will be established.

Disability: Negative

Whilst a number of respondents with a disability or health condition indicated that they use Whitfield Library, the closure of the Whitfield will be mitigated by the opening of brand-new accessible library and community facilities within the Drumgeith Community Campus, under a mile from the existing facilities.

Gender Reassignment: No Impact

Marriage & Civil Partnership: No Impact

Pregnancy & 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:	Negative
East End:	No Impact
The Ferry:	No Impact
West End:	No Impact

### Household Group Impacts and Implications

Looked After Children & Care Leavers: No Impact

## Household Group Impacts and Implications

Carers: No Impact

Lone Parent Families: No Impact

Single Female Households with Children: No Impact

Greater number of children and/or young children: No Impact

Pensioners - single / couple: No Impact

Unskilled workers or unemployed: Negative

5% of respondents to the consultation indicated that they were unemployed. There are very positive opportunities to increase access to services supporting jobseekers from the Drumgeith Campus, including IT support and employability advice services.

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: No Impact

Education & Skills: No Impact

Income: No Impact

Caring Responsibilities (including Childcare): No Impact

Affordability and accessibility of services: Negative

Whilst the closure of Whitfield library may be perceived as reducing accessibility this will be mitigated by the opening of the Drumgeith Community Campus. The range of additional services which will be available from one location, including café facilities, IT, meeting spaces, as well as library provision, exceeds that which is currently feasible from Whitfield Library. The most common activities which Whitfield Library is used for are library services, which will be available at the new campus.

Alternative library provision is being examined including innovations such as self service units which could be located in key areas for community use. Locations being considered include supermarkets, GP Surgeries, existing council buildings and others.

Fuel Poverty: No Impact

Cost of Living / Poverty Premium: No Impact

Connectivity / Internet Access: Negative

Whilst the overall percentage through the consultation was low, a number of respondents indicate that they access computers and the internet at Whitfield Library.

The databank provision could be temporarily directed to help mitigate this issue.



Income / Benefit Advice / Income Maximisation No Impact

Employment Opportunities: Negative

Whilst the overall percentage through the consultation was low, it is recognised that a number of respondents indicated that they access welfare/benefit/financial/employability/advice services at Whitfield Library. These will be available at the new Campus alongside a wider range of services than currently available at Whitfield Library.

Education: No Impact

Health: No Impact

Life Expectancy: No Impact

Mental Health: No Impact

Overweight / Obesity: No Impact

Child Health: No Impact

Neighbourhood Satisfaction: Negative

Whilst the removal of the Whitfield from the North East ward may be perceived as negative, this will be mitigated by the opening of the Drumgeith Community Campus with access to a wider range of services and activities..

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: Negative

Whilst the removal of the Whitfield may be perceived as negative and therefore represent a political risk, this will be mitigated by the opening of the Drumgeith Community Campus.

Economic/Financial Sustainability / Security & Equipment: No Impact

Social Impact / Safety of Staff & Clients: No Impact

Technological / Business or Service Interruption: No Impact

Environmental: No Impact

Legal / Statutory Obligations: No Impact

Organisational / Staffing & Competence: No Impact

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.

**REPORT TO:** CITY GOVERNANCE COMMITTEE – 21 APRIL 2025  
**REPORT ON:** CAPITAL EXPENDITURE MONITORING 2024/25  
**REPORT BY:** EXECUTIVE DIRECTOR OF CORPORATE SERVICES  
**REPORT NO:** 121-2025

**1 PURPOSE OF REPORT**

- 1.1 To appraise Elected Members of the latest position regarding the Council's Capital Plan 2025-30.

**2 RECOMMENDATION**

- 2.1 It is recommended that the Committee note the latest position regarding the Council's Capital Plan 2025-30.

**3 FINANCIAL IMPLICATIONS**

- 3.1 This report shows the latest projections for 2024/25 expenditure and total cost as at 28<sup>th</sup> February 2025.

Appendix 1, which details the General Services position to the end of February 2025, shows a revised projected outturn for 2024/25 of £105.334m, a decrease of £4.426m since the previous Capital Monitoring report was approved at City Governance Committee on 3<sup>rd</sup> March 2025 (Report 64-2025, Article II refers). The net movements that have contributed to this decrease are summarised in paragraph 5.2 of this report. The net movements in budget of £4.426m will be required in 2025/26 and future years, and will be funded from a combination of borrowing and grants and contributions.

Appendix 3, which details the Housing HRA position to the end of February 2025, shows a projected outturn for 2024/25 of £16.525m, an increase of £0.637m since the last capital monitoring report was approved at City Governance Committee on 3<sup>rd</sup> March 2025 (Report 64-2025, Article II refers). The main reason for this increase is detailed in paragraph 6.2.1 below.

**4 BACKGROUND**

- 4.1 The Capital Plan 2025-30 was approved at City Governance Committee on 17 February 2025 (Report 44-2025, Article V refers).

In addition to monitoring the in-year budget (i.e. 2024/25) the total projected cost of each project will be monitored against the cost when the tender acceptance was approved at Committee. Furthermore, the projected completion date for each project will be monitored against the completion date as anticipated when the tender report was approved. The capital programme is being monitored in conjunction with the Council's asset managers.

The Housing HRA Capital Programme 2024/25 was approved as part of the Capital Plan 2025-30 at the City Governance Committee on 17 February 2025 (Report 44-2025, Article V refers).

- 4.2 Local Authorities from 1 April 2004 are required, by Regulation, to comply with the Prudential Code under Part 7 of the Local Government Act 2003. The Capital Budget for 2024/25 is being monitored within the framework of the updated Prudential Code 2021.
- 4.3 The Capital Monitoring report provides detailed information on major projects and programmes contained within the Capital Budget and the impact of expenditure movements on future financial years.

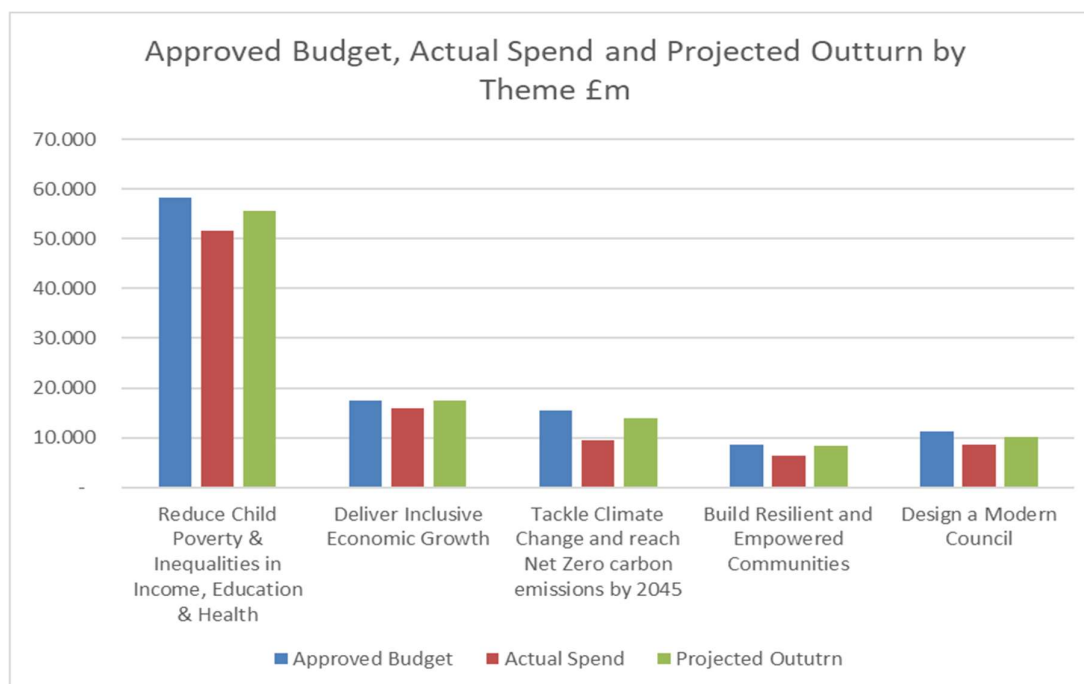
**5 GENERAL SERVICES CURRENT POSITION**

- 5.1 Appendix 2 details the latest projected outturn for major projects and programmes, both for 2024/25 and for the whole project life-span. In addition, the Appendix monitors project timescales, with approved completion dates taken from tender approval reports. In some instances, it is not possible to provide approved or projected total project costs and timescales due to the budget being a block programme containing various smaller projects within it. In these cases, the total cost is assumed to be the budgeted

figure plus previous year actuals. The projected completion date is assumed to be the end of the financial year.

Appendix 1 summarises the total gross expenditure for 2024/25 and how this expenditure is funded. The projected budgeted capital expenditure is 100% of the projected capital resources. Project cashflows, for phasing of budgets, are constantly being reviewed. Actual expenditure to 28<sup>th</sup> February is £92.061m, 87% of the Revised Budget 2024/25 compared to 85% for the same period last year.

The table below shows a comparison of approved budget, actual spend and projected outturn for 2024/25, broken down by Council Theme.



The decrease in the projected outturn for 2024/25 reflects project/programmes budgets being reprofiled. Key variation is as follows and details are provided in subsequent paragraph.

Reduction in planned expenditure:

- School Estate Investment – East End Community Campus - £2.652m)

## 5.2 2024/25 Expenditure Variations

Appendix 1, which details the General Services position to the end of February 2025, shows a revised projected outturn for 2024/25 of £105.334m, a decrease of £4.426m since the previous Capital Monitoring report was approved at City Governance Committee on 3<sup>rd</sup> March 2025 (Report 64-2025, Article II refers). The net movement that has contributed to this decrease is summarised in paragraph 5.2.1 below. The remainder of the adjustments relate to project/budget variances less than the £0.250m threshold for reporting.

- 5.2.1 School Estate Investment – East End Community Campus (Reduce Child Poverty and Inequalities in Incomes, Education and Health) – Reduction in projected expenditure of £2.652m in 2024/25. The budget has been revised to reflect the latest cashflow from the contractor for carrying out the programme of works. The budget will be required in 2025/26. There will be a decrease in borrowing in 2024/25 and a corresponding increase in 25/26. The estimated completion date, for the campus, remains unchanged.

- 5.3 The table below shows the latest position regarding the capital resources for funding of the 2024/25 programme: -

	Approved Budget £m	Adjustments £m	Revised Budget £m	Projected Outturn £m	Variance £m
Borrowing	82.109	(5.571)	76.538	76.538	-
General Capital Grant	11.830	456	12.286	12.286	-
Capital Grants & Contributions	14.590	(0.506)	14.084	14.084	-
Capital Receipts – Sale of Assets	2.000	-	2.000	2.000	-
Capital Fund	<u>0.426</u>	<u>-</u>	<u>0.426</u>	<u>0.426</u>	
	<u>110.955</u>	<u>(5.621)</u>	<u>105.334</u>	<u>105.334</u>	<u>-</u>

- 5.3.1 General Capital Grant – Additional General Capital Grant of £0.456m in 2024/25. The Scottish Government Flood Risk Management grant has been distributed in 2024/25, and paid through the General Capital Grant, but it will then be returned to Scottish Government in future years when it is required for the remaining flood protection schemes from the 2015 Flood Risk Management Plans. The grant will be used to fund 2024/25 capital expenditure, and the underspend on borrowing will be carried forward into future years when it will be required to fund expenditure a result of the grant being returned to the Scottish Government.

- 5.3.2 Over the last 5 years the actual outturns achieved have been: -

	£m
2020/21	39.537
2021/22	45.038
2022/23	44.086
2023/24	73.454
2024/25 (Projected)	105.334

#### 5.4 Projected Total Cost Variations

There are no total cost variations to report since the previous capital monitoring report went to committee.

#### 5.5 Completion Date Variations (this compares the estimated completion date as per the tender acceptance report to the actual completion date)

There are no completion date variations to report since the previous capital monitoring report went to committee.

Officers are constantly reviewing the capital programme to ascertain the impact of global supply chain issues on the timescales for delivering projects. Officers will report any further revisions to estimated completion dates in future capital monitoring reports.

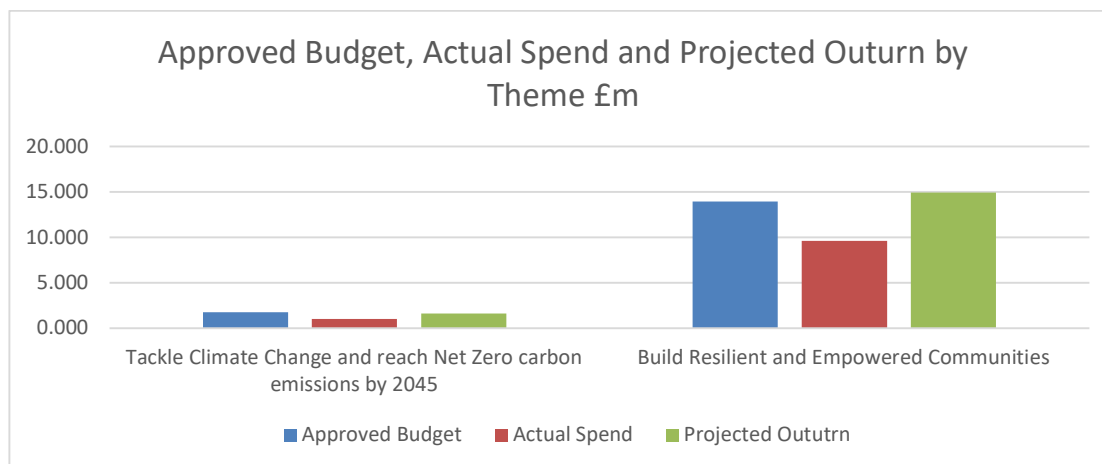
## 6 HOUSING HRA - CURRENT POSITION

### 6.1 2024/25 Expenditure Variations

Appendix 2 details the latest projected outturn for each project, both for 2024/25 and for the whole project lifespan. In addition, the Appendix monitors project timescales. In some instances, it is not possible to provide approved or projected total project costs and timescales due to the project being a block programme containing various smaller projects within it. In these cases, the total cost is assumed to be the budgeted figure plus previous year actuals. The projected completion date is assumed to be the end of the financial year. In addition, Procurement Strategy reports are being approved at committee which gives the Executive Directors delegated authority to award a contract to the successful bidder, without having to come back to committee, thus the approved total cost and timescales are not readily available for monitoring (previously taken from approved committee tender report). In these cases, reliance is on Service Officers updating the monitoring spreadsheet.

Appendix 3 summarises the total gross expenditure for 2024/25 and how this expenditure is funded. The projected budgeted capital expenditure is 100% of the projected capital resources. Project cashflows, for phasing of budgets, are constantly being reviewed. Actual expenditure to 28<sup>th</sup> February 2025 is £10,678m, 65% of the Revised Budget 2024/25 compared to 66% for the same period last year. There is expenditure of £2.190m within HRA revenue which still has to be recoded to HRA Capital ledger which will bring actual expenditure to 28<sup>th</sup> February 2025 to £12.868m, 78% of the Revised Budget 2024/25.

The table below shows a comparison of approved budget, actual spend and projected outturn for 2024/25, broken down by Council Theme.



6.2 Appendix 3, which details the Housing HRA position to the end of February 2025, shows a projected outturn for 2024/25 of £16.525m, an increase of £0.637m since the last capital monitoring report was approved at City Governance Committee on 3<sup>rd</sup> March 2025 (Report 64-2025, Article II refers). The main reason for this increase is detailed in paragraph 6.2.1 below.

6.2.1 Improvement Plan (Build Resilient and Empowered Communities) - The projected expenditure has increased by £0.768m in 2024/25. A review of revenue expenditure identified that some expenditure was eligible to be capitalised. Therefore, this will be transferred to capital as approved at City Governance Committee on 17<sup>th</sup> February 2025 (Report 25-2025, Article IV refers).

6.3 The table below shows the latest position regarding the funding of the 2024/25 programme: -

	Approved Budget £m	Adjustments £m	Revised Budget £m	Projected Outturn £m	Variance £m
Borrowing	14.142	811	14.953	14.953	-
Capital Grants & Contributions	695	-	695	695	-
CFCR	450	-	450	450	-
Capital Receipts – Sale of Assets	262	-	262	262	-
Receipts from Owners	165	-	165	165	-
	<u>15.714</u>	<u>811</u>	<u>16.525</u>	<u>16.525</u>	<u>-</u>

6.3.2 Over the last 5 years the actual outturns achieved have been: -

	£m
2020/21	7.316
2021/22	12.338
2022/23	9.232
2023/24	12.175
2024/25 (Projected)	16.525

#### 6.4 Projected Total Cost Variations

There are no total cost variations to report since the previous capital monitoring report went to committee.

#### 6.5 Completion Date Variations (this compares the estimated completion date as per the tender acceptance report to the actual completion date)

There are no completion date variations to report since the previous capital monitoring report went to committee.

As indicated above, officers are presently reviewing the Housing Capital Plan for 2024/25 and will report back to Committee with any recommended changes.

### 7 **RISK ASSESSMENT**

7.1 There are a number of risks which may have an impact on the Capital Expenditure programme. The main areas of risk are identified in Appendix 4 to this report. along with the impact. consequences and controls in place to mitigate the risk together with the mechanisms in place to help mitigate these risks.

### 8 **POLICY IMPLICATIONS**

8.1 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.

### 9 **CONSULTATION**

9.1 The Council Leadership Team have been consulted and are in agreement with the content of this report.

### 10 **BACKGROUND PAPERS**

10.1 None.

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

**08 APRIL 2025**

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**2024/25 DUNDEE CITY COUNCIL CAPITAL EXPENDITURE MONITORING TO 28th FEBRUARY 2025**

Appendix 1

	<u>Approved Capital Budget 2024/25 £000</u>	<u>Total Budget Adjustments £000</u>	<u>Revised Capital Budget 2024/25 £000</u>	<u>Actual Spend 2024/25 £000</u>	<u>Projected Outturn 2024/25 £000</u>	<u>Variance £000</u>	<u>Actual Spend to 28.2.25 as a % of Revised Budget</u>
<b>GENERAL SERVICES</b>							
<b><u>Capital Expenditure</u></b>							
Reduce Child Poverty & Inequalities in Income, Education & Health	58,275	(2,669)	55,606	<b>51,730</b>	<b>55,606</b>	0	93%
Deliver Inclusive Economic Growth	17,497	(147)	17,350	<b>15,867</b>	<b>17,350</b>	0	91%
Tackle Climate Change and reach Net Zero carbon emissions by 2045	15,376	(1,391)	13,985	<b>9,482</b>	<b>13,985</b>	0	68%
Build Resilient and Empowered Communities	8,628	(344)	8,284	<b>6,335</b>	<b>8,284</b>	0	76%
Design a Modern Council	11,179	(1,070)	10,109	<b>8,647</b>	<b>10,109</b>	0	86%
<b>Capital Expenditure 2024/25</b>	<b>110,955</b>	<b>(5,621)</b>	<b>105,334</b>	<b>92,061</b>	<b>105,334</b>	<b>0</b>	87%
<b><u>Capital Resources</u></b>							
Expenditure Funded from Borrowing	82,109	(5,571)	<b>76,538</b>	<b>70,016</b>	<b>76,538</b>		
General Capital Grant	11,830	456	<b>12,286</b>	<b>12,286</b>	<b>12,286</b>		
Capital Grants & Contributions - project specific	14,590	(506)	<b>14,084</b>	<b>8,320</b>	<b>14,084</b>		
Capital Receipts - Sale of Assets	2,000		<b>2,000</b>	<b>1,013</b>	<b>2,000</b>		
Capital Fund	426		<b>426</b>	<b>426</b>	<b>426</b>		
<b>Capital Resources 2024/25</b>	<b>110,955</b>	<b>(5,621)</b>	<b>105,334</b>	<b>92,061</b>	<b>105,334</b>		
<b>Capital Expenditure as % of Capital Resources</b>	<b>100%</b>		<b>100%</b>		<b>100%</b>		

REDUCE CHILD POVERTY AND INEQUALITIES IN INCOMES, EDUCATION AND HEALTH

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 28/2/25 £'000	Projected Outturn 2024/25 £000
<b>MAJOR PROJECTS - Reduce Child Poverty and Inequalities</b>					
Harris Academy Extension	150	3	153	153	153
(Less External Funding)	(150)	(3)	(153)	(131)	(153)
School Estate Investment-East End Community Campus	57,790	(2,652)	55,138	51,288	55,138
<b>OTHER PROJECTS - Reduce Child Poverty and Inequalities</b>	335	(20)	315	289	315
(Less External Funding)	(50)		(50)	(45)	(50)
<b>Net Expenditure</b>	<b>58,075</b>	<b>(2,672)</b>	<b>55,403</b>	<b>51,554</b>	<b>55,403</b>
<b>Receipts</b>	<b>(200)</b>	<b>(2,675)</b>	<b>(203)</b>	<b>(176)</b>	<b>(203)</b>
<b>Gross Expenditure</b>	<b>58,275</b>		<b>55,606</b>	<b>51,730</b>	<b>55,606</b>

Note 1				
Actual Project Cost to 28/2/25 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
4,782	5,174	4,782	Dec-23	Aug-24
(4,760)	(5,174)	(4,782)		
81,407	100,800	100,900	Jul-25	Jul-25
3,712	4,836	4,758		
85,141	105,636	105,658		
(4,760)	(5,174)	(4,782)		
89,901	110,810	110,440		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2025-30

DELIVER INCLUSIVE ECONOMIC GROWTH

Note 1

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 28/2/25 £'000	Projected Outturn 2024/25 £000	Actual Project Cost to 28/2/25 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
<b>MAJOR PROJECTS - Deliver Inclusive Economic Growth</b>										
Site 6 South Side - Office Development	17,163	(112)	17,051	15,650	17,051	22,074	26,202	26,202	Feb-25	May-25
<b>OTHER PROJECTS - Deliver Inclusive Economic Growth</b>	334	(35)	299	217	299	2,117	2,702	2,593		
<b>(Less External Funding)</b>	(80)	10	(70)	(27)	(70)	(91)	(475)	(475)		
<b>Net Expenditure</b>	<b>17,417</b>	<b>(137)</b>	<b>17,280</b>	<b>15,840</b>	<b>17,280</b>	<b>24,100</b>	<b>28,429</b>	<b>28,320</b>		
<b>Netted Off Receipts</b>	<b>(80)</b>	<b>10</b>	<b>(70)</b>	<b>(27)</b>	<b>(70)</b>	<b>(91)</b>	<b>(475)</b>	<b>(475)</b>		
<b>Gross Expenditure</b>	<b>17,497</b>	<b>(147)</b>	<b>17,350</b>	<b>15,867</b>	<b>17,350</b>	<b>24,191</b>	<b>28,904</b>	<b>28,795</b>		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2025-30

Appendix 2

TACKLE CLIMATE CHANGE AND REACH NET ZERO CARBON EMISSIONS BY 2045

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 28/2/25 £'000	Projected Outturn 2024/25 £000
<b>MAJOR PROJECTS - Tackle Climate Change and Reach Net Zero Emissions by 2045</b>					
Broughty Ferry to Monifieth Active Travel Improvements	1,029		1,029	792	1,029
(Less External Funding)	(500)	(529)	(1,029)	(500)	(1,029)
Tier 1 Active Travel Infrastructure Fund (formerly known as Cycling, Walking & Safer Routes)	1,005		1,005	748	1,005
(Less External Funding)	(1,005)		(1,005)	(748)	(1,005)
DCA Lifecycle plant replacement programme	210		210	115	210
Low Carbon Transport (Green Transport Hub & Spokes - Bell Street)	10,658	(1,000)	9,658	6,075	9,658
(Less External Funding)	(10,658)	1,000	(9,658)	(6,000)	(9,658)
Vehicle Fleet & Infrastructure	1,073	49	1,122	1,066	1,122
(Less Sale of Vehicles & Equipment)	(82)	(49)	(131)	(82)	(131)
<b>OTHER PROJECTS - Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045</b>	1,401	(440)	961	686	961
(Less External Funding)	(528)	151	(377)	(253)	(377)
<b>Tackle Climate Change</b>	<b>2,603</b>	<b>(818)</b>	<b>1,785</b>	<b>1,899</b>	<b>1,785</b>
<b>Receipts</b>	<b>(12,773)</b>	<b>573</b>	<b>(12,200)</b>	<b>(7,583)</b>	<b>(12,200)</b>
<b>Gross Expenditure</b>	<b>15,376</b>	<b>(1,391)</b>	<b>13,985</b>	<b>9,482</b>	<b>13,985</b>

Note 1

Actual Project Cost to 28/2/25 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
16,251	9,067	18,031	Sep-24	Sep-24
(15,959)	(9,067)	(17,228)	Sep-24	Sep-24
1,618	1,875	1,875	Mar-25	Mar-25
(748)	(1,005)	(1,005)	Mar-25	Mar-25
181	4,550	4,550	Tender targeted for approval during 2025/26	
6,943	17,940	17,940	Sep-25	Sep-25
(6,848)	(14,400)	(16,045)		
2,191	2,198	2,198	Mar-25	Mar-25
(82)	(82)	(131)	Mar-25	Mar-25
21,638	23,777	23,713		
(2,340)	(2,460)	(2,460)		
<b>22,845</b>	<b>32,393</b>	<b>31,438</b>		
<b>(25,977)</b>	<b>(27,014)</b>	<b>(36,869)</b>		
<b>48,822</b>	<b>59,407</b>	<b>68,307</b>		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2025-30

Appendix 2

BUILD RESILIENT AND EMPOWERED COMMUNITIES

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 28/2/25 £'000	Projected Outturn 2024/25 £000
<b>MAJOR PROJECTS - Build Resilient and Empowered Communities</b>					
Road Maintenance Partnership	3,366	86	3,452	3,272	3,452
Street Lighting Renewal	1,100		1,100	914	1,100
City Improvement/Investment Fund	182	(104)	78	31	78
(Less External Funding)	0			0	
Parks & Open Spaces	1,601	(300)	1,301	769	1,301
(Less External Funding)	(365)		(365)	(259)	(365)
<b>OTHER PROJECTS/PROGRAMMES - Build Resilient and Empowered Communities</b>	2,379	(26)	2,353	1,349	2,353
<b>(Less External Funding)</b>	(1,171)	(74)	(1,245)	(275)	(1,245)
<b>Net Expenditure</b>	<b>7,092</b>	<b>(418)</b>	<b>6,674</b>	<b>5,801</b>	<b>6,674</b>
<b>Receipts</b>	<b>(1,536)</b>	<b>(74)</b>	<b>(1,610)</b>	<b>(534)</b>	<b>(1,610)</b>
<b>Gross Expenditure</b>	<b>8,628</b>	<b>(344)</b>	<b>8,284</b>	<b>6,335</b>	<b>8,284</b>

Note 1

Actual Project Cost to 28/2/25 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
3,272	3,366	3,366	Mar-25	Mar-25
914	1,100	1,100	Mar-25	Mar-25
103	1,596	1,596	Mar-25	Mar-25
(72)	(572)	(572)	Mar-25	Mar-25
1,509	2,555	2,555	Mar-25	Mar-25
(534)	(640)	(640)	Mar-25	Mar-25
6,495	8,563	7,659		
(758)	(1,529)	(1,531)		
10,929	14,439	13,533		
(1,364)	(2,741)	(2,743)		
12,293	17,180	16,276		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2025-30

Appendix 2

DESIGN A MODERN COUNCIL

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 28/2/25 £'000	Projected Outturn 2024/25 £000
<b>MAJOR PROJECTS/PROGRAMMES - Design a Modern Council</b>					
Baldovie Depot Redevelopment	100	(28)	72	<b>66</b>	72
Depot Rationalisation Programme	100		100	<b>65</b>	100
Dundee Ice Arena Plant & Upgrade	100	18	118	<b>102</b>	118
Olympia Refurbishment Works	644	7	651	<b>651</b>	651
<u>Property Lifecycle Development Programme</u>	5,763	(97)	5,666	4,518	5,666
Purchase Computer Equipment	1,272	(290)	982	884	982
(Less External Funding)	(1)		(1)		(1)
Desktop Management Software	258	(258)			
Schools Connectivity	1,610	(148)	1,462	1,462	1,462
<b>OTHER PROJECTS/PROGRAMMES - Design a Modern Council</b>	1,332	(274)	1,058	899	1,058
<b>Net Expenditure</b>	<b>11,178</b>	<b>(1,070)</b>	<b>10,108</b>	8,647	<b>10,108</b>
<b>Netted Off Receipts</b>	<b>(1)</b>		<b>(1)</b>		<b>(1)</b>
<b>Gross Expenditure</b>	<b>11,179</b>	<b>(1,070)</b>	<b>10,109</b>	8,647	<b>10,109</b>

Note 1

Actual Project Cost to 28/2/25 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
241	5,200	5,200	Tender will follow acquisition of land	
426	3,063	3,063	Service review ongoing - tender will follow once review complete	
1,152	9,100	9,100	Early stages of development with consultation on-going. Tender report will follow	
6,718	6,163	6,718	Oct-23	Dec-23
7,398	8,643	8,546	Mar-25	Mar-25
2,085	2,532	2,242	Mar-25	Mar-25
(648)	(650)	(648)	Mar-23	Mar-23
1,488	2,600	2,488		
4,500	5,435	5,475		
<b>23,360</b>	<b>42,086</b>	<b>42,184</b>		
<b>(648)</b>	<b>(650)</b>	<b>(648)</b>		
<b>24,008</b>	<b>42,736</b>	<b>42,832</b>		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2025-30

## Appendix 2

## TACKLE CLIMATE CHANGE AND REACH NET ZERO EMISSIONS BY 2045 - HOUSING REVENUE ACCOUNT ELEMENT

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 28/02/2025	Projected Outturn 2024/25 £000
Energy Efficient	1,749	(147)	1,602	1,036	1,602
<b>Net Expenditure</b>	<b>1,749</b>	<b>(147)</b>	<b>1,602</b>	<b>1,036</b>	<b>1,602</b>
<b>Receipts</b>					
<b>Gross Expenditure</b>	<b>1,749</b>	<b>(147)</b>	<b>1,602</b>	<b>1,036</b>	<b>1,602</b>

Note 1

Actual Project Cost to 28/02/2025 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
1,148	1,841	1,714	Mar-25	Mar-25
<b>1,148</b>	<b>1,841</b>	<b>1,714</b>		
<b>1,148</b>	<b>1,841</b>	<b>1,714</b>		

## BUILD RESILIENT AND EMPOWERED COMMUNITIES - HOUSING REVENUE ACCOUNT ELEMENT

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 28/02/2025	Projected Outturn 2024/25 £000
Free from Serious Disrepair	5,805	(248)	5,557	3,935	5,557
Modern Facilities & Services	565	61	626	549	626
Healthy, Safe and Secure	2,603	(59)	2,544	1,892	2,544
Miscellaneous	1,798	(136)	1,662	1,466	1,662
Increased Supply of Council Housing	1,927	(10)	1,917	1,525	1,917
(Less External Funding)	(695)		(695)	(695)	(695)
Demolitions	167	60	227	123	227
Sheltered Lounge Upgrades	200		200	152	200
Improvement Plan	900	1,290	2,190		2,190
<b>Net Expenditure</b>	<b>13,270</b>	<b>958</b>	<b>14,228</b>	<b>8,947</b>	<b>14,228</b>
<b>Receipts</b>	<b>(695)</b>		<b>(695)</b>	<b>(695)</b>	<b>(695)</b>
<b>Gross Expenditure</b>	<b>13,965</b>	<b>958</b>	<b>14,923</b>	<b>9,642</b>	<b>14,923</b>

Note 1

Actual Project Cost to 28/02/2025 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
4,954	6,999	6,576	Mar-25	Mar-25
549	490	626	Mar-25	Mar-25
8,495	10,071	10,001	Mar-25	Mar-25
2,476	2,869	2,713	Mar-25	Mar-25
7,374	7,776	7,766	Mar-25	Mar-25
(1,824)	(1,824)	(1,824)	Mar-25	Mar-25
148	192	252	Mar-25	Mar-25
169	200	217	Mar-25	Mar-25
	2,190	2,190	Mar-25	Mar-25
<b>22,341</b>	<b>28,963</b>	<b>28,517</b>		
<b>(1,824)</b>	<b>(1,824)</b>	<b>(1,824)</b>		
<b>24,165</b>	<b>30,787</b>	<b>30,341</b>		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2025-30

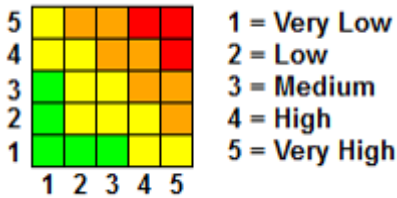
**DUNDEE CITY COUNCIL CAPITAL EXPENDITURE MONITORING 28 FEBRUARY 2025****Appendix 3**

	<u>Approved Capital Budget 2024/25 £000</u>	<u>Total Budget Adjustments £000</u>	<u>Revised Capital Budget 2024/25 £000</u>	<u>Actual Spend to 28 Feb 2025 £000</u>	<u>Projected Outturn 2024/25 £000</u>	<u>Variance £000</u>	<u>Actual Spend to 28.2.2025 as a % of Revised Budget</u>
<b><u>Capital Expenditure 2024/25</u></b>							
<b><u>Tackle Climate Change and reach Net Zero carbon emissions by 2045</u></b>							
Energy Efficiency	1,749	(147)	1,602	1,036	1,602	-	65%
<b><u>Build Resilient and Empowered Communities</u></b>							
Free from Serious Disrepair	5,805	(248)	5,557	3935	5,557	-	71%
Modern Facilities and Services	565	61	626	549	626	-	88%
Healthy, Safe & Secure	2,603	(59)	2,544	1,892	2,544	-	74%
Miscellaneous	1,798	(136)	1,662	1,466	1,662	-	88%
Increase Supply of Council Housing	1,927	(10)	1,917	1,525	1,917	-	80%
Demolitions	167	60	227	123	227	-	54%
Sheltered Lounge Upgrades	200		200	152	200	-	76%
Improvement Plan	900	1,290	2,190		2,190	-	0%
<b>Capital Expenditure 2024/25</b>	<b>15,714</b>	<b>811</b>	<b>16,525</b>	<b>10,678</b>	<b>16,525</b>	-	65%
<b><u>Capital Resources 2024/25</u></b>							
<b>Expenditure Funded from Borrowing</b>	14,142	811	14,953	9,693	14,953	-	
<b>Capital Receipts, Grants &amp; Contributions - project specific</b>							
Scottish Government Grants	695		695	695	<b>695</b>	-	
<b>Capital Funded from Current Revenue</b>							
Council Tax discount reductions used to fund affordable housing	450		450		<b>450</b>	-	
<b>Capital Receipts, Grants &amp; Contributions</b>							
Receipts from Owners	165		165	33	<b>165</b>	-	
<b>Capital Receipts:-</b>							
Sale of Assets - Land	262		262	257	<b>262</b>	-	
	<b>15,714</b>	<b>811</b>	<b>16,525</b>	<b>10,678</b>	<b>16,525</b>		
<b>Capital Expenditure as % of Capital Resources</b>	<b>100%</b>		<b>100%</b>		<b>100%</b>		

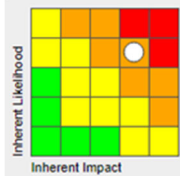



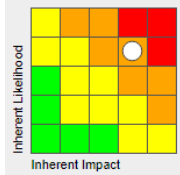
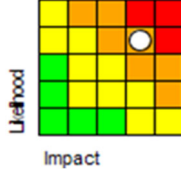
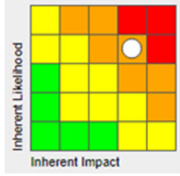
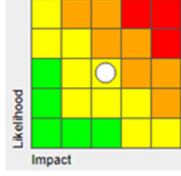
APPENDIX 4

Pentana Risk Matrix



Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
1.General Price inflation may be greater than contingencies already built into figures in capital monitoring/plan.	<ul style="list-style-type: none"> <li>The invasion of Ukraine</li> <li>Labour shortages pushing up labour costs.</li> <li>Economic uncertainty due to political factors</li> </ul>	<ul style="list-style-type: none"> <li>Increased financial cost of projects.</li> <li>Potential Overspends as allowance in Capital Plan is insufficient to cover increased cost.</li> </ul>	<ul style="list-style-type: none"> <li>Changes to the scope of projects to accommodate additional costs.</li> <li>Delays to project progressing due to rescoping of project.</li> <li>Changes to Capital Plan to accommodate the additional costs by reallocation of resources from other projects</li> </ul>		<ul style="list-style-type: none"> <li>Robust Capital Monitoring processes in place to enable any potential issues to be highlighted as soon as they arise, and any necessary action taken.</li> </ul>	
2.Additional Costs once Project has started and works on-going	<ul style="list-style-type: none"> <li>Unforeseen circumstances such as ground conditions leading to delay and /or additional cost.</li> <li>Under performance in the materials supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>Increased financial cost of projects.</li> <li>Potential Overspends as allowance in Capital Plan is insufficient to cover increased cost.</li> </ul>	<ul style="list-style-type: none"> <li>The estimated completion of the project is delayed</li> <li>Changes to the scope of the ongoing project, if possible, to accommodate the increased costs.</li> <li>Changes to Capital Plan to accommodate the</li> </ul>		<ul style="list-style-type: none"> <li>Robust monitoring of the project by professional Project Managers means potential issues are highlighted and remedial action taken to resolve as soon as possible.</li> <li>Specific Risk registers exist for major capital</li> </ul>	

Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
			additional costs by reallocation of resources from other projects		<p>projects contained within the capital monitoring, and they are continually reviewed as the project progresses, and corrective action taken where necessary.</p> <ul style="list-style-type: none"> <li>Capital monitoring processes ensure overspends are highlighted as soon as known and corrective action taken.</li> </ul>	
3.Estimated Completion date for the Project	<ul style="list-style-type: none"> <li>Extreme weather conditions can delay progress</li> <li>Unforeseen issues can arise once project starts e.g. ground conditions</li> <li>Under performance in the materials supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>Delay in the asset becoming operational.</li> <li>Negative press coverage for Council</li> <li>Service delivery impacted due to delays in completing works.</li> </ul>	<ul style="list-style-type: none"> <li>Potential additional revenue costs as asset not operational and ready to be used,</li> <li>Delay In achieving revenue savings from the project.</li> <li>Knock on effect of not being able to progress subsequent projects, as staff engaged on delivery of current project.</li> <li>Potential additional capital costs where equipment has been hired.</li> <li>Potential claim from contractors for extension of time.</li> </ul>	 <p>Inherent Likelihood</p> <p>Inherent Impact</p>	<ul style="list-style-type: none"> <li>Robust monitoring of the project by professional Project Managers means when potential delays to the project are highlighted and remedial action taken to resolve as soon as possible to minimise any delays to the completion date.</li> </ul>	 <p>Residual Likelihood</p> <p>Residual Impact</p>

Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
4.Capital Receipts from Sale of Assets not achieved	<ul style="list-style-type: none"> <li>Uncertain market conditions, e.g. level of interest rates and inflation, means housing developers are not purchasing sites for development.</li> <li>Abnormals can reduce the value of the site being marketed.</li> <li>Brownfield sites have higher level of abnormals due to contamination etc.</li> <li>Uncertain economic/world means businesses are not expanding.</li> </ul>	<ul style="list-style-type: none"> <li>Less funding available to fund current capital programme</li> </ul>	<ul style="list-style-type: none"> <li>Alternate capital resources identified to compensate for the shortfall, if possible.</li> <li>Capital programme is reprioritised to take account of the funding shortfall</li> </ul>		<ul style="list-style-type: none"> <li>Robust monitoring of the projected capital receipts by officers from City Development and Support services, means any shortfalls are identified and remedial action taken.</li> </ul>	
5.Delays in Capital Receipts being Received	<ul style="list-style-type: none"> <li>Uncertain market conditions, e.g. level of interest rates, inflation and uncertainties in the economy due to political climate means housing developers are delaying purchasing sites for development, in anticipation that interest rates and rate of inflation will come down</li> </ul>	<ul style="list-style-type: none"> <li>Less funding available to fund current capital programme in the short term</li> </ul>	<ul style="list-style-type: none"> <li>Capital programme is slipped to take account of the delays in receiving the capital receipts</li> </ul>		<ul style="list-style-type: none"> <li>Robust monitoring of the projected capital receipts by officers from City Development and Support services, means any short-term delays are identified and remedial action taken.</li> <li>The capital expenditure programme naturally slips due to external factors, so any delays in</li> </ul>	

Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
	<ul style="list-style-type: none"> <li>Businesses are delaying applying for business loans for expanding etc in anticipation that interest rates will come down further.</li> </ul>				receiving receipts can be matched against the expenditure slippage.	

**REPORT TO:** CITY GOVERNANCE COMMITTEE – 21 APRIL 2025

**REPORT ON:** REVENUE MONITORING 2024/2025

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

**REPORT NO:** 89-2025

## 1 PURPOSE OF REPORT

- 1.1 To provide Elected Members with an analysis of the 2024/25 projected revenue outturn as at 31 January 2025 and the impact on the Council's overall balances position.

## 2 RECOMMENDATIONS

- 2.1 It is recommended that the Committee:
- (a) note that as at 31 January 2025 the General Fund is projecting an overall overspend of £5.008m against the adjusted 2024/2025 Revenue Budget and the impact this has on the projected Council's General Fund Balances;
  - (b) note the budget adjustments totalling £13.737m and detailed in the second column of Appendix A as virements to the previously approved Revenue Budget;
  - (c) note that as at 31 January 2025 the Housing Revenue Account (HRA) is projecting an overspend of £4.000m against the adjusted HRA 2024/25 Revenue Budget and the impact this has on the element of the projected Renewal & Repair Fund balance earmarked to HRA;
  - (d) approve the action to capitalise an additional £0.300m of HRA expenditure to reduce cost pressures, set out in paragraph 8.3, and note if implemented this would reduce the HRA projected overspend to £3.700m. This would also increase the HRA Renewal and Repair Fund's projected balance at 31 March 2025 to £1.022m;
  - (e) note the key strategic, operational and financial risks being faced by the Council outlined in Appendix B;
  - (f) notes the current position on Leisure and Culture Dundee (LACD), as set out in paragraph 7.1.

## 3 FINANCIAL IMPLICATIONS

- 3.1 The unallocated portion of the General Fund as at 31 January 2025 is projecting an overspend of £5.008m against the adjusted 2024/25 Revenue Budget. The impact this would have on the Council's General Fund Balances is outlined below:

General Fund	Opening Balance 1 April 2024 £000	(Surplus) / Deficit for the Year £000	Transfers (In) / Out	Projected Balance 31 March 2025 £000
Earmarked Carry-forwards*	4,124	1,266		2,858
Organisational Change Fund	2,388	150		2,238
Covid cost related pressures*	2,750	700	500	1,550
Covid recovery measures	405			405
Service change initiatives	5,000			5,000
Roof Remedial Works	2,702	968		1,734

Cost of Living Pressures	200			200
Contribution to 2024/25 budget	6,640	6,640		0
Employability third sector	0	(1,150)		1,150
Other Earmarked Funds	3,934	384		3,550
Service concessions flexibility	39,773			39,773
<b>Total earmarked funds</b>	<b>67,916</b>	<b>8,958</b>	<b>500</b>	<b>58,458</b>
Unallocated Balance	9,815	5,008	(500)	5,307
<b>Total General Fund</b>	<b>77,731</b>	<b>13,966</b>	<b>0</b>	<b>63,765</b>

\* These balances will be drawn down as required during the year.

- 3.2 The projected revenue outturn includes savings from the approved financial recovery plan amounting to £1.615m, which were detailed in the October revenue monitoring report. As detailed in the same report, a further review of earmarked reserves identified a further £0.895m to offset the projected reserve together with a review of the corporate property costs overspend concluding £0.584m of these costs were eligible to be capitalised. Both proposals were approved by elected members at the City Governance Committee meeting on 20 January 2025. The approved recovery measures are reflected within the numbers contained in this report.
- 3.3 The approved budget included an allowance of 3% for the 2024/25 pay awards for both LGE and teachers. The CoSLA pay offer for LGE staff, of either 3.6% or an uplift of £0.67 per hour where this would be higher, was agreed and implemented from 1 April 2024 in the November 2024 payroll. In overall terms, the LGE pay offer was estimated to be an average increase of 4.27%. The pay offer for teachers was also 4.27%, effective from 1 August 2024. This report includes funding from Scottish Government of £2.212m in respect of the LGE pay award and £0.748m in respect of the teachers pay award. In addition, a one-off additional £0.601m relating to the 2023/24 pay awards has been received. Provision for the pay award is included within contingencies and has not yet been allocated to service budgets. Officers estimate that the overall pay contingency will be underspent by £1.000m, which is reflected in this report.
- 3.4 The approved budget also included a provision of £2.000m to meet cost pressures within Children Services associated external childcare placements. It is noted that as at 31 January 2025 £1.359m of this has been utilised with the balance of £0.641m remaining in contingency and held to meet any further cost pressures should demand increase.
- 3.5 Based on the financial information available as at 31 January 2025 the HRA outturn position for 2024/25 is projecting an overspend of £4.000m. Further details are provided in section 8 of this report. This outturn includes savings of £1.200m, which were identified in the November report as HRA expenditure eligible to be capitalised to reduce cost pressures and approved by elected members at the City Governance Committee meeting on 17<sup>th</sup> February 2025.

## 4 BACKGROUND

- 4.1 Following approval of the Council's 2024/25 Revenue Budget by the City Governance Committee on 29 February 2024, this report provides the projected revenue outturn position as at 31 January 2025, against the adjusted 2024/25 Revenue Budget.
- 4.2 The total 2024/25 Revenue Budget is £468.789m. For revenue monitoring purposes, the Council Tax Reduction Scheme budget of £13.772m is moved from expenditure to income and netted off against Council Tax income. This results in total budgeted expenditure of £455.017m for revenue monitoring purposes, as set out in Appendix A.
- 4.3 This report provides a detailed breakdown of service revenue monitoring information along with explanations of material variances against adjusted budgets. Where services are projecting a significant (underspend) or overspend against adjusted budget, additional details have been provided. Where service expenditure is on target and no material variances are anticipated, additional information has not been provided.

4.4 The forecast position is shown in more detail in the appendices to this report, as follows:

**Appendix A** shows the variances between budget and projected outturn for each service of the Council.

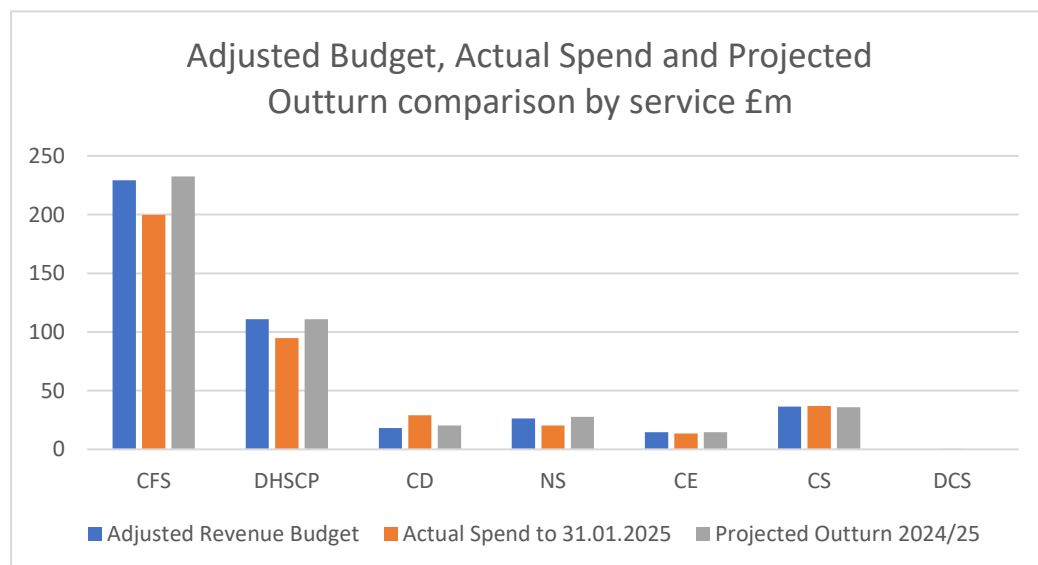
**Appendix B** lists the key strategic, operational and financial risks being faced by the Council.

## 5 GENERAL FUND SERVICES - MONITORING POSITION AS AT 31 JANUARY 2025

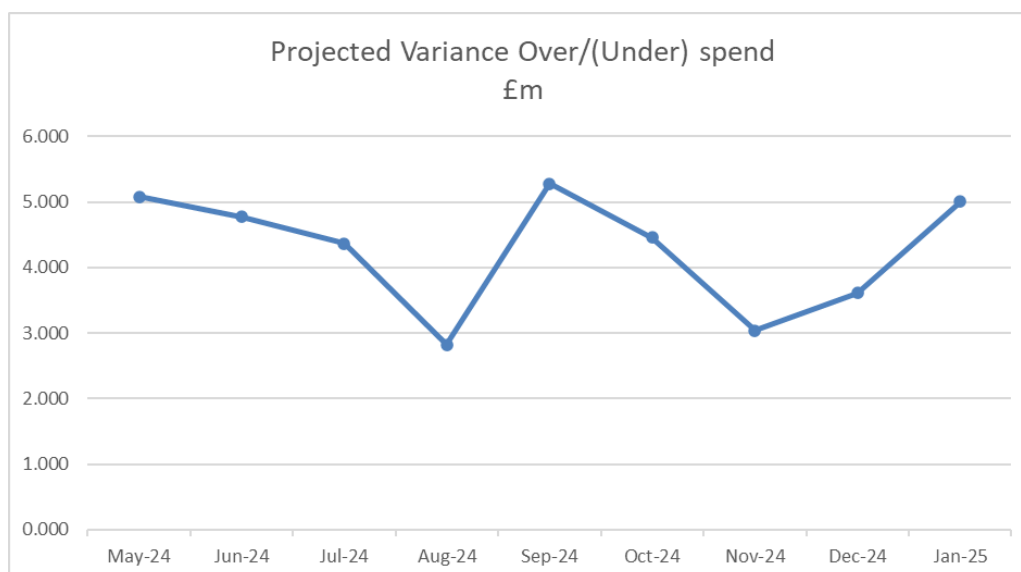
5.1 The forecast position as at 31 January 2025 for General Fund services is summarised below.

	(Under)/Over Spend as at 31 January £m	(Under)/Over Spend as at 31 December £m	Movement (from previous month) £m
Net Expenditure	5.700	4.407	1.293
Sources of Income	(0.692)	(0.799)	0.107
<b>Net projected reduction uncommitted balances</b>	<b>5.008</b>	<b>3.608</b>	<b>1.400</b>

The graph below details the comparison between each service's actual spend and projected outturn.



The graph below shows the projected variance over the reported periods.



5.2 The table below details the key factors which contributed to the movement from previous month.

	£m
Projected overspend in relation to backdated legacy invoices for water service provision on numerous properties	0.373
Additional expenditure on agency fees associated with letting of new commercial properties	0.100
Increase in the projected overspend in corporate property relating to increases in Health & Safety maintenance and unplanned repairs at V & A, Regional Performance Centre and Marchbanks	0.150
Projected under recovery of architect fees due to a reduction in chargeable hours	0.350
Projected overspend within Corporate Services' supplies and services mainly relating to IT licence fees, postage increases and audit fees was previously understated	0.308
Increased income shortfalls on mailroom recharges, DWP admin funding and Scientific Services	0.242
Adjustment to projected additional Council Tax income	0.194
Increase in underspend in Corporate Services staff costs relating to various vacancies	(0.276)

## 6 DETAILED ANALYSIS

The following paragraphs summarise the main areas of variance by service along with appropriate explanations. These figures reflect movements for the full year to date.

### 6.1 Children & Families Services: £3.268m overspend

Dec £m		Jan £m
2.128	Projected overspend in teachers staff costs mainly relating to increased levels of use of supply cover and acting up allowance mainly due to sickness levels that have increased by 8% since the beginning of the year. In addition, a 50% reduction in the number of newly qualified teachers recruited compared to last year has also resulted in increased costs	2.128



0.832	Projected overspend in LGE mainly as result of demand for Additional Support Needs staff	0.832
0.424	Projected overspend in Children Services staff costs relating to sessional staff	0.424
0.528	Projected increase in Non-Domestic Rates payable due to the increase in poundage rate for properties with Intermediate and higher rateable values	0.528
0.205	Projected overspend in energy costs partly as energy consumption has not reduced as planned and standing charges have increased	0.205
0.232	Projected overspend in property costs due to repairs and maintenance	0.232
0.500	Projected overspend within supplies and services relating to increased Tayside Contracts catering costs and computer licenses	0.500
0.148	Projected overspend on pupil transport relating to taxis and buses ordered by service	0.148
1.359	Projected overspend mainly within Children Services third party payments as a result of increased residential school placements, an increased number of families in receipt of Self-Directed Support and fostering and adoption fee increases	1.359
(1.359)	Use of contingency budget to offset projected Children Services third party payments overspend	(1.359)
0.166	Projected overspend within Early Years third party payments, mainly as rates in private nurseries have increased at a level greater than budgeted	0.166
0.151	Projected overspend in third party payments relating to operational costs of sport co-ordinators	0.151
(1.078)	Additional income relating to funding for unaccompanied asylum-seeking children	(1.078)
(0.866)	Additional income in education mainly relating to fees from parents and SEN income	(0.866)
(0.102)	Additional income relating to one off funding for Ukrainian Refugees	(0.102)

## 6.2 Dundee Health & Social Care Partnership (DHSCP)

The latest financial monitoring report presented to Dundee IJB projects an overspend of £8.762m for 2024/25, with this information presented to Dundee IJB at its meeting on 19th February 2025. This projected overspend continues to exceed 2024/25 IJB Financial Plan where up to £4m had been identified and set aside in IJB Reserves to cover the planned in-year shortfall. Financial Recovery Plans have now been implemented in line with IJB Integration Scheme to minimise the in-year overspend and also return the IJB to a financially sustainable position, however further General Reserves of £4.8m are held to fund this additional overspend if required.

DHSCP is continuing to experience significant operational challenges in demand and demographics (notably the growth in Care at Home provision as a result of shift in care to help mitigate against hospital delayed discharges, minimise unnecessary hospital admissions, reduce social care unmet need and reduce Care Home beds), staffing challenges (both recruitment and retention, sickness absence and premium cost of back-fill cover), increasing complexity of needs in community settings, and the wider impact of deferred treatments on health and wellbeing following the pandemic period, all of which continue to impact on the projected financial position. Operational managers and finance team continue work to explore ways of mitigating the overspend through efficiencies, cost reduction, transformation and savings opportunities and any impact of these actions will be reported to the IJB.

Under the risk sharing arrangement reflected in the Integration Scheme, the Integration Joint Board (IJB) retains any underspend within its reserve balances for investment in integrated health and social care services in future years, however any shortfall (after utilising reserves and implementing the Financial Recovery Plans) would be shared proportionately between the Partner Bodies. Officers continue to liaise with Council (and NHST) colleagues to monitor any financial implication. At present, the combined value of earmarked and general reserves is

sufficient to cover the projected 24/25 overspend and therefore there is no projected financial implication for Dundee City Council.

### 6.3 City Development: £2.038m overspend

Dec £m		Jan £m
1.306	Projected overspend in corporate property mainly due to costs of unplanned and health and safety related repairs	1.456
0.700	Estimated winter maintenance overspend	0.700
0.700	Forecasted reduction in income relating to the decrease in off-street parking income	0.700
(0.700)	Funded by earmarked Covid reserve to meet associated loss of income	(0.700)
0.501	Forecasted overspend in energy costs within City Development partly as energy consumption has not reduced as planned and standing charges have increased	0.501
0.000	Projected overspend in relation to backdated legacy invoices for water service provision on numerous properties	0.373
0.173	Reflects projected increased provision for bad debts mainly as a result of commercial rents	0.173
0.000	Additional expenditure on agency fees associated with letting of new commercial properties	0.100
0.224	Shortfall in projected Building Warrants income due to reduced number of large-scale projects	0.224
(0.429)	Projected under recovery of architect fees due to a reduction in chargeable hours	(0.079)
(0.234)	Additional rental income within Dundee House	(0.234)
(0.464)	Projected underspend in staff costs due to vacancies	(0.464)
(0.535)	Additional income due to carry forward of employability grant income no longer required	(0.535)
(0.252)	Use of On-Street Car Parking and other earmarked reserves to fund roads maintenance	(0.252)

Please note that this report assumes a loss of £0.350m in respect of 2024/25 cost recovery of Architectural Services. A review of cost recoveries is ongoing and may result in a reduction of this figure. Please note that any additional cost recoveries subsequently identified will predominantly be at the expense of the HRA and capital projects.

Dundee's Low Emissions Zone (LEZ) scheme was launched on 31 May 2024. It is noted that the Transport (Scotland) Act 2019 states that all income from the Low Emission Zone must be first used to facilitate the scheme. It is forecast that income from the LEZ will decline over time and revenue received in the first year will be set aside to contribute to future years costs of operating and maintaining the LEZ infrastructure. To 31 January 2025, 11,581 fines were issued and receipts totalled £0.210m. Projected income for the year is £0.230m, which compares with estimated costs of £0.230m for operating the LEZ in 2024/25.

Fines are issued at values ranging from £60.00 for first offence rising to £960.00 for fifth offence. There is a 50% reduction in the value if the fine is paid within 14 days.

### 6.4 Neighbourhood Services: £1.284m overspend

Dec £m		Jan £m
0.916	Projected overspend in waste management third party payments, mainly relating to increased MEB Gates Fees, increased tonnage and forecasted lower electricity income expected to be gained from the excess revenue share for the waste to energy contract	0.859

0.210	Projected overspend in other housing property costs due to spend on fixture and fittings	0.221
0.449	Projected shortfall in income generated from trade waste and recyclables	0.495
0.597	Streetscene & Land Management: income mainly from projects, interment fees and ground maintenance activities are forecasted to be lower than budgeted	0.539
0.742	Reduction in expected income from old waste plant due operational issues and lower than expected electricity revenues due to ongoing market conditions	0.742
(0.884)	Projected underspend in staff costs due to vacancies	(1.204)
(0.211)	Additional income recovered for housing benefits relating to Bed & Breakfasts	(0.211)

6.5 Chief Executive: (£0.119m) underspend

Dec £m		Jan £m
(0.118)	Projected underspend in staff costs due to vacancies	(0.118)

6.6 Corporate Services: (£0.679m) underspend

Dec £m		Jan £m
(1.651)	Projected underspend in staff costs due to vacancies	(1.927)
0.734	Projected overspend in supplies and services, mainly relating to IT licence fees, postage increases, audit fees and removal of Central Government funding for electoral registration	0.659
0.324	Projected shortfall in Scientific Services cost recoveries	0.440
0.104	Increased income shortfalls on mailroom recharges, DWP admin funding	0.208

6.7 Capital Financing Costs: £0.579m overspend

Dec £m		Jan £m
0.579	Capital Financing Costs are anticipated to be greater than expected due to the continuation of shorter-term borrowing whilst interest rates remain higher than budgeted for. This is being mitigated, where possible, through the deferral of capital repayments to future years for assets that are still under construction.	0.579

6.8 New Monies: (£1.790m) underspend

Reflects the share of additional £62.7m monies announced by Scottish Government after the budget was agreed that will now be used to replenish any balances used. In addition, the Council will receive a share of an additional £21.0m (£0.601m) which will go towards pay awards in excess of what has been budgeted.

6.9 Corporate Fleet: £1.868m overspend

Reflects the projected net overspend associated with the corporate fleet. The cost of the Council's fleet remains a budget pressure mainly due to rising expenditure in relation to the external hire of vehicles used by services together with the cost of parts and materials for vehicle repairs. The fleet review is ongoing to ensure the overall fleet utilised by services is in

line with the budget provision available and that the true cost of fleet managed on behalf of external bodies is recovered accordingly and the outcome will be reported to members as part of future monitoring reports.

6.10 Council Tax: (£0.605m) underspend

Reflects the projected over-recovery of Council Tax income of £0.439m plus the projected underspend on Council Tax Reduction.

6.11 Empty Property Relief: £0.250m overspend

Reflects the updated projected overspend associated with the total devolved empty property relief awarded in the 2024/25 financial year.

## 7 EXTERNAL ORGANISATIONS

7.1 Leisure and Culture Dundee (LACD) suffered considerable income shortfalls during the Covid-19 pandemic, due to the effects of lockdowns and operating restrictions once facilities re-opened. It is recognised that, whilst facilities are now fully operational, income levels will take some time to be restored to pre-pandemic levels. To provide certainty, stability and time for Leisure and Culture Dundee to develop a balanced budget from 2024/25 onwards Dundee City Council confirmed its continuing financial support to cover the deficit position for a period until 31 March 2024. In December 2023, it was further agreed that the Chief Executive be authorised to extend the support to Leisure and Culture Dundee to 30 June 2024 should this be necessary. The Council will also continue to undertake cash flow management support to LACD to allow it to remain in credit at all times, and therefore have sufficient cash to continue to operate, thus allowing it to proceed as a going concern and meet its everyday cash liabilities. Any additional financial support provided will be met from reserves.

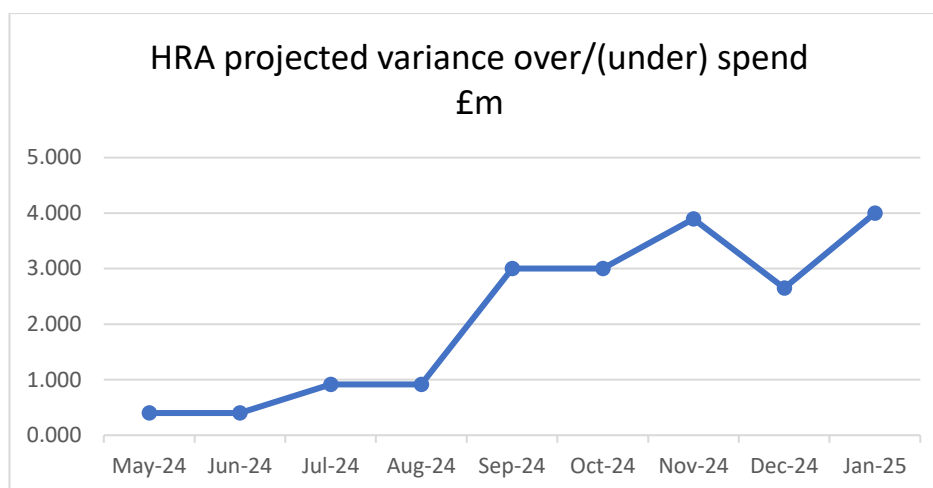
7.2 Our budget includes the assumption that Tayside Contracts will return a surplus in 2024/25, our share of which will be £0.343m. The latest projection (as at 30 September 2024) is that the Council share of surplus will be £0.232m.

## 8 HOUSING REVENUE ACCOUNT - MONITORING POSITION AT 31 JANUARY 2025

8.1 The forecast position as at 31 January 2025 for the HRA is summarised below:

	(Under)/Over Spend as at 31 January £m	(Under)/Over Spend as at 31 December £m	Movement (from previous month) £m
Net Expenditure	4.831	3.480	1.351
Sources of Income	(0.831)	(0.831)	0.000
<b>Net over/ (underspend)</b>	<b>4.000</b>	<b>2.649</b>	<b>1.351</b>

The graph below shows the projected variance over the reported periods.



Please note that the forecast position is compared to the HRA budget as adjusted following the approval of the Housing Repairs and Relet Plan (report 139-2024 approved by the Neighbourhood Regeneration, Housing and Estate Management Committee on 13 May 2024 refers). This report outlined additional expenditure of £4.845m to fund the existing repairs and relets backlog that were planned to be funded by savings amounting to £2.250m and a contribution of £2.595m from the Renewal & Repair Fund.

- 8.2 The key variances that make up the January position are shown in the table below together with a comparison to the previous month. These figures reflect movements for the full year to date.

Dec £m		Jan £m
0.580	Projected overspend in property costs mainly relating to additional void costs due to empty properties being let for longer than budgeted.	0.639
0.000	Projected increase in Rent Bad Debt Provision mainly due to an increase in rent arrears	0.300
0.703	Reflects additional expenditure on unmetered landlord supplies and gas safety maintenance and emergency repairs	0.661
1.483	Reflects additional repairs and planned maintenance including specialist works in relation to damp and mould treatments and additional works in multi storey developments	1.583
0.361	Additional recharge through Repairs and Maintenance Partnership as a result of greater than budgeted pay award and increase volume of activity	0.461
(0.188)	Projected overspend on relets mainly due to a higher level of activity/expenditure on relets than was previously anticipated	0.466
0.083	Overspend on Planned Maintenance due to saving identified in relets and repairs recovery plan not materialising	0.183
(1.200)	Less: HRA expenditure eligible for capitalisation	(1.200)
0.243	Reflects greater than anticipated spend on various other costs including energy, health & safety, cleaning and other property costs	0.243
1.321	Capital Financing Costs are anticipated to be greater than expected due to interest costs being higher than budgeted due to the continuation of shorter-term borrowing whilst interest rates remain high	1.321
0.148	Projected overspend in supplies and services mainly relating to additional storage costs and pest control services	0.148
(0.305)	Anticipated underspend in staff costs due to vacancies	(0.305)
(0.500)	Additional rental income	(0.500)

- 8.3 A further review has identified an additional £0.300m of expenditure that would be eligible to be capitalised to reduce revenue cost pressures. If implemented this would reduce the above projected overspend to £3.700m. This would also increase the HRA Renewal and Repair Fund's projected balance at 31 March 2025 to £1.022m. This is in addition to £1.200m savings included in this report, which were identified in the November report as HRA expenditure eligible to be capitalised and approved by elected members at the City Governance Committee meeting on 17<sup>th</sup> February 2025.
- 8.4 Any final variance adjusted against the Renewal & Repair Fund and is projected to be as follows:

<b>Dec £m</b>	<b>HRA Renewal and Repair Fund</b>	<b>Jan £m</b>
7.317	Opening Balance as at 1 April 2024	7.317
(2.649)	<u>Less</u> Projected Overspend to 31 March 2024	(4.000)
(2.595)	<u>Less</u> Use of HRA Renewal and Repair Fund towards Repairs & Relets Plan	(2.595)
<b>2.073</b>	<b>Projected Balance as at 31 March 2025</b>	<b>0.722</b>

## 9 RISK ASSESSMENT

- 9.1 In preparing the Council's 2024/25 Revenue Budget, the key strategic, operational and financial risks faced by the Council over this period were considered. To alleviate the impact these risks may have if they occur, a number of general risk mitigation factors are utilised by the Council.
- 9.2 The key risks in 2024/25 have been assessed both in terms of the probability of whether they will occur and the severity of their impact on the Council should they indeed happen. These risks have been ranked as either zero, low, medium or high. Details of this risk assessment are included in Appendix B to this report. Any changes to the assessment from the previous reporting period, together with any additional comments included, are highlighted in bold type.

## 10 POLICY IMPLICATIONS

- 10.1 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.

## 11 CONSULTATIONS

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

## 12 BACKGROUND PAPERS

- 12.1 None.

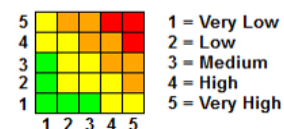
**PAUL THOMSON**  
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

**08 APRIL 2025**

<b>DUNDEE CITY COUNCIL</b>							
<b>2024/2025 REVENUE OUTTURN MONITORING</b>							
<b>PERIOD 1 APRIL 2024 - 31 JANUARY 2025</b>							
	<b>Approved</b>		<b>Adjusted</b>		<b>Projected</b>	<b>Previous</b>	<b>Movement</b>
	<b>Revenue</b>	<b>Total</b>	<b>Revenue</b>	<b>Projected</b>	<b>Variance</b>	<b>Months</b>	<b>Since</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Outturn</b>	<b>Over/(under)</b>	<b>Projected</b>	<b>Previous</b>
	<b>2024/25</b>	<b>Adjustments</b>	<b>2024/25</b>	<b>2024/25</b>	<b>spend</b>	<b>Variance</b>	<b>Month</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£000</b>	<b>£000</b>
<b>General Fund Services</b>							
Children & Families	213.996	15.188	229.184	232.452	3.268	3.268	
Dundee Health & Social Care Partnership	110.180	0.671	110.851	110.851	0.000	0.000	0.000
City Development	12.235	5.961	18.196	20.234	2.038	1.065	0.973
Neighbourhood Services	28.439	(2.120)	26.319	27.603	1.284	1.237	0.048
Chief Executive	13.835	0.768	14.603	14.484	(0.119)	(0.100)	(0.019)
Corporate Services	33.568	2.885	36.453	35.774	(0.679)	(0.884)	0.205
Construction Services	0.000		0.000	0.000	0.000	0.000	0.000
	412.253	23.353	435.606	441.398	5.792	4.585	1.207
Capital Financing Costs / Interest on Revenue Balances	22.429		22.429	23.008	0.579	0.579	
Contingencies:							
- General	0.500	(0.165)	0.335	0.335	0.000	0.000	
- Budget growth/Cost Pressures	13.278	(10.768)	2.510	1.510	(1.000)	(1.000)	
- New monies	0.599	1.317	1.916	0.126	(1.790)	(1.790)	
Tayside Contracts surplus	(0.343)		(0.343)	(0.232)	0.111	0.111	
Corporate Fleet	3.023		3.023	4.891	1.868	1.872	(0.004)
Miscellaneous Items	(2.044)		(2.044)	(2.044)			
Discretionary Non Domestic Rates (NDR) Relief	0.392		0.392	0.392	0.000	0.000	
Supplementary Superannuation Costs	2.938		2.938	2.738	(0.200)	(0.200)	
Tayside Valuation Joint Board	0.945		0.945	1.034	0.089		0.089
Empty Property Relief Devolution	1.048		1.048	1.298	0.250	0.250	
<b>Total Expenditure</b>	<b>455.017</b>	<b>13.737</b>	<b>468.754</b>	<b>474.455</b>	<b>5.700</b>	<b>4.408</b>	<b>1.292</b>
<b>Sources of Income</b>							
General Revenue Funding	(304.241)	(13.022)	(317.263)	(317.263)			
Contribution from National Non Domestic Rates (NNDR) Pool	(73.695)		(73.695)	(73.695)			
Council Tax	(63.906)		(63.906)	(64.511)	(0.605)	(0.799)	0.194
Assumed SPPA Teachers Superannuation Contrib	(2.280)		(2.280)	(2.367)	(0.087)	0.000	(0.087)
Use of Balances -							
Balance on Covid Recovery Fund	(6.640)		(6.640)	(6.640)			
Committed Balances c/f	0.000	(1.266)	(1.266)	(1.266)			
Earmarked funds	0.000	0.701	0.701	0.701			
Service concessions	(4.255)		(4.255)	(4.255)			
Change Fund	0.000	(0.150)	(0.150)	(0.150)			
<b>(Surplus)/Deficit for the year</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>5.008</b>	<b>5.008</b>	<b>3.609</b>	<b>1.399</b>
<b>(Surplus)/Deficit for Housing Revenue Acct</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>4.000</b>	<b>4.000</b>	<b>2.649</b>	<b>1.351</b>

## Risks - Revenue Assessment

## Corporate Risk Matrix



Risk Title	Causes	Impact	Inherent Risk	Controls	Residual Risk (Previous Month)	Residual Risk (Current Month)
1. General price inflation may be greater than anticipated.	<ul style="list-style-type: none"> <li>Government policies and regulations</li> <li>Poor economic conditions</li> <li>Impact of rising price rises e.g. energy</li> </ul>	<ul style="list-style-type: none"> <li>Increased financial cost / rising prices</li> <li>Potential budget overspends</li> <li>Potential for interest rate rises through intervention measures</li> </ul>		<ul style="list-style-type: none"> <li>Corporate Procurement strategy in place, including access to nationally tendered contracts for goods and services</li> <li>Fixed price contracts agreed for major commodities i.e. gas and electricity.</li> <li>Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements.</li> </ul>		
2. Capital Financing Costs - level of interest rates paid will be greater than anticipated.	<ul style="list-style-type: none"> <li>Substantial decline of global financial market</li> <li>Economic factors impacting on interest rates</li> </ul>	<ul style="list-style-type: none"> <li>Increased borrowing costs</li> <li>Greater return on investments / cash balances</li> </ul>		<ul style="list-style-type: none"> <li>Treasury Management Strategy. Limited exposure to variable rate funding.</li> <li>Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible.</li> </ul>		
3. Unforeseen new cost pressures arising during the course of the financial year.	<ul style="list-style-type: none"> <li>Financial constraints</li> <li>Demand pressures</li> <li>Cost of Living</li> </ul>	<ul style="list-style-type: none"> <li>Potential overspends</li> </ul>		<ul style="list-style-type: none"> <li>Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements.</li> </ul>		
4. Chargeable income budget not achieved.	<ul style="list-style-type: none"> <li>Reduced demand for chargeable services, for example due to cost of living crisis</li> <li>Market competition</li> </ul>	<ul style="list-style-type: none"> <li>Loss of income</li> <li>Revision of budgeted income collection levels required</li> </ul>		<ul style="list-style-type: none"> <li>Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements.</li> </ul>		



**REPORT TO:** CITY GOVERNANCE COMMITTEE – 21 APRIL 2025

**REPORT ON:** COMMON GOOD FUND REVENUE BUDGET 2025/26

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

**REPORT NO:** 91-2025

## 1.0 PURPOSE OF REPORT

This report provides details of the Council's Common Good Fund Revenue Budget for 2025/26 and makes recommendations for the disbursement of funds for the financial year.

## 2.0 RECOMMENDATIONS

It is recommended that the Committee: -

- 2.1 Approve the Common Good Fund 2025/26 Revenue Budget as detailed in Appendix A.
- 2.2 Agree that the £155k of available funding be distributed as follows:

	£000
Festive Fund	50
Festival of Remembrance	3
Available via open application process	<u>102</u>
Total	<u>155</u>

- 2.3 Approve that the Executive Director of Corporate Services be delegated to approve any awards made through the application process following an assessment through the established process.
- 2.4 Approve that the Common Good Fund application process will be promoted via the DCC Website, DP E-Bulletin, DVVA weekly newsletter and also via DCC social media.

## 3.0 FINANCIAL IMPLICATIONS

- 3.1 The draft Common Good Fund Revenue Budget for 2025/26 incorporates all known income and committed expenditure for that year. This results in a budget of £155,000 available for distribution and will be used primarily to support organisations who deliver services for the common good of the City.

## 4.0 INTRODUCTION

- 4.1 Common Good is a term synonymous with the creation of Burghs as trading counties. A Burgh became a trading county when the King licensed that Burgh to have markets, and at that time a Burgh Fund was set up and is now referred to as the Common Good Fund. As indicated by its name, the Fund is to be used for the common good of the City. Under Section 222 of the Local Government (Scotland) Act 1973, it stated that the then District Council in administering the Common Good Fund must "have regard to the interests of all inhabitants of the district".

## 5.0 FINANCIAL CONSIDERATIONS

- 5.1 In the City Council's Financial Regulations, specific reference is made to the Common Good Fund as follows:-

"The Executive Director of Corporate Services will submit a Revenue Budget to the City Governance Committee each year. The Executive Director of Corporate Services will have authority to incur expenditure within the approved budget.

All investments of money shall be made by the Executive Director of Corporate Services in the name of the Council. Any investments made will be in accordance with the policy determined by the City Governance Committee.

All securities which are the property of, or in the name of the Council, shall be held in custody under the supervision of the Executive Director of Corporate Services."

- 5.2 It has been accepted as custom and practice that the Common Good Fund should not meet expenditure of a recurring nature other than the provision of a Festive Fund and Festival of Remembrance Grants and that it is solely for expenditure of a one-off nature. Last year in 2024/25 the Common Good Fund contributed to the following initiatives:

	£
Dundee United Community Trust	£2,112
Giving Back	£4,275
Art and Communities Association	£2,275
	£1,812
North East Sensory Services	
Uppertunity Ltd.	£4,930
Scrapantics	£5,420
NEoN Digital Arts	£5,285
Camperdown Parent Council	£3,750
Bharatiya Ashram (Dudhope Multicultural Centre)	£3,750
Boomerang Community Centre	£2,418
BeFriends	£4,900
Downfield PS Parent Partnership Group	£7,374
Kingspark School	£4,303
D&A ADHD Support Group	£4,872
Michelin Scotland Innovation Parc	£3,750
Newfield Community Group	£2,159
Hilltown Community Centre Management Group	£3,871
Dundee Youth Music Theatre	£5,000
Yusuf Youth Initiative	£2,000
Royal British Legion Scotland	£2,000
Other Ways to Care	£2,950
Green Lemons	£2,500
Dundee Heritage Trust	£2,120
How It Felt	£3,674
Dundee Pride	£2,500
TOTAL	£90,000

- 5.3 The Common Good Fund assets are invested in Bond Funds, and the Council's Loans Fund. It is estimated that these will generate approximately £160,000 income in 2025/26.
- 5.4 After allowing for the ongoing operating costs of the Common Good, the draft Common Good Budget for 2025/26 shows a surplus income of £155,000 and consequently this will be available for distribution during 2025/26.

**6.0 REVENUE BUDGET AND PROPOSED EXPENDITURE FOR 2025/26**

- 6.1 The Common Good Fund Revenue Budget for the financial year 2025/26 has been prepared, based on the latest information available. Appendix A details the Common Good Fund Revenue Budget for 2025/26.
- 6.2 In 2025/26 it is recommended that the Common Good Fund awards £50,000 to the Festive Fund to support communities across Dundee to provide trees, decorations and activities during the festive period. It is also recommended that the grant to the Festival of Remembrance be awarded in 2025 for circa £3,000.
- 6.3 It is requested that members and officers also bring forward proposals for the use of the 2025/26 uncommitted balance of £102,000. These proposals will be subject to an assessment through the Dundee Partnership process and approved by the Executive Director of Corporate Services.

**7.0 POLICY IMPLICATIONS**

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 were consulted in the preparation of this report.

**9.0 BACKGROUND PAPERS**

- 9.1 None.

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

**Date: 3 April 2025**

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APPENDIX ACOMMON GOODREVENUE BUDGET 2025/2026

	2024/25 £000	2025/26 £000
<b><u>EXPENDITURE</u></b>		
<b>STAFF COSTS</b>	-	-
<b>PROPERTY COSTS</b>		
Christmas Lights	<u>0</u>	<u>0</u>
<b>TOTAL PROPERTY COSTS</b>	<u>0</u>	<u>0</u>
<b>SUPPLIES &amp; SERVICES</b>		
Other Supplies and Services	<u>1</u>	<u>1</u>
<b>TOTAL SUPPLIES &amp; SERVICES</b>	<u>1</u>	<u>1</u>
<b>THIRD PARTY PAYMENTS</b>		
Grants / Payments to Organisations	<u>140</u>	<u>155</u>
<b>TOTAL THIRD-PARTY PAYMENTS</b>	<u>140</u>	<u>155</u>
<b>SUPPORT SERVICES</b>		
Recharge from Central Support Departments	<u>4</u>	<u>4</u>
<b>TOTAL SUPPORT SERVICES</b>	<u>4</u>	<u>4</u>
<b><u>TOTAL GROSS EXPENDITURE</u></b>	<u>145</u>	<u>160</u>
<b><u>INCOME</u></b>		
Interest and Dividends	145	160
<b><u>TOTAL INCOME</u></b>	<u>145</u>	<u>160</u>
<b><u>TOTAL NET EXPENDITURE</u></b>	-	-

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**REPORT TO:** CITY GOVERNANCE COMMITTEE - 21 APRIL 2025  
**REPORT ON:** TREASURY POLICY STATEMENT 2025/2026  
**REPORT BY:** EXECUTIVE DIRECTOR OF CORPORATE SERVICES  
**REPORT NO:** 119-2025

## **1.0 PURPOSE OF REPORT**

This report reviews the Council's Treasury Policy Statement which is intended to govern all borrowing and lending transactions carried out by the Council.

## **2.0 RECOMMENDATION**

Members are recommended to approve the policies and procedures laid out in the attached Treasury Policy Statement 2025/2026, noting no changes.

## **3.0 FINANCIAL IMPLICATIONS**

None.

## **4.0 INTRODUCTION**

The City Governance Committee approved the current Treasury Policy Statement on 4 March 2024 (Article III of the Minute of Meeting of the City Governance Committee of 4 March 2024, report no 61-2024 refers). The statement is subject to review annually or earlier in the event of a major policy change.

## **5.0 BACKGROUND**

### **5.1 The CIPFA Treasury Management in the Public Services Code of Practice 2017 and Cross-Sectorial Guidance Notes 2018 (The Code)**

In December 2017, CIPFA issued a revised Treasury Management Code of Practice and also a revised Prudential Code. These revisions focused particularly on non-treasury investments and especially on major purchases of property with a view to generating substantial increases in income compared to normal treasury management activities. In such, the main change in the revised code extended the definition of "investments" to include other non-financial assets which the organisation holds primarily for financial return, such as investment property portfolios, however for Scottish Councils, the definition of investment properties was already accommodated within the 2010 Investment Regulations.

The Code introduced a requirement for Scottish Councils to list all non-treasury investments and financial guarantees, loans etc. as part of their annual Treasury Management Strategy Statement, and greater explanation for investment in non-financial assets in such areas as their objectives, how they have been appraised, how they have been financed, and what powers were used to undertake them.

It should be noted that whilst nothing in the Code should be taken as overriding statutory provision, CIPFA recommends that all public organisations adopt the revised four clauses of the Code, as part of their standing orders, financial regulations, or other formal policy documents appropriate to their circumstances. In addition, they also recommend the form of words in the

Code for the organisation's treasury policy statement and that this should include high level policies for borrowing and investments.

## 5.2 Revised CIPFA Treasury Management Code and Prudential Code 2021

CIPFA published revised codes on 20th December 2021, and these have been adopted from 2023/24 financial year. The changes required have impacted Treasury related reports and the risk management framework, as the revised codes have the following implications:

- a requirement for the Council to adopt a new debt liability benchmark treasury indicator to support the financing risk management of the capital financing requirement.
- clarify what CIPFA expects a local authority to borrow for, and what they do not view as appropriate. This will include the requirement to set a proportionate approach to commercial and service capital investment.
- address ESG issues within the Capital Strategy.
- require implementation of a policy to review commercial property, with a view to divest where appropriate.
- create new Investment Practices to manage risks associated with non-treasury investment (similar to the current Treasury Management Practices).
- ensure that any long-term treasury investment is supported by a business model.
- a requirement to effectively manage liquidity and longer-term cash flow requirements.
- amendment to TMP1 to address ESG policy within the treasury management risk framework.
- amendment to the knowledge and skills register for individuals involved in the treasury management function (to be proportionate to the size and complexity of the treasury management conducted by each council).
- a new requirement to clarify reporting requirements for service and commercial investment, (especially were supported by borrowing/leverage).

In addition to the above, all investments and investment income will be required to be attributed to one of the following three purposes:

- Treasury management
- Service delivery
- Commercial return

## 5.2 Investment Regulations

In accordance with section 40 of the Local Government in Scotland Act 2003, the Scottish Government issued investment regulations (The Local Government Investments (Scotland) Regulations 2010) and finance circular 5/2010 which sets out the requirements to obtain the consent of Scottish ministers for making investments. This report is in accordance with the requirements of these documents.

## 6.0 TREASURY POLICY STATEMENT

This document sets out the policies and objectives of the Council's Treasury Management activities and the practices which will be used to achieve these. It contains the following:



- Treasury Management Policy Statement
- Treasury Management Practices Main Principles in 12 key areas.

Please note that there are no revisions to the policy.

## **7.0 POLICY IMPLICATIONS**

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.

The major issues identified relate to Risk Management and these are addressed in Section II of the Treasury Policy Statement under TMP1. This is further summarised in the Risk Register which is regularly reported to Committee in the Treasury Management Activity Reports.

## **8.0 CONSULTATION**

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

## **9.0 BACKGROUND PAPERS**

CIPFA Prudential Code for Capital Finance in Local Authorities 2017  
CIPFA Code of Practice on Treasury Management 2017  
CIPFA Treasury Management in the Public Services Cross-Sectorial Guidance Notes 2018  
CIPFA Revised Treasury Management Code and Prudential Code 2021

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

**9 APRIL 2025**

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## **DUNDEE CITY COUNCIL**

# **TREASURY POLICY STATEMENT 2025-2026**

Executive Director of Corporate Services  
March 2025

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1. Treasury Management Policy Statement
2. Delegations of Authority and Governance
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3. Borrowing Policies
  - 3.1 Sources and methods of borrowing
  - 3.2 Borrowing in advance of need
  - 3.3 Debt Rescheduling
4. Investment Policies
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  - 4.3 Country Limits
  - 4.4 Policy on longer-term investments
5. Cash and Liquidity Management Policies
6. Reporting Arrangements
7. Treasury Management Practices

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## 1. TREASURY MANAGEMENT POLICY STATEMENT

The Council has adopted the CIPFA Code of Practice on Treasury Management in the Public Services. As part of the adoption of that code, the Council agrees to create and maintain, as the cornerstones for effective treasury management:

- A treasury management policy statement, stating policies, objectives and approach to risk management of its treasury management activities.
- Suitable treasury management practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control these activities.

This document outlines the Council's Treasury Management Policy Statement which provides a framework for the Council's treasury management activities. Any reference in this policy to the Executive Director of Corporate Services should be taken to be any other officer which has been given delegated powers.

Dundee City Council defines its treasury management activities as:

**"The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."**

Subject to any legal restrictions, this definition covers the following activities:

- Arranging, administering and managing all capital financial transactions
- Approving, arranging and administering all borrowing on behalf of the Council
- Cash flow management
- Investment of surplus funds
- Ensuring adequate banking facilities are in place, negotiating bank charges, and ensuring the optimal use by the Council of banking and associated facilities and services

Dundee City Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation and any financial instruments entered into to manage these risks.

Dundee City Council acknowledges that effective treasury management will provide support towards the achievement of its business and services objectives. It is therefore committed to the principles of achieving value for money in treasury management and to employing suitable performance measurement techniques, within the context of effective risk management.

Dundee City Council must comply with the appropriate regulations, codes and guidance when undertaking treasury management activities:

- The Local Authority (Capital Finance and Accounting) (Scotland) Regulations 2016
- The Local Government Investments (Scotland) Regulations 2010
- Local Government in Scotland Act 2003
- CIPFA Treasury Management in the Public Services: Codes of Practice and Cross-sectorial Guidance Notes 2021
- CIPFA Prudential Code for Capital Finance in Local Authorities 2021

## 2. DELEGATIONS OF AUTHORITY AND GOVERNANCE

### 2.1 Scheme of Delegation

#### City Governance Committee

- Approve annual treasury management policy and strategy.
- Approve capital strategy.
- Review periodic treasury management activity reports.
- Approve amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices.
- Provide budget consideration and approval.

#### Executive Director of Corporate Services

- Ensure that all the Council's borrowing and lending transactions and practices comply with the CIPFA Code of Practice on Treasury Management in the Public Services.
- Prepare a Treasury Policy Statement which will be approved by the City Governance Committee and reviewed annually.
- Prepare a Capital Strategy which will be approved by the City Governance Committee and reviewed regularly.
- On commencement of each financial year submit a report to the City Governance Committee on the Treasury Management Strategy for that year (including forecasts).
- Monitor compliance of activities to approved policies, strategies and practices including the performance of Treasury Management.
- Submit a report to the City Governance Committee twice yearly reviewing the Council's Treasury Management activities, and comparison to forecasts. One of these reports will be an annual report on the Treasury Management activities of the previous financial year.
- Approve the selection and appointment of external service providers and agreeing terms of appointment.
- Ensure the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.
- Ensure the adequacy of internal audit and liaise with external audit.
- Ensure preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe.
- Ensure that the capital strategy is prudent, sustainable, affordable in the long term and provides value for money.
- Ensure that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the Council.
- Ensure that the Council has appropriate legal powers to undertake expenditure on non-financial assets and their financing.
- Ensure the proportionality of all investments so that the Council does not undertake a level of investing which exposes the Council to an excessive level of risk compared to its financial resources.



- Ensure that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long-term liabilities.
- Provide City Governance Committee with a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees.
- Ensuring that City Governance Committee are adequately informed and understand the risk exposures taken on by the Council.
- Ensuring that the Council has adequate expertise, either in house or externally provided, to carry out the above.
- Ensure creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following:
  - Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios.
  - Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments.
  - Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making.
  - Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken.
  - Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.

#### Internal Audit

- Provide a resource allocation in the Internal Audit Plan, when considered appropriate by the Senior Manager - Internal Audit, for reviewing the internal controls in place.
- Deliver the assignments detailed in the Internal Audit Plan, discussing and agreeing the scope and objectives, including, where appropriate, recommendations for improving the overall control environment.
- Undertake follow-up and progress reviews as and when required and report, as appropriate, on the findings from these exercises.

### **3. BORROWING POLICIES**

The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet service activities. This will involve both the organisation of the cash flow and where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury/prudential indicators, the current and projected debt positions and the annual investment strategy.

Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short-term, exceed the total of the Capital Financing Requirement in the preceding year plus the estimates of any additional Capital Financing Requirement for the current year

and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

### **3.1 Sources and Methods of Borrowing**

The council will generally undertake 2 types of borrowing:

Long term borrowing (over 1 year) – These funds are sourced predominantly from UK Treasury (formerly PWLB) in line with available capacity within the prudential limits set as maximum levels of borrowing. This is the statutory limit (Affordable Capital Expenditure Limit) determined under section 35 (1) of the Local Government in Scotland Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.

Short term borrowing - (under 1 year) – These funds are sourced from other Councils via market brokers or directly. The limit is set by the council as part of its treasury indicators and must not exceed 30% of the net variable rate borrowing.

A detailed list of approved methods of raising capital finance can be found within TMP4 - *Approved Instruments, Methods and Techniques*.

### **3.2 Borrowing in advance of need**

The Council will not borrow in excess of its Capital Financing Requirement with the prime intention to profit from the investment of the extra sums borrowed. In accordance with the revised Code, any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

### **3.3 Debt Rescheduling**

The Council will monitor opportunities to refinance existing long-term debt in order to generate savings or to support the current Treasury Strategy and longer-term debt maturity profile and will take action as appropriate. The Executive Director of Corporate Services will report to Committee on any such activities.

## **4. INVESTMENT POLICIES**

The Council's investment policy has regard to the Scottish Government's - Investment (Scotland) Regulations 2010, (and accompanying Finance Circular), and the 2021 CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes, ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second and then return.

In accordance with guidance from the Scottish Government and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long-Term ratings.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

## 4.1 Permitted Instruments

The Council may invest monies in accordance with their requirements only by using the following instruments:

- Temporary deposits with an approved institution
- Money Market Funds
- Ultra-short dated bond funds
- Debt Management Office
- Investment Properties
- Loans to other organisations for service reasons and for which specific statutory provision exists\* (to a maximum of £30m with £10m with any single party)
- Investment in Council companies, joint ventures, or other entity formed by a Council to deliver services (to a limit of £1.25m).
- Loans to / investment in the loan stock of Council companies
- Investment in Shared Equity Housing Schemes
- Investment in Subordinated Debt of projects delivered via the “HubCo” model
- Investments in share in equity, bond and property funds (on a FVCI basis)
- Foreign currencies, to service overseas contracts

\* These loans will normally be made at prevailing market rates but on occasion for service reasons, these may be offered at an interest rate below the market rate but always ensuring that the Council takes account of such issues as State Aid as advised by Link Asset Services. Annual Strategies and Reports will need to recognise all loans to third parties as investments.

## 4.2 Creditworthiness Policy

This Council applies the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- Credit Default Swap spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of Credit Default Swap spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

•	Yellow	5 years *
•	Dark pink	<u>5 years - Enhanced cash funds (Money Market Funds) with 1.25 credit score</u>
•	Light pink	<u>5 years - Enhanced cash funds (Money Market Funds) with 1.50 credit score</u>
•	Purple	2 years
•	Blue	1 year (only applies to nationalised or semi nationalised UK Banks)
•	Orange	1 year
•	Red	6 months
•	Green	100 days
•	No colour	not to be used

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

The Council will not use the approach suggested by CIPFA of using the lowest rating from all three rating agencies to determine creditworthy counterparties. The Link Asset Services creditworthiness service use ratings from all three agencies, but by using a scoring system, it does not give undue preponderance to just one agency's ratings.

All credit ratings will be monitored continuously. The Council is sent a weekly list from Link Asset Services of all the investment counterparties with a summary of the all the ratings changes in the preceding week but is also alerted daily to changes to ratings of all three agencies through its use of the Link Asset Services creditworthiness service.

- If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- In addition to the use of Credit Ratings the Council will be advised of information in movements in Credit Default Swap against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Councils lending list.

Sole reliance will not be placed on the use of this external service. In addition, the Council will also use market data and market information, information on government support for banks and the credit ratings of that government support.

The maximum deposit will be in line with counterparty credit rating as follows:

• F1+	£12m
• F1	£10m
• AAAmf - Money Market Funds	£10m
• Ultra-short dated bond funds	£10m
• UK Local Authorities	£10m
• Debt Management Agency	£10m
• Part-Nationalised UK Banks (with a minimum holding of 20% as per Link Asset Services approach)	£5m
• OEICs - Government Liquidity, Gilt, Bond and Equity Funds* 70% of asset class with any one institution	

\* Common Good and Insurance Funds only or at discretion of Executive Director of Corporate Services - see section 7 "Treasury Risk Register"

### 4.3 Country limits

The Council will only use UK regulated institutions.

### 4.4 Policy on longer-term investments

Until the new investment regulations took effect from 1 April 2010, investing by Scottish local Councils was limited to one year. This restriction has been removed from that date and this Council accordingly wishes to be able to make use of this power at times when such investing is both appropriate and attractive.

This may be exercised for general treasury management purposes in line with Capital Financing Requirements within the Capital Plan with the exception of earmarked investments made at the Discretion of the Executive Director of Corporate Services.

## 5. CASH AND LIQUIDITY POLICIES

The purpose of this policy is to outline the principles of cash management across the Council and for those who it undertakes Treasury and Banking Services to ensure the efficient and effective management of cash resources to maximise investment income while ensuring sufficient cash on hand to meet obligations and avoid funding shortfalls.

This policy also contributes towards meeting the Council's obligations to all relevant parties by ensuring the existence of an effective cash management system to provide for the payment and investment of cash, transmitting timely and reliable cash flow forecasts and ensuring compliance with relevant statutory and regulatory requirements.

## 6. REPORTING ARRANGEMENTS

The Council will adopt the following reporting arrangements in accordance with the requirements of the Code:

Area of Responsibility	Council/Committee/ Officer	Frequency
Treasury Management Policy Statement	City Governance Committee	Annually at the start of the financial year
Treasury Management Strategy / Annual Investment Strategy	City Governance Committee	Annually at the start of the financial year
Treasury Management Strategy / Annual Investment Strategy – mid-year activity report	City Governance Committee	Annually by December
Treasury Management Strategy / Annual Investment Strategy – updates or revisions at other times	City Governance Committee	As required
Annual Treasury Outturn Report / Annual Investment Report	City Governance Committee	Annually by 30 September after the end of each financial year
Prudential Indicators	City Governance Committee	Quarterly as part of Capital Monitoring report.
Capital Strategy	City Governance Committee	As required
Treasury Management Practices	Executive Director of Corporate Services	As required

## 7. TREASURY MANAGEMENT PRACTICES

Dundee City Council will follow the main principles as detailed for the treasury management practices listed below:

### TMP 1 Risk Management

The Executive Director of Corporate Services will design, implement and monitor all arrangements for the identification, management and control of treasury management risk, will report at least annually on the adequacy/suitability thereof, and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the organisation's objectives in this respect, all in accordance with the procedures set out in **TMP6 Reporting requirements and management information arrangements**. In respect of each of the following risks, the arrangements which seek to ensure compliance with these objectives are set out in separate working schedules maintained by the Executive Director of Corporate Services. In summary, the following types of risks are identified, more information can be found in detailed TMPs:

- Liquidity Risk Management
- Interest Rate Risk Management
- Exchange Rate Risk Management
- Inflation Risk Management
- Credit and Counterparty Risk Management
- Refinancing Risk Management
- Legal and Regulatory Risk Management
- Fraud, Error and Corruption and Contingency Management
- Market Risk Management
- Environmental, Social and Governance risk management

## **TMP 2 Performance Measurement**

Dundee City Council is committed to the pursuit of best value in its treasury management activities and to the use of performance methodology in support of that aim, within the framework set out in its Treasury Management Policy Statement.

Accordingly, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the organisation's stated business or service objectives. It will be the subject of regular examination of alternative methods of service delivery and of the scope for other potential improvements. The performance of the treasury management function will be measured using the criteria set out in separate working schedules maintained by the Executive Director of Corporate Services.

## **TMP 3 Decision-making and analysis**

Dundee City Council will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time. The issues to be addressed and processed and practices to be pursued in reaching decisions are detailed in separate working schedules maintained by the Executive Director of Corporate Services.

## **TMP 4 Approved Instruments, Methods and Techniques**

Dundee City Council will undertake its treasury management activities by employing only those instruments, methods and techniques detailed in separate working schedules maintained by the Executive Director of Corporate Services and within the limits and parameters defined in TMP1, Risk Management.

## **TMP 5 Organisation, Clarity and Segregation of Responsibilities and Dealing Arrangements**

Dundee City Council considers it essential, for the purposes of the effective control and monitoring of its treasury management activities, for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner and that there is at all times a clarity of treasury management responsibilities.

The principles on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions and the audit and review of the treasury management function.

If Dundee City Council requires to depart from these principles, the Executive Director of Corporate Services will ensure that the reasons are properly reported in accordance with TMP6 Reporting requirements and management information arrangements and the implications properly considered and evaluated.

The Executive Director of Corporate Services will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management and the arrangement for absence cover. The present arrangements are detailed in separate working schedules maintained by the Executive Director of Corporate Services.

The Executive Director of Corporate Services will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds. The present arrangements are detailed in separate working schedules maintained by the Executive Director of Corporate Services.

The delegation to the Executive Director of Corporate Services in respect of treasury management is set out in the Introduction to the Treasury Policy Statement. The Executive Director of Corporate Services will fulfil all such responsibilities in accordance with the organisation's policy statement and TMP's and CIPFA's Standard of Professional Practice on treasury management.

## **TMP 6 Reporting Requirements and Management Information Arrangements**

Dundee City Council will ensure that regular reports are prepared and considered on the implementation of its treasury management policies; on the effects of decisions taken and the transactions executed in pursuit of those policies; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities; and on the performance of the treasury management function.

As a minimum, the City Governance Committee will receive:

- an annual report on the strategy and plan to be pursued in the coming year.
- an annual report on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past year, and on any circumstances of non-compliance with the organisation's Treasury Management Policy Statement and TMPs.

## **TMP 7 Budgeting, Accounting and Audit Arrangements**

The Executive Director of Corporate Services will prepare, and the Council will approve and, if necessary, from time to time amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matter to be included in the budget will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with TMP1 Risk Management, TMP2 Best Value and Performance Measurement and TMP4 Approved Instruments, Methods and Techniques.

The Executive Director of Corporate Services will exercise effective controls over this budget and will report upon and recommend any changes required in accordance with TMP6 Reporting Requirements and Management Information Arrangements.

Dundee City Council will account for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory regulatory requirements in force.

Dundee City Council will ensure that its auditors, and those charged with regulatory review, have access to all information and papers supporting the activities of the treasury management function as are necessary for the proper fulfilment of their roles, and that such information and papers demonstrate compliance with external and internal policies and approved practices.

## **TMP 8 Cash and Cash Flow Management**

Unless statutory or regulatory requirements demand otherwise, all monies which belong to the Council will be under the control of the Executive Director of Corporate Services and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the Executive Director of Corporate Services will ensure that these are adequate for the purposes of monitoring compliance with TMP1 (1) Liquidity Risk Management.

### **TMP 9 Money Laundering**

Dundee City Council is alert to the possibility that it may become the subject of attempts to involve it in transactions involving the laundering of money. Accordingly, it will have a policy which is reviewed every three years (or earlier if regulations require), maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that staff involved with these activities are properly trained, and adequate records are maintained. The Council recognises the importance of ensuring that all staff are aware of money laundering requirements and the risks it poses to the organisation, and it will ensure that guidance is readily available and communicated across all areas within the Council.

### **TMP 10 Training and Qualifications**

Dundee City Council recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The Council operates a Professional Development Review system which identifies the training requirements of individual members of staff engaged on treasury related activities.

The Council will ensure that Councillors are also provided with adequate training and guidance to enable them to undertake their duties in respect of treasury management. The Executive Director of Corporate Services will recommend and implement the necessary arrangements.

### **TMP 11 Use of External Service Providers**

Dundee City Council recognises the potential value of employing external providers of Treasury Management Services, in order to acquire access to specialist skills and resources. Service providers will be subject to full evaluation in terms of costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review. And it will ensure, where feasible and necessary, that a spread of service providers is used, to avoid over-reliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed. The monitoring of such arrangements rests with the Executive Director of Corporate Services.

### **TMP 12 Corporate Governance**

Dundee City Council is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.

This organisation has adopted and has implemented the key recommendations of the CIPFA Code. This, together with the other arrangements detailed in separate working schedules maintained by the Executive Director of Corporate Services are considered vital to the achievement of proper corporate governance in treasury management, and the Executive Director of Corporate Services will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

The Executive Director of Corporate Services will maintain, separate from this document, schedules specifying the systems and routines to be employed and the records to be maintained to ensure adherence to these principles.



## APPENDIX 1

**Environmental, Social and Governance Risk Management**

ESG is an area that CIPFA is still working on after the 2022 revised codes. In particular, work will be needed to coordinate the priority which needs to be given to issues of security, liquidity and yield (SLY) while also accommodating ESG principles as a fourth priority and principle to apply.

The assessment and implementation of ESG considerations are better developed in equity and bond markets than for short-term cash deposits, primarily due to the wider scope of potential investment opportunities. Furthermore, there is a diversity of market approaches to ESG classification, analysis and integration. This means that a consistent and developed approach to ESG for public service organisations, focussed on more typical Treasury-type investments, is currently difficult to achieve. CIPFA, therefore, recommends authorities to consider their credit and counterparty policies in light of ESG information and develop their own ESG investment policies and treasury management practices consistent with their organisation's own relevant policies, such as environmental and climate change policies.

CIPFA does not expect that the organisation's ESG policy will currently include ESG scoring or other real-time ESG criteria at individual investment level.

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**REPORT TO:** CITY GOVERNANCE COMMITTEE – 21 APRIL 2025  
**REPORT ON:** TREASURY MANAGEMENT STRATEGY 2025/2026  
**REPORT BY:** EXECUTIVE DIRECTOR OF CORPORATE SERVICES  
**REPORT NO:** 118-2025

## **1.0 PURPOSE OF REPORT**

This report introduces the Dundee City Council Treasury Management Strategy Statement and Annual Investment Strategy for 2025-2026, the preparation of which is a requirement of the Council's Treasury Policy Statement and the revised 2021 CIPFA Treasury Management Code, and Prudential Code.

## **2.0 RECOMMENDATIONS**

The Committee are asked to:

1. note that in terms of the Treasury Policy Statement, the Executive Director of Corporate Services is obliged to present the annual Treasury Management Strategy at the start of each financial year;
2. approve the strategy proposed by the Executive Director of Corporate Services as set out in the attached document "Treasury Management Strategy 2025/2026".

## **3.0 FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from the recommendations in this report. However, decisions made within the Treasury Management function will affect the cost of the Council's long and short-term borrowing in 2025/2026 and future years. The 2025/2026 Revenue Budget has been set including a provision of £30.863m for General Fund and £20.684 for HRA capital financing costs, both are based on an average Loans Fund interest rate of 4.30%.

## **4.0 BACKGROUND**

The Council's Treasury Policy Statement (Article IV of the Minute of Meeting of the City Governance Committee of 4 March 2024, report no 61-2024 refers) requires that the City Governance Committee will receive and consider the Treasury Management Strategy at the start of each new financial year.

## **5.0 TREASURY MANAGEMENT STRATEGY 2025/2026**

The Council's Treasury Management Strategy for 2025/2026 is set out in detail in the attached document. The net new borrowing required in 2025/2026 is £36m. In light of this, there is expected to be phased borrowing during the year. This will be based on cash flow and interest rate monitoring to determine the term and value of each loan taken.

Considering the continuing uncertainties in the finance market, lending transactions will be closely monitored to achieve maximum security of capital. This will involve using all available sources of information to assess the financial strength of any counterparties.

There is a notable addition to the Treasury Management Strategy 2025/26 with an additional prudential indicator. This is the introduction of liability benchmark, to support the financing risk

management of the capital financing requirement and can be found in section 2.3 of the strategy document.

6.0 POLICY IMPLICATIONS

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.

7.0 CONSULTATION

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

8.0 BACKGROUND PAPERS

None.

<b>PAUL THOMSON</b> <b>EXECUTIVE DIRECTOR OF CORPORATE SERVICES</b>	<b>2 APRIL 2025</b>
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## **DUNDEE CITY COUNCIL**

# **TREASURY MANAGEMENT STRATEGY 2025/2026**

Executive Director of Corporate Services  
March 2025

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## 1. INTRODUCTION

### 1.1 Background

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short-term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

The contribution the treasury management function makes to the Authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

***“The management of the local authority’s borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”***

Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day-to-day treasury management activities.

### 1.2 Treasury Management Strategy for 2025/26

The strategy for 2025/26 covers two main areas:

#### Capital Planning

- the capital plans and the prudential indicators
- the policy for statutory repayment of loans fund advances

#### Treasury Management

- current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- borrowing strategy;
- debt rescheduling;
- investment strategy;

These elements cover requirements of the Local Government in Scotland Act 2003, the CIPFA Prudential Code, the CIPFA Treasury Management Code and Scottish Government Investment Regulations not included in the Treasury Policy.

## 2. CAPITAL PRUDENTIAL INDICATORS 2025/26 - 2029/30

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans. The figures below are based on the latest approved version of the Capital Plan 2025-2030 (Article V of the City Governance Committee of 17 February 2025, report 44-2025 refers).

### 2.1 Capital expenditure

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle.

Capital Programme Thematic Summary - Capital Plan 2025-2030 (£000's)								
	Overall Project Cost	Prior to 31/3/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Capital Investment Theme</b>								
Reduce Child Poverty and Inequalities in incomes, Education and Health	136,925	39,250	58,275	13,962	7,918	17,500	-	-
Delivery Inclusive Economic Growth (including Community Wealth Building)	37,861	8,337	17,497	4,298	2,712	4,317	400	300
Tackle Climate Change and reach Net Zero carbon emissions by 2045	133,865	42,343	17,125	25,783	14,634	10,035	12,418	11,527
Build Resilient and Empowered Communities	170,921	26,394	22,593	35,451	25,945	18,406	20,879	21,253
Design a Modern Council	78,042	15,461	11,179	10,968	18,540	9,635	5,753	6,506
<b>Total Gross Expenditure</b>	<b>567,614</b>	<b>131,785</b>	<b>126,669</b>	<b>90,482</b>	<b>69,749</b>	<b>59,893</b>	<b>39,450</b>	<b>39,586</b>

Other long-term liabilities - The above financing need excludes other long-term liabilities, such as PFI and leasing arrangements which already include borrowing instruments.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Capital Resources Summary - Capital Plan 2025-2030 (£000's)					
Resource	2025/26	2026/27	2027/28	2028/29	2029/30
Capital expenditure funded from borrowing	59,531	49,270	44,693	25,390	26,280
Capital element of General Capital Grant (net of Private Sector Housing Grant)	11,830	13,187	13,000	12,578	11,551
Capital grants & contributions - corporate	165	165	165	165	165
Capital grants & contributions - project specific	9,989	4,576	482	867	1,140
Capital Receipts - Sale of Assets	2,460	2,288	1,103	-	-
Capital Fund					
Capital financed from current revenue & programme slippage	5,150	450	450	450	450
<b>Total</b>	<b>90,482</b>	<b>69,749</b>	<b>59,893</b>	<b>39,450</b>	<b>39,586</b>

### 2.2 The Council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

The CFR does not increase indefinitely, as prudent annual repayments from revenue need to be made which reflect the useful life of capital assets financed by borrowing. As agreed within the Loans Fund Policy Review (Article VII of the Minute of the Meeting of the City Governance Committee of 30 September 2019, Report No. 279-2019 refers), the Council has revised the method of calculation of loan repayments to ensure that its underlying debt liability reflects the consumption of the assets associated with that debt, and also reflects the period to which benefits are provided to the community now and in the future.

The CFR includes any other long-term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes.

The following table annotates the CFR projections\*:

Capital Financing Requirement (£000's)			
Year	Non-HRA	HRA	Total
2024/25	544,000	178,000	722,000
2025/26	561,000	198,000	759,000
2026/27	511,000	214,000	785,000
2027/28	585,000	221,000	806,000
2028/29	575,000	232,000	807,000
2029/30	566,000	243,000	809,000

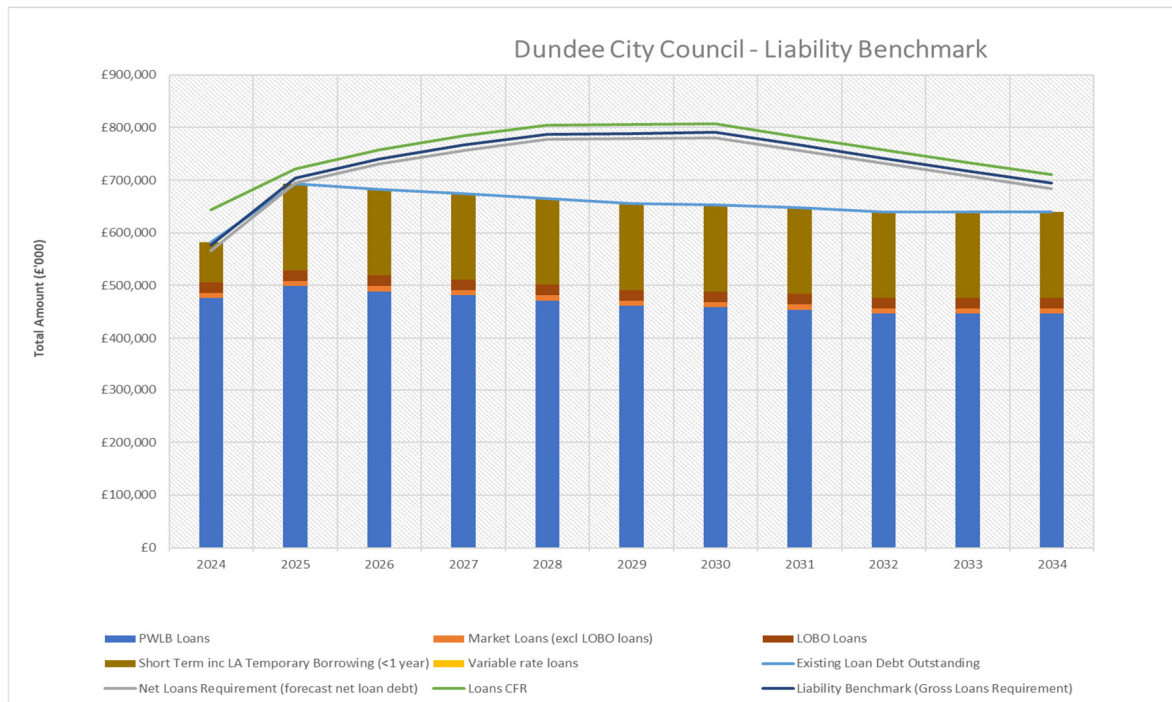
\* The table above excludes PFI and finance leases

## 2.3 Liability Benchmark

A third and new prudential indicator for 2025/26 is the Liability Benchmark (LB). The Council is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum, although CIPFA recommends a ten-year analysis.

There are four components to the LB:

1. **Existing loan debt outstanding:** the Council's existing loans that are still outstanding in future years.
2. **Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned Loans Fund advances/Loans Fund principal repayments.
3. **Net loans requirement:** this will show the Council's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned Loans Fund principal repayments and any other major cash flows forecast.
4. **Liability benchmark** (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.



The Council currently operates an under-borrowed position which means capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels once prevailing inflation concerns are addressed by tighter near-term monetary policy. See Borrowing strategy (section 3.4) for more information.

### 3 BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

#### 3.1 Current portfolio position

The Council's treasury portfolio position at 31 March 2024, with forward projections are summarised below. The table shows the actual external debt (the treasury management operations), against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

£000s	2023/24 Actual	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
<b>External Debt</b>					
Debt at 1 April	680,257	751,123	839,709	870,011	890,284
Expected change in Debt	(26,496)	94,304	36,215	26,455	20,525
Expected change in Other long-term liabilities	(4,652)	(5,718)	(5,913)	(6,182)	(6,375)
Total Gross debt (31 March)	751,123	839,709	870,011	890,284	904,434
Capital Financing Requirement	643,886	722,000	759,000	785,000	806,000
Under Borrowed	107,237	117,709	111,011	105,284	98,434

Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short-term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2025/26 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue purposes.

The Executive Director of Corporate Services reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view considers current commitments, existing plans, and the proposals in this budget report.

### 3.2 Treasury Indicators: limits to borrowing activity

#### Operational boundary

This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

Operational Boundary (£000's)			
Year	Borrowing	Other	Total
2024/25	687,000	154,000	841,000
2025/26	723,000	148,000	871,000
2026/27	749,000	142,000	891,000
2027/28	770,000	135,000	905,000
2028/29	771,000	129,000	900,000
2029/30	773,000	123,000	896,000

#### Authorised limit for external debt

A further key prudential indicator represents a control over the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short-term, but is not sustainable in the longer-term.

- (a) This is the statutory limit (Affordable Capital Expenditure Limit) determined under section 35 (1) of the Local Government in Scotland Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
- (b) The Council is asked to approve the following authorised limit:

Authorised Limit (£000's)			
Year	Borrowing	Other	Total
2024/25	717,000	154,000	871,000
2025/26	753,000	148,000	901,000
2026/27	779,000	142,000	921,000
2027/28	800,000	135,000	935,000
2028/29	801,000	129,000	930,000
2029/30	803,000	123,000	926,000

### 3.3 Prospects for interest rates

A more detailed interest rate forecast and economic commentary are set out in appendix 5.2.

The Council has appointed MUFG Corporate Markets, (previously Link Asset Services) as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The table below gives their central view.

<b>MUFG Corporate Markets Interest Rate View 10/2/2025</b>							
	<b>Mar '25</b>	<b>Jun '25</b>	<b>Sep '25</b>	<b>Dec '25</b>	<b>Mar '26</b>	<b>Jun '26</b>	<b>Sep '26</b>
Bank Rate View	4.50	4.25	4.00	4.00	3.75	3.75	3.75
3m av. earnings	4.50	4.30	4.00	4.00	3.80	3.80	3.50
6m av. earnings	4.40	4.20	3.90	3.90	3.70	3.70	3.50
12m av. earnings	4.40	4.20	3.90	3.90	3.70	3.70	3.50
5yr PWLB Rate	5.00	4.90	4.70	4.70	4.50	4.50	4.40
10yr PWLB Rate	5.30	5.20	5.00	5.00	4.80	4.80	4.70
25yr PWLB Rate	5.80	5.70	5.50	5.50	5.40	5.30	5.20
50yr PWLB Rate	5.50	5.40	5.20	5.20	5.10	5.00	4.90
	<b>Dec '26</b>	<b>Mar '27</b>	<b>Jun '27</b>	<b>Sep '27</b>	<b>Dec '27</b>	<b>Mar '28</b>	
Bank Rate View	3.50	3.50	3.50	3.50	3.50	3.50	
3m av. earnings	3.50	3.50	3.50	3.50	3.50	3.50	
6m av. earnings	3.50	3.50	3.50	3.50	3.50	3.50	
12m av. earnings	3.50	3.50	3.50	3.50	3.50	3.60	
5yr PWLB Rate	4.40	4.30	4.20	4.20	4.10	4.00	
10yr PWLB Rate	4.70	4.60	4.50	4.50	4.40	4.40	
25yr PWLB Rate	5.10	5.00	5.00	4.90	4.90	4.80	
50yr PWLB Rate	4.80	4.70	4.70	4.60	4.60	4.50	

MUFG's last interest rate forecast update was undertaken on 11 November 2024, in the wake of the 30 October Budget, the outcome of the US Presidential election on 6 November, and the 25bps Bank Rate cut undertaken by the Monetary Policy Committee (MPC) on 7 November.

In the interim period, there has been some general concern over the robustness of the Chancellor's spending policies, the impact of the various tariff policies of President Trump on global inflation, and earlier in February, the Bank of England provided forecasts for the CPI measure of inflation to jump to 3.7% in Q3 2025 before falling below the 2% inflation target, albeit in three years' time.

Also in early February, the Bank of England's Monetary Policy Committee voted 7-2 to cut the Bank Rate from 4.75% to 4.5%. The vote was a split vote, with seven members voting for the 25bps cut, and two voting for a 50bps cut. Governor Bailey confirmed any further easing in monetary policy would reflect a gradual and careful approach. Moreover, the Bank set out a distinctly gloomy backdrop for the economy, with GDP expected to grow only 0.75% in 2025 before improving to 1.5% in 2026 and 2027 respectively.

The anticipated major investment in the public sector, according to the Bank, is however expected to lift UK real GDP to 1.7% in 2025 before growth moderates in 2026 and 2027. The debate around whether the Government's policies lead to a material uptick in growth primarily focus on the logistics of fast-tracking planning permissions, identifying sufficient skilled labour to undertake a resurgence in building, and an increase in the employee participation rate within the economy.

There are inherent risks to all the above. The worst-case scenario would see systemic blockages of planning permissions and the inability to identify and resource the additional workforce required to deliver large-scale IT, housing and infrastructure projects. This would lead to upside risks to inflation, an increased prospect of further Government borrowing and tax rises, and a tepid GDP performance.

MUFG's central view is that monetary policy is sufficiently tight at present to cater for some further moderate loosening, the extent of which, however, will continue to be data dependent.

## PWLB RATES

Overall, although January proved particularly volatile from a gilt market perspective, MUFG's previous forecast has remained resilient. The MPC did cut its Bank Rate to 4.5% as forecast, the 5-year PWLB Certainty Rate is exactly at previous forecast level for Q1 2025, whilst the 10-year, 25-year and 50-years' PWLB Certainty Rates are only slightly higher than their previous Q1 2025 forecast, so accordingly, they have not felt it necessary to make any material changes to their forecast.

Having said that, they acknowledge that there may be a presentational problem for the Bank to cut rates in Q3 2025 when inflation is at its peak (based on their forecast), so they anticipate a further rate cut in May but then a pause before further rate cuts are made at the back end of 2025 and in 2026.

Additionally, with there being a fair degree of uncertainty over how tariff policies will evolve not just in the US, but globally, MUFG have lifted their PWLB forecasts by some 20-30bps in some areas, and will also take note of what the Chancellor says when considering the Office for Budget Responsibility's forecast updates on 25<sup>th</sup> March, and the budgetary headroom that remains.

Their revised PWLB rate forecasts above are based on the Certainty Rate (the standard rate.

minus 20 bps) which has been accessible to most authorities since 1 November 2012.

### 3.4 Borrowing strategy

The Council currently maintains an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels once prevailing inflation concerns are addressed by tighter near-term monetary policy.

Against this background and the risks within the economic forecast, caution will be adopted with the 2025/26 treasury operations. The Executive Director of Corporate Services will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- if it was felt that there was a significant risk of a further FALL in long and short-term rates then long-term borrowings will be postponed, and potential rescheduling from fixed rate funding into short-term borrowing will be considered.
- if it was felt that there was a significant risk of a much sharper RISE in long and short-term rates than that currently forecast, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years. All relevant activities will be reported to Committee.

### 3.5 Debt rescheduling

As short-term borrowing rates vary against longer-term fixed interest rates, there may be potential opportunities to generate savings by moving between long-term debt to short-term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- the generation of cash savings and/or discounted cash flow savings;
- helping to fulfil the treasury strategy;



- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short-term rates on investments are likely to be lower than rates paid on current debt. All relevant activities will be reported to Committee.

## 4 ANNUAL INVESTMENT STRATEGY

### 4.1 Investment strategy

**In-house funds:** Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

**Investment returns expectations:** The current forecast shown in paragraph 3.3, includes a forecast for Bank Rate to have peaked at 4.5% in Q1 2025.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

Average earnings in each year	
2024/25 (residual)	4.60%
2025/26	4.10%
2026/27	3.70%
2027/28	3.50%
2028/29	3.50%
Years 6 to 10	3.50%
Years 10+	3.50%

For its cash flow generated balances, the Council will seek to utilise money market funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

### 4.2 Investment interest risk

The Council holds relatively low levels of cash which helps limit borrowing costs. The table below details projections for investment cash balance (31 March), the average investment cash balance, investment interest.

£000s	Actual 2023/24	Outturn 2024/25	Estimate 2025/26	Estimate 2026/27	Estimate 2027/28
Investment cash balance (31 March)	15,275	5,000	5,000	5,000	5,000
Average investment cash balance	13,884	16,300	15,000	15,000	15,000
Investment interest	674	788	615	555	525
Average interest rate	4.85%	4.83%	4.10%	3.70%	3.50%

The above investment interest is generated from Money Market Funds. We are currently budgeting for £615,000 of income in 2025/26 based on an average interest rate of 4.10% and an average cash balance of £15m.



## 5 APPENDICES

### 5.1 CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2025/26 - 2029/30

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

#### Capital expenditure

Capital expenditure values used to prepare indicators are based on the latest approved Capital Plan 2025-2030 (Article V of the City Governance Committee of 17 February 2025, report 44-2025 refers) as shown in section 2.1 of this report.

#### Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances.

#### Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs net of investment income) against the net revenue stream.

	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate
Non-HRA	6.2%	7.1%	7.1%	7.2%	7.0%	6.9%
HRA	35.1%	34.9%	36.4%	37.7%	37.7%	37.7%

The estimates of financing costs include current commitments and the proposals in this budget report.

#### Ratio of commercial and service income to net revenue stream

This indicator identifies the trend in commercial and service income against the net revenue stream.

	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate
Non-HRA	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%

#### Treasury indicators for debt

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive, they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments.
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates.

Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large, fixed rate sums falling due for refinancing, and are required for upper and lower limits.

Interest rate exposures			
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on variable interest rates based on net debt	30%	30%	30%
Maturity structure of fixed interest rate borrowing			
	Lower	Upper	
Under 12 months	0%	10%	
12 months to 2 years	0%	15%	
2 years to 5 years	0%	25%	
5 years to 10 years	0%	25%	
10 years plus	50%	95%	
Upper limit for total principal sums invested for longer than 365 days	n/a	No sums will be invested longer than 365 days	

## 5.2 INTEREST RATE FORECASTS 2025-2028

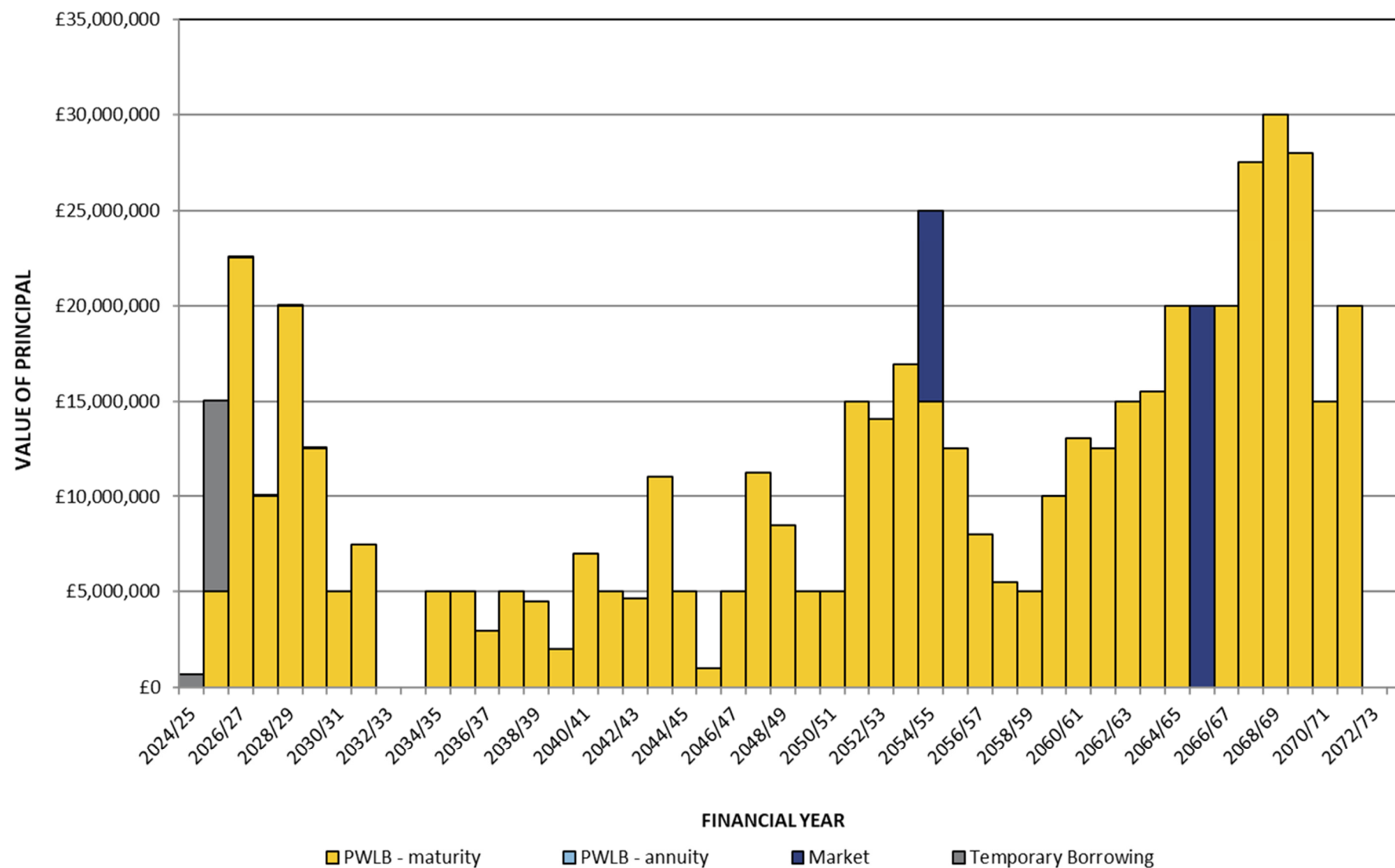
The table below shows MUFG's view on UK Interest Rates on 10 February 2025.

MUFG Corporate Markets Interest Rate View 10.02.25													
	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28
<b>BANK RATE</b>	4.50	4.25	4.25	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.50	4.30	4.30	4.00	3.80	3.80	3.50	3.50	3.50	3.50	3.50	3.50	3.50
6 month ave earnings	4.40	4.20	4.20	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.50
12 month ave earnings	4.40	4.20	4.20	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.60
5 yr PWLB	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.40	4.30	4.20	4.20	4.10	4.00
10 yr PWLB	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.70	4.60	4.50	4.50	4.40	4.40
25 yr PWLB	5.80	5.70	5.60	5.50	5.40	5.30	5.20	5.10	5.00	5.00	4.90	4.90	4.80
50 yr PWLB	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.70	4.60	4.60	4.50

## 5.3 MATURITY PROFILE OF EXTERNAL BORROWING

The tables below shows a maturity profile of the Council's external borrowing portfolio as at 31 March 2024. The profile comprises of loans from Public Works Loan Board (PWLB), Lender Option Borrower Option loans (LOBOs) from Banks and temporary loans from other Local Authorities.

## Current Maturity Profile



**REPORT TO:** CITY GOVERNANCE COMMITTEE - 21 APRIL 2025

**REPORT ON:** MAINSTREAMING EQUALITIES REPORT FOR 2025-2029

**REPORT BY:** CHIEF EXECUTIVE

**REPORT NO:** 122-2025

## **1.0 PURPOSE OF REPORT**

This report presents the Mainstreaming Equalities Report for 2025-2029, which sets out the new equality outcomes and action for the next four years. It also provides an update on progress made to meet the outcomes of the 2021-2025 report.

## **2.0 RECOMMENDATIONS**

It is recommended that Committee approves:

- (i) Dundee City Council's Mainstreaming Equalities Report 2025-2029 (incorporating the Education Authority report) is attached as Appendix 1; and
- (ii) Notes the Employee Monitoring Information, including on the gender pay gap, and data gathered from our employees (from page 22).

## **3.0 FINANCIAL IMPLICATIONS**

None.

## **4.0 BACKGROUND**

4.1 The Equality Act 2010 (the Act) came into force in 5 April 2011. The Act placed a General Equality Duty on public authorities to pay due regard to the need to:

- Eliminate discrimination;
- Advance equality; and
- Foster good relations across the range of protected characteristics

4.2 The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 placed a duty on Dundee City Council and Dundee's Education Authority to publish Mainstreaming Equality reports by 30 April 2013, to report every two years after that on progress and, every four years thereafter, to publish a new Mainstreaming Equality report. This is the new 2025-2029 report for Dundee City Council. The report must contain:

- A report on progress made towards achieving equality outcomes for 2021-2025
- New outcomes and actions for 2025-2029
- Annual employee information, together with details of the progress made in gathering and using the information to better meet the duty
- Updated gender pay gap information

4.3 From April 2018, the Fairer Scotland Duty, under Part 1 of the Equality Act 2010, came into force across Scotland, placing a duty on certain public bodies to 'pay due regard' to how they can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions. Public bodies are also required to publish written assessments showing how they have fulfilled the duty. This is achieved through the Council's integrated impact assessment process.

## 5.0 PROGRESS IN MEETING THE OUTCOMES AND ACTION FOR 2021-2025

- 5.1 The Council's 2021-2025 Equality Mainstreaming Report was approved by the Policy and Resources Committee on 26 April 2021 (Article IV of the minute refers).
- 5.2 Following the development and agreement of these overarching outcomes, intermediate outcomes encompassing 87 individual specific action were developed with a commitment to achieving these over the course of the four-year plan. These formed the basis for subsequent Equality Outcomes Action Plan for 2021-25 which was agreed by the Policy and Resources Committee on 22 November 2021 (Article VII of the minute refers).
- 5.3 Overall, Dundee City Council has made good progress in mainstreaming its equality outcomes for 2021-2025 into its everyday practice. Of the 87 individual specific action, 78 have been fully completed with the remaining nine actions having a completion rate of between 40% and 85%. These outstanding actions will be incorporated and progressed within the new 2025-2029 plan.
- 5.4 Key highlights and challenges from the previous two years are outlined on pages 6 to 16 of the Mainstreaming Report.

## 6.0 EQUALITIES MAINSTREAMING OUTCOMES AND ACTION FOR 2025-2029

- 6.1 In developing the proposed equality outcomes and action for 2025-2029, the Council consulted with key equality groups from across the city and specific feedback was provided. This feedback has helped shape the outcomes and actions. The Council will continue to meaningfully engage with relevant stakeholders and individuals with protected characteristics, to ensure that we achieve our outcomes as set out in this plan.
- 6.2 The proposed new Equality Outcomes for 2025-2029 are as follows:

### **Equality Outcome 1 - Data and Equalities Information**

By 2029, the Council will have improved the collection and use of equality data and information of those from protected groups to help shape local policy development and service delivery.

### **Equality Outcome 2 - Inclusive Communication**

By 2029, the Council will have increased positive engagement with protected groups through inclusive communication.

### **Equality Outcome 3 - Lived Experience**

By 2029, the Council will have increased the involvement of people from protected groups and lived experience of inequality contributing to policy development and shaping service delivery.

### **Equality Outcome 4 - Council Workforce**

By 2029, the Council workforce will be more diverse with an inclusive culture where employees from all protected groups feel valued and supported.

### **Equality Outcome 5 - Education**

By 2029, the Council will narrow the gap in educational attainment experienced by children and young people from protected groups.

- 6.3 In addition, the full report (incorporating the Education Authority) also includes proposed actions and key information and data relating to equality and diversity in Dundee including.

**Employee Equality Monitoring information:** including gender, disability, and ethnicity pay gaps, and occupational segregation. This provides a breakdown of the annual information gathered from our employees, analysis of this, and details of the progress made in using this information to enable us to better meet the General Equality Duty.

**7.0 POLICY IMPLICATIONS**

- 7.1 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.

**8.0 CONSULTATIONS**

The Council Leadership Team, the Corporate Equality and Diversity Steering Group, relevant Senior Council Officers, and key groups representing those with protected characteristics have all been consulted in developing the new outcomes and in the preparation of this report.

**9.0 BACKGROUND PAPERS**

None.

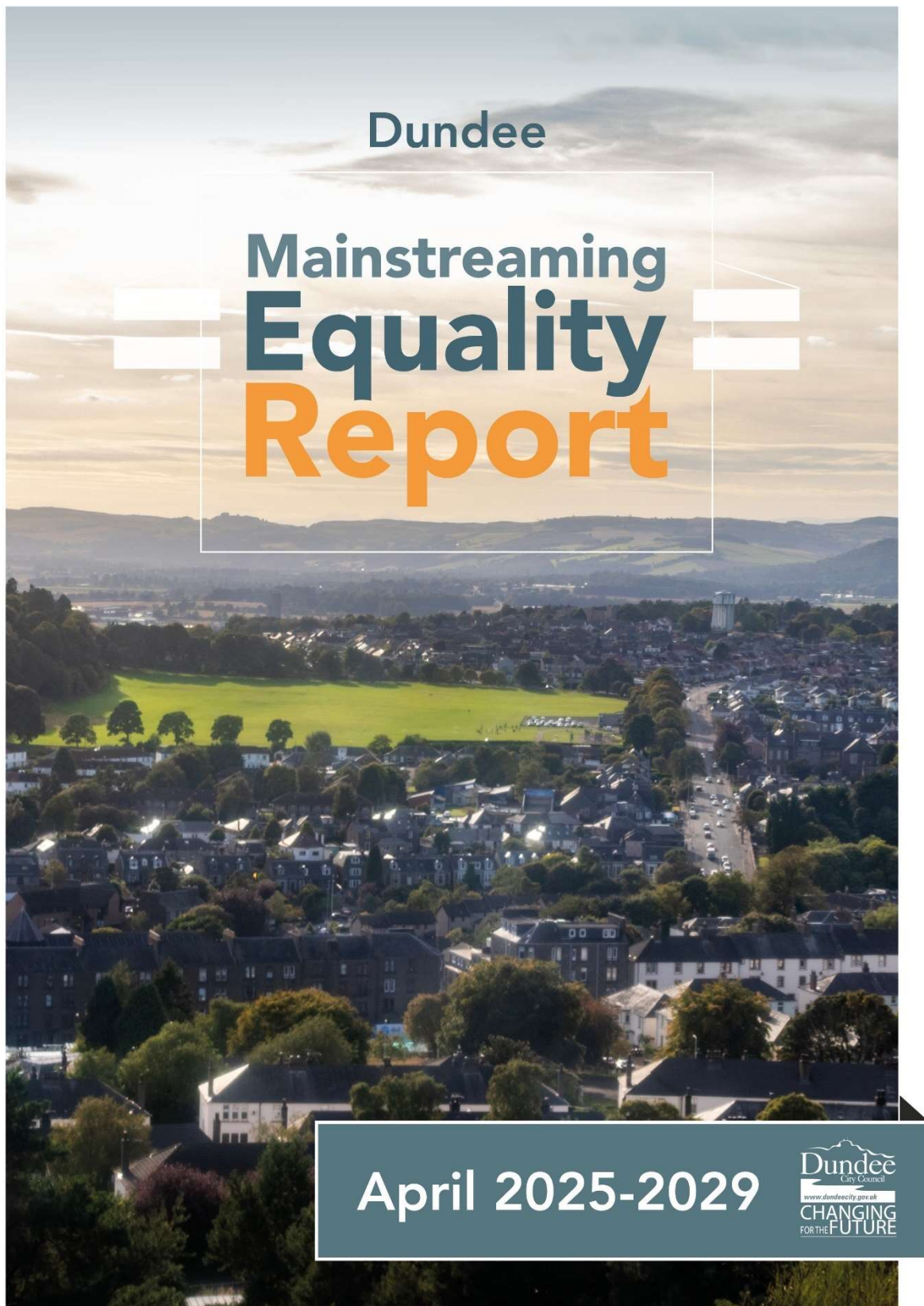
**GREGORY COLGAN**  
**CHIEF EXECUTIVE**

**APRIL 2025**

**ANDREA CALDER**  
**HEAD OF CHIEF EXECUTIVE'S SERVICE**

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**DUNDEE CITY COUNCIL'S MAINSTREAMING EQUALITY REPORT - APRIL 2025**

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## 1. INTRODUCING THE MAINSTREAMING EQUALITY REPORT - APRIL 2025

Dundee City Council (DCC) recognises that whilst Dundee is a great place to live, work, and learn and has gone through a positive transformation over the last four years, persistent inequities continue to exist, and those with protected characteristics are particularly disadvantaged. DCC and its partners are committed to tackling these issues through our equality mainstreaming agenda.

Equalities mainstreaming activity is part of our strategic and departmental delivery priorities, to provide the best service that we can for the diverse population of the city.

This report includes the following sections:

- The legal requirement for Mainstreaming Equality Reporting.
- Dundee's vision and approach to Equality Mainstreaming.
- Equality outcomes progress for 2023-2025; Reporting on progress on mainstreaming equalities; examples of the day-to-day work being carried out across DCC to help meet our Public Sector Equality Duty, together with the ongoing challenges and recommendations to overcome these. This includes the progress achieved for the last Education Service Mainstreaming Equality Report.
- Understanding Equality and Diversity in Dundee in 2025; a profile of the relevant information on protected characteristics / demographics in Dundee; identification of groups in Dundee at particular risk, focusing on those with protected characteristics.
- New Equality Outcomes for 2025-2029: specifying key areas of equalities work for the next four years, including how progress will be measured and action that will be taken to achieve this.
- Employee Equality Monitoring: including gender, disability, and ethnicity pay gaps, and occupational segregation. This provides a breakdown of the annual information available, gathered from our employees, analysis of this, and details of the progress made in using this information to enable us to better meet the General Equality Duty.

## 2. THE PUBLIC SECTOR EQUALITY DUTY

The Public Sector Equality Duty was created by the Equality Act 2010, and replaced separate race, disability, and gender equality duties. The Act aims to give people protection against discrimination and sets out the responsibilities placed on listed authorities. The Act aims to 'integrate considerations of the advancement of equality into the day to-day business of all bodies subject to the duty.' The Public Sector Equality Duty, also known as the General Duty, has three parts which must be complied with.

**It requires public bodies to have due regard, in the exercise of our functions, to the need to:**

- Eliminate unlawful discrimination, harassment, victimisation, and any other conduct prohibited by the Act because of any of the protected characteristics.
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it.
- Foster good relations between people who share a protected characteristic and people who do not share it.

Everyone is protected by the Act. Every person has one or more of the protected characteristics, so the Act aims to protect everyone against unfair treatment.

**The nine protected characteristics contained in the Act are:**

<b>Disability</b>	<b>Age</b>	<b>Pregnancy and Maternity</b>
<b>Race</b>	<b>Religion or Belief</b>	<b>Sex</b>
<b>Sexual Orientation</b>	<b>Gender Reassignment</b>	<b>Marriage / Civil Partnership</b>

With the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, the Scottish Government introduced a set of specific equality duties to support the better performance of the general duty by public bodies.

**These specific duties came into force in May 2012. These duties include requirements to:**

- Publish a Mainstreaming Report and set of equality outcomes every four years.
- Report on progress made to achieve previous outcomes set out in the Mainstreaming Report every two years, with the next required no later than 30th April 2025.
- Assess and review policies and practices.
- Gather and use employee information.
- Publish gender pay gap information.
- Publish an equal pay statement.
- Consider award criteria and conditions in relation to public procurement.

### **3. DUNDEE'S VISION**



The Council's vision for the city requires the promotion of fairness and equality to be at the core of everything that is done. To make the desired difference, there is a need to be flexible, and to engage and include people in the decision making that shapes the future of Dundee and its communities.

There is a clear role within achieving this vision for action to mainstream equalities, in order that our residents with protected characteristics can experience the same benefits as everyone else; choice, opportunity, empowerment, jobs, and an excellent quality of life.

Dundee City Council is committed to tackling discrimination; advancing equality of opportunity; and promoting good relations within our workforce and our communities. Mainstreaming equality, diversity and human rights is the process by which we will work towards achieving this as an organisation for all residents, visitors, and businesses of the City.

By considering and integrating equalities into the daily work and discharging of duties required by the Dundee City Council, we will take equalities into account in the way we go about our business when acting as:

- a. an employer
- b. a policy maker
- c. a service provider
- d. a decision maker

- e. a buyer of goods and services
- f. an education authority

### **Mainstreaming our Equalities Duties**

The process of mainstreaming the equality duty requires Dundee City Council to give due regard to equality and diversity in all day-to-day activities which the authority is involved in. This means taking equality into account when conducting business as an employer, as a service provider and as a community partner. By integrating equality considerations into our day-to-day work, we can improve the way in which we conduct business as an employer and when planning and delivering services. Everyone working for or with Dundee City Council has a responsibility to promote equality of opportunity and build positive relationships between different groups.

As one of the largest employers in Dundee, it is recognised that Equality and Diversity is key to the work which Dundee City Council is both responsible for and involved in. As an employer and service provider Dundee City Council aims to eliminate discrimination, harassment, and victimisation; advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and foster good relations between people who share a protected characteristic and those who do not.

It is essential that Dundee City Council employees and elected members are aware of the general duty as set out in the Equality Act to ensure that it is considered appropriately in the work which is being completed.

Successful advancement of the equality agenda will involve partnership working between Dundee City Council, the Community, and other partners. This will involve:

### **Elected Members**

Councillors are elected by the public to serve and represent the individuals within the local area. Councillors can engage with the local community to identify the needs of constituents. They can provide leadership direction and support to compliance with equality duties and provide a scrutiny role regarding the decision-making process.

### **Council Leadership Team**

The Leadership Team, chaired by the Chief Executive, consists of all Executive Directors, who have responsibility for progressing equality within their individual portfolios.

### **Heads of Service**

It is the Heads of Service in each strategic service area who take a lead role in progressing equalities within the service areas across their portfolios.

### **Equalities Lead**

This is located within Chief Executive's Services with responsibility for ensuring the coordination and mainstreaming of the equalities agenda across Council services.

### **Corporate Equality and Diversity Steering Group**

This group brings together officers with the strategic lead for quality and diversity from all Council services. The group meets quarterly and focuses on the implementation of the action plan associated with our mainstreaming equality outcomes.

### **City Governance Committee**

The City Governance Committee, chaired by the Leader of the Council, has the democratic responsibility for Equalities. The Chair ensures, through the Chief Executive, that inclusion and diversity is central to Dundee City Council's performance and service delivery agenda.



## The Community Planning Partnership

Dundee City Council is a key stakeholder in the Dundee Partnership (Community Planning Partnership) and leads on key priorities for the Dundee City Council. Community Planning is about public sector and third sector organisations working together to improve and deliver better public services for the authority area. The Dundee Partnership Management Group, Forum and Strategic Leadership Groups will keep inclusion and diversity key to how partners deliver on the City Plan (Dundee's Local Outcome Improvement Plan) and improve outcomes for all.

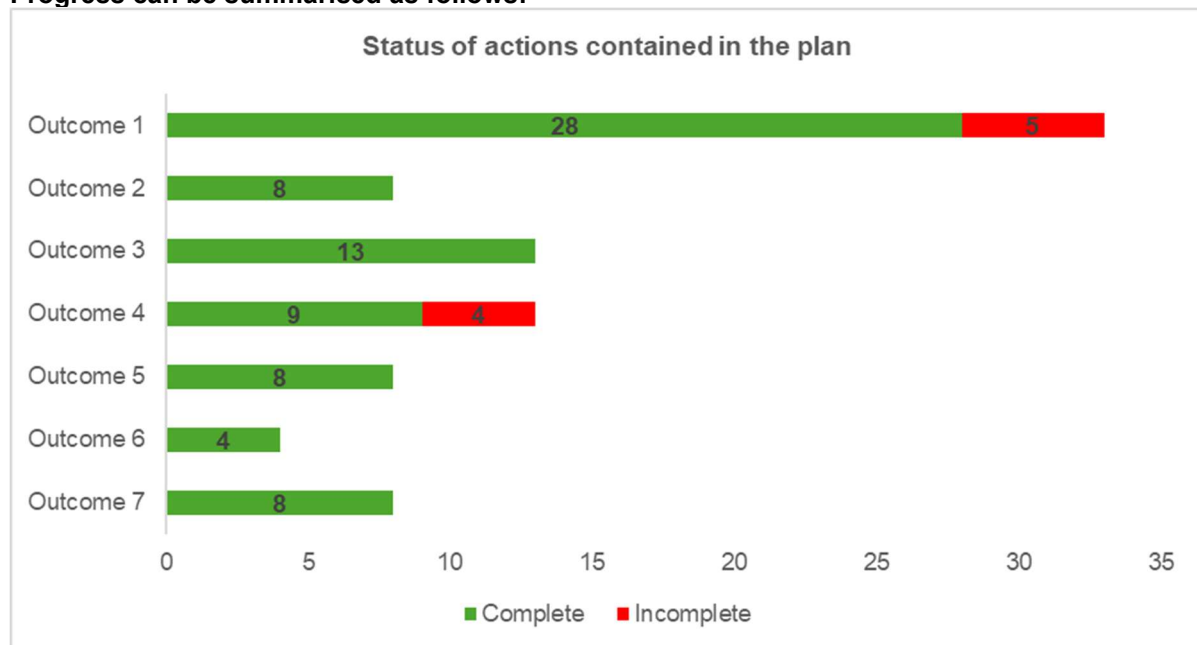
### 4. REPORTING PROGRESS ON KEY EQUALITY OUTCOMES AND ACTION MARCH 2025

This section of the report will provide an overview of the agreed Dundee City Council Equality Outcomes as well as the status of each action for all the outcomes within the plan. Selected key highlights and challenges will also be provided to demonstrate positive examples of achievement for the last four years as well as details of some of the key challenges faced.

Overall, Dundee City Council made good progress in mainstreaming its equality outcomes for 2021-2025 into its everyday practice. Of the 87 individual specific action 78 have been fully completed with the remaining nine action having a completion rate of between 40% and 85%.

The outstanding actions will all be incorporated and progressed within the new 2025-2029 plan.

**Progress can be summarised as follows:**



#### Outcome 1: Ensure that the equality and human rights of residents and employees from protected groups are safeguarded and promoted

The following actions for Outcome 1 have been fully completed.

#### Corporate Services

##### 4.1 The Council will have fuller and more accurate equality data relating to staff and service users

- Consider implications of new Scottish Government guidance for public bodies on the collection and publication of data on sex, race, and gender.
- Review and update data monitoring systems (Resourcelink) to record changes to equalities definitions ensuring they are consistent with Scottish Census Information.
- Undertake an internal staff campaign to encourage data disclosure.



#### 4.2 Pay gaps relating to gender, disability and race will be reduced

- Review and update the Council's Flexible Working Policy to ensure inclusivity following the pandemic.
- Develop and adopt more hybrid approaches in the workplace.
- Contribute to national benchmarking recording for gender, disability, and race.
- Adopt the Scottish Government's Toolkit for Race Equality in the Workplace.
- Develop and implement employee engagement related to gender, disability, and race.

#### 4.3 Recruitment and retention practices will have increased diversity

- Review application and advertisements / recruitment drives to ensure we attract diversity in recruitment.
- Review recruitment for Young People and support with Employability Skills / Assessment Centre methodology.

#### 4.4 Staff Training and Development

- Implement targeted development programmes supporting women to apply for more senior roles.
- Encourage more diverse uptake in leadership programmes by developing an information pack for managers.

#### 4.5 Residents will be supported to engage with our officers and services in a way that meets their needs

- Seek to provide, where possible, all visiting council officers with necessary equipment (tablet / smart phones), to allow easy access to interpreting services (Language Line / BSL video interpreting).
- Increase availability of information for BSL Users.

### **Chief Executive's Service**

#### 4.6 Our staff and elected members will be supported to increase their knowledge and understanding of Equality and Human Rights issues and their duties as required by legislation

- Develop and deliver a new Equalities and Human Rights eLearning module and training programme and framework for elected members.
- Develop and deliver new Equalities and Human Rights based eLearning module and internal staff training programme.
- Deliver senior leadership Equalities training and development.
- Review and enhance equalities training for all staff.
- Review and revise the new Equalities and Human Rights eLearning module and training programme and Framework for Elected Members as appropriate.
- Strengthen and promote the work of the Corporate Equality and Diversity Steering Group.
- Participate in and contribute to the work of Scottish Councils' Equality Network.

#### 4.7 Our Impact Assessment process is fit for purpose and meets our legal requirements

- Carry out a review of current IIA processes and complete a benchmarking exercise.
- Create a new IIA Pre-Screening Tool and re-develop the current toolkit and guidance based on findings.
- Develop and deliver a training programme for relevant staff on how to use the tools and provide support and guidance to officers and elected members as required.

#### 4.8 Those with protected characteristics and lived experience are involved in the development and delivery of our community planning work

- Develop an ongoing engagement strategy and calendar of events to promote and facilitate engagement with community organisations.

- Include targeted equality articles in Dundee Partnership Bulletin.

### Neighbourhood Services

#### 4.9 Provision of support to refugee communities that meet their needs

- Continue to support the work of the Humanitarian Protection Programme.
- Community Learning and Development will support refugees and asylum seekers to gain language and other skills to enable them to build new lives in Dundee.

The following Outcome 1 actions are partially completed:

### Corporate Services

#### 4.10 Pay gaps relating to gender, disability and race will be reduced

- Refresh the People Policy framework to reflect Equality outcomes (85%).

#### 4.11 Staff Training and Development

- Council employees will be trained to level 3 in Trauma Informed practice (60%).

### Neighbourhood Services

#### 4.12 The needs of our Gypsy / Travellers Community will be met through ensuring that our sites are well maintained, managed, and meet standards set by the Scottish Government as well as through a programme of targeted engagement with the community

- Undertake further consultation with Gypsy / Traveller communities to discuss site and other improvements (50%).
- Develop and carry out appropriate engagement activities with the Gypsy / Traveller community to ensure their needs are met through service provision (50%).
- Participate in Scottish Government and COSLA national and local Gypsy / Traveller policy and strategy, development initiatives and consultations (50%).

### Key Highlights

**Workforce** - People Services now have an Equalities working group who are looking at amending job information packs and adverts on Myjobscotland to attract a diverse range of applicants. This is currently under review and documentation will be changed accordingly.

Dundee City Council has implemented a 'Modern Apprentice Application Feedback' process to support young people in schools to apply for mock jobs to receive feedback from Learning and Organisational Development to improve their application and increase their chances of success for shortlisting and interview. This is currently being piloted by Harris Academy and will then be rolled out to all secondary schools.

**Refugees and Asylum Seekers** - the Communities Team have continued to support refugees and asylum seekers, alongside other migrants, to help them increase their English language skills, access other learning and integration opportunities across Dundee, and build and strengthen their social connections.

Two ESOL tutors, funded by Multiply, were recruited, trained, and started tutoring on 10th June 2024. This dedicated provision, based within a 20-minute walk from the accommodation of many asylum seekers, removed multiple barriers to learning and has meant that there has not been a waiting list for ESOL in Dundee since then. Between 1st May and 24th October, 335 refugees and asylum seekers were supported. 120 of those were new registrations.

In addition to ESOL classes at six levels of proficiency (Foundation, Beginners, Elementary, Pre-Intermediate, Intermediate, and Upper-Intermediate), the learners have been offered access to a range of community-based groups like conversation cafes, reading groups, language skills groups, a parent group, a 'Talk Dundee' workshop, and an English and Cooking Club. The Council also works in close

partnership with Dundee and Angus College, Dundee International Women's Centre (DIWC) and Dundee University to coordinate community-based ESOL provision to maximise learning opportunities for learners and inform them in a targeted way of suitable classes and groups. One-off outings (e.g. to the VandA to see the new exhibition) and workshops (e.g. a Democracy Workshop, a Dental Connect workshop) were also offered.

### Key Challenges

**Trauma Informed Practice** - Although some policies have been reviewed and updated recently, staff changes in HR have delayed the full-scale review and update of this area of work. However, this situation has now stabilised, and the review started in December 2024. Level 3 training has been developed nationally for all Social Workers to undertake, this will be rolled out nationally in 2025.

Locally, the Trauma Learning and Development Advisor has developed and will be testing a level 3 train the trainer model. All DCC staff identified as requiring level 3 will be prioritised for the training.

**Meeting the needs of our Gypsy / Travellers community** - There has been limited Traveller communities within DCC boundaries willing to participate in consultations over the past 24 months. The primary reason for this has been the non-occupancy of Balmuir Wood during this period and very few roadside encampments. However, all roadside or transient visitors have been engaged with by the Gypsy Traveling Liaison Officer with advice and support provided as required.

### Outcome 2: Increase opportunities for protected groups to secure Fair Work

The following actions for Outcome 2 have been fully completed;

#### Chief Executive's Service

#### 4.13 Increase wage levels and Scottish Living Wage Accreditation for protected groups

- Engage with local employers to promote 'Dundee as a Living Wage City' and highlight the benefits of them being an accredited Living Wage employer.
- Increase Scottish Living Wage accreditation across Dundee through promotional activities.
- Strengthen the role and remit of the Dundee Living Wage Action Group with focus on hospitality, tech, and social care industries.

#### City Development

#### 4.14 Increase learning, skills, and employment opportunities for people with protected characteristics

- Work with employability service providers and employers to improve knowledge of protected groups, available support, and best practice.
- Deliver the Discover Work Employer Recruitment Incentive, creating inclusive employment opportunities for those furthest from the labour market.
- Expand specialist employability services to support those with protected characteristics.

#### 4.15 Reduce persistent and rising levels of unemployment and underemployment for people from protected groups

- Improve local employability services funded by the Parental Employment Support Fund.
- Improve and simplify access to employability services through the emergence of No One Left Behind.

### Key Highlights

**Living Wage** - Living Wage accreditation is now fully integrated into the Fairness and Tackling Child Poverty Action Plan for Dundee and activities organised as part of Living Wage Week in November 2024 achieved significant social and mainstream media coverage. The Dundee Living Wage Action

Group members represent a wide array of industries. Current members include: DCC Community Wealth Building (key links to construction and social care), DCC Communications, NHS Tayside Public Health Directorate, Dundee University Students' Association (hospitality), Abertay University Sustainable Food Places (food industry, hospitality), Michelin Scotland Innovation Parc (renewables / technology), Dundee and Angus Chamber of Commerce, Social Security Scotland, Scottish Enterprise, DCC's Fairness Spokesperson and Convener of City Development. The group is chaired by the Council's Community Planning Manager.

**Discover Work** - Discover Work was launched as a Challenge Fund in December 2023 and invited applications to deliver support in a new Employability Pathway programme for five years from 1 April 2024. The value of the fund was estimated to be £2.6m per annum and was open to eligible organisations who want to realise the strategic vision and goals set out in Discover Work Strategy 2022-2027 and support our Community Wealth Building approach to economic development.

The successful applicant was 'All in Dundee' (AiD), a consortium of seven third sector organisations led by ENABLE Works in partnership with Alexander Community Development, Barnardo's, Helm Training, One Parent Families Scotland, Street League, and Volunteering Matters. The application also demonstrates the involvement of other informal partners such as Access to Industry, Dundee International Women's Centre, Penumbra and Showcase the Street. All in Dundee will offer a wide breadth and depth of support for identified priority customer groups with protected characteristics.

All in Dundee will also continue to deliver their specialist Equality, Diversity, and Inclusion (EDI) training to employers within the city. All in Dundee have established close relationships with Dundee employers and worked closely with them to identify appropriate solutions and initiatives that will achieve their EDI goals, and work for their business and their teams at all levels. Initiatives will include delivering training programmes for employees to help them understand the importance of EDI. Programmes to date have included Disability Awareness, Neurodiversity Awareness, Unconscious Bias, and Creating a Mentally Healthy Workplace. EDI will also deliver training programmes for leadership and management level employees on subjects including Inclusive Management, the Benefits of EDI, Inclusive Recruitment and Supporting and Developing Employees. The continuity of this service to employers will support and train employers to ensure they are well placed to recruit, support and retain staff in the workplace.

### **Outcome 3: Implement community justice services that increase access and protection for people from protected groups**

The following actions for Outcome 3 have been fully completed;

#### **Children and Families Services**

4.16 Our Children and Families Service will ensure children and young people's views and requirements are central to development and delivery of local services

- Work with partners, children and young people and parents / carers on co-designing Children and Families services which matter to local communities.

(Note: There are several additional actions within the Intermediary Outcome 3.1. These are reported on within the Education Section of this report.)

#### **Dundee Health and Social Care Partnership**

4.17 Promote the work of our Violence Against Women Partnership (VAWP) and implement learning into future service delivery and practice

- Produce communication materials to increase public understanding of the nature, causes and impact of violence against women groups.
- Deliver / signpost high-quality professional development / learning / training on gender equality and Violence against Women and Girls (VAWG); in particular, training that focuses on women facing multiple discrimination, including women living with income inequality, BME women, and LGBT women.
- Review, support and resource sustainable local specialist VAWG services in order to allow those services to continue to engage in local strategic primary prevention work in a meaningful way.

- Engage with the Gendered Services Project to ensure community justice approaches use a gendered lens that understands the connections between women's offending and their experiences of VAWG.

#### 4.18 Regular review and monitoring of recently developed Domestic Abuse Policy

- Ongoing review and updating of Domestic Abuse policy and procedures.

### Neighbourhood Services

#### 4.19 Review and consult on Housing Allocations Policy

- Consult with key equality groups on current Housing Allocations Policy and report to Committee and agree next steps.

### Key Highlights

**What Matters to You** - The approach has been rolled out to several wards to support communities to design and run their own activities and supports. Their increased links to leadership included an input at a council wide leadership event in May 2024.

**Violence Against Women's Partnership** - New materials have been produced, and relevant webpages are updated on an ongoing basis. The latest 16 Days of Activism Against Gender Based Violence programme ran from 25 November to 10 December 2024. A new training programme, materials and resources have been produced and made available via a dedicated website. This work is now mainstreamed and progressed through Public Protection work.

### Outcome 4: Close the gap in educational attainment experienced by young people from protected groups

Each Education Authority is required to report on mainstreaming equality, this is included in this report at pages 14-16 and sets out fuller details of actions within both Outcomes 3 and 4 relating to children and young people.

### Outcome 5: Improve access and transportation to places in Dundee

The following actions for Outcome 5 have been fully completed;

### Corporate Services

#### 4.20 Improve access, safety, and experience for all visitors to Dundee City Council buildings

- Move towards all public council buildings using the 'Welcome' app by Neatebox.
- Make all public council buildings a 'safe place,' through implementation of the National Keep Safe Programme.
- Appropriate front-line staff will participate in disability awareness training through the Keep Safe Training programme.

### Chief Executive's Services

#### 4.21 Improve the availability of accessible information of Dundee venues

- Work in Partnership with AccessAble to provide and promote detailed information to work out if a place is going to be accessible to someone based on their individual needs.
- Strengthen relationship with local organisations who can provide additional support and guidance on accessibility issues (including Dundee Access Group and Deaf Links).

4.22 Communities in the city, and in particular older people and adults with disabilities / restricted mobility, have accessible and sustainable transport solutions

- Re-focus the work of the Dundee Transport Forum and expand membership to include representation from equality groups.
- Monitor and consult with equality group members on the impact of current and future transport provision through the Dundee Transport Forum.
- Establish and participate in a new Bus Service Improvement Partnership for Dundee / Tayside.

### Key Highlights

**AccessAble Partnership** - Dundee City Council works in partnership with the national organisation AccessAble who provide detailed access guides to over 380 key buildings across the city. As part of our partnership agreement, AccessAble contact all venues with a Detailed Access Guide (282) and Summary Access Guide (101) on the Dundee City Council pages of their website annually and update the Detailed Access Guides accordingly.

**Dundee Transport Forum** - Officers continue to engage with Third Sector and community representatives to expand the reach of the forum. Membership continues to be open to new individuals and groups. Forum communications ask existing members to share information with others who may benefit from it and encourage them to engage and join the forum.

### Key Challenges

**Council Buildings** - The Council previously participated in the National Keep Safe Programme, and committed to utilise the Neatebox Welcome App in all appropriate council buildings. However, the Council is currently carrying out a review of its building use. Neatebox continues to operate in Dundee House but will not be rolled out further.

### Outcome 6: Improve health outcomes by promoting access and equality of service for people with protected characteristics

The following actions for Outcome 6 have been fully completed;

#### Dundee Health and Social Care Partnership

4.23 We will support Dundee Health and Social Care Partnership to identify, monitor, review and implement their own Equality Outcomes

- The Dundee Integration Joint Board (IJB) has set and reports on its own equality outcomes and associated actions ([IJB Equalities Mainstreaming Report 2023](#)). These include a focus on improving health outcomes by promoting access / equality of service for people with protected characteristics.
- As a key partner in the Dundee Health and Social Care Partnership, DCC will make an active contribution to supporting the delivery of these outcomes and action. The Dundee IJB will report on progress to implement these outcomes and action at least every two years, in line with the requirements placed on them by the Equality Act 2010.

### Neighbourhood Services

4.24 Our Community Learning and Development Service will work at a local, service, and strategic level to reduce the effects of inequality and disadvantage on health and wellbeing

- Develop and implement engagement strategy and series of events with community groups representing those with protected characteristics.
- Identify key priority areas with these groups and appropriate activities and implement action through community learning and development plans.

## Key Highlights

**Partnership Working Dundee Health and Social Care Partnership (HSCP) and Integrated Joint Board (IJB)** - Regular and ongoing engagement takes place between the Council's Equalities and Fairness Officer and relevant HSCP / IJB officers via the Corporate Equalities and Diversity Steering Group and separate meetings. The Equality Outcome Update Progress Report was agreed by the Dundee IJB on 21 August 2024.

**Community Empowerment Team** - There is a focus on family, anti-poverty and inequalities work carried out in community centres by public services and the community. Men's Groups are a particular area of growth, and these have come from both family work through What Matters to You and through devolved Alcohol and Drug Partnership monies. The Men's Groups are supporting men to come together and share stories supporting their parenting, reducing social isolation, and supporting recovery from substance use. The youth work programme is contributing to increasing numbers of young people accessing community centres.

**Youth Work Teams** - Supported young people attended Dundee Pride 2024, where they marched to Slessor Gardens as a group with banners that they created. There were many shows on the main stage, activities, youth information workshops, etc. Young people enjoyed it and generated such a sense of community that they requested that this is repeated this year.

## Equality Outcome 7: Reduce the additional social inequalities experienced by people in poverty and in protected groups

The following actions for Outcome 7 have been fully completed.

### Neighbourhood Services

- 4.25 We will develop a targeted approach to support protected groups to tackle poverty and reduce social inequalities
- Use Scottish Index of Multiple Deprivation (SIMD) data to target and prioritise partnership work.
  - Use the findings of Engage Dundee 2021 as well as other engagement work to target our work.
  - Target work to the most disadvantaged communities including focused local fairness initiatives in Linlathen and Stobswell West.
- 4.26 Our staff and partners will be supported to increase their knowledge and understanding of poverty and other social inequalities and its unequal impact on equality groups
- Re-develop and deliver Poverty Sensitive Training to relevant staff and partner organisations, who support equalities mainstreaming work.

### Corporate Services

- 4.27 We will develop a targeted approach to support protected groups to tackle poverty and reduce social inequalities
- Utilise data gathered by our Customer Services and IT service to identify priority target groups for future work relating to income maximisation.
  - Adopt more effective and supportive ways of communicating with clients / tenants about money matters and debt.

### Chief Executive's Services

- 4.28 Our staff and partners will be supported to increase their knowledge and understanding of poverty and other social inequalities and its unequal impact on equality groups
- Build equality activities, impacts and action into the delivery of the Fairness Action Plan and Child Poverty reporting.



#### 4.29 Provision of Equality Grant Funding to local community groups supporting those with protected characteristics

- Re-focus and target Equality and Diversity Grant funding to support local community groups that can assist us to mainstream our equalities work.

### Key Highlights

**Community Health** - Use of data sources such as SIMD and the Engage Dundee survey continue to act as a route to identifying and tackling local health needs and issues. A report on the Engage Dundee findings was produced by the Community Health Team Manager in March 2024. The results were shared with a wide range of strategic partners, service providers, and local community led groups such as Dundee Fighting for Fairness and the Community Health Advisory Forum. This is helping to target action.

**Council Advice Services** - Protected groups are being supported through the work of Council Advice Services via the NHS Tayside maternity and health visitor referral protocols. In relation to disabled customers, the Council has expanded the award-winning GP surgery co-location model to fully cover the ten most deprived surgeries in Dundee. For working age customers, the service is linked into nearly 6,000 working age households who applied to Fuel Well Dundee 3 (a grant scheme to reduce energy poverty, through provision of direct payments, energy and debt advice, maximising income and employment support) and are working on a constant contact model to intervene before financial and debt issues become unmanageable.

## 5. EDUCATION SERVICE - MAINSTREAMING EQUALITIES REPORTING

The Education Equality Outcomes identified for 2021-25 all arose from the improvement planning processes associated with the Dundee City Plan (Children and Families Service). In particular, the delivery groups with responsibility for Our Promise; Additional Support Needs; and Health and Wellbeing include priorities, actions and measures which aim to have a positive impact on protected characteristic groups. More detailed outcomes and actions which relate to nurseries and schools are contained within the [Supporting Learners Policy Framework](#).

Overall, the Children and Families Service has made good progress towards its Equality Outcomes which are all embedded within strategic priorities in the Service Plan. Examples of ongoing work throughout nursery and school communities are included in the progress towards outcomes as appropriate.

### 5.1 Our Children and Families Service will ensure children and young people's views and requirements are central to development and delivery of local services

The following actions have been fully completed

- Implement phase 1 of Trauma Informed practice framework
- Trauma-Informed workforce
- Implement counselling in schools and Community Mental Health and Wellbeing support services
- Implement Our Promise for Care Experienced Children, Young People and Care Leavers 2021-23
- Co-ordinate health and social care provision within the new Community Custody Unit and work with partners across the system on Covid-19 recovery
- Support GIRFEC (Get it Right for Every Child) Delivery Group to Launch, Implement, and Review GIRFEC across the city and closely involve service areas / teams in strategic planning of Children and Families Services
- Work with partners, children and young people and parents / carers on co-designing Children and Families services which matter to local communities

### Key Highlights

**Trauma Informed Practice and Counselling Services** - All nursery and school staff have now completed Trauma training levels 1 and 2. Level 3 training is reported separately by Learning and Organisational Development. The Education team supports this through the Trauma Strategy Group.



Counselling in schools is now fully integrated across all secondary schools and clusters in Dundee. There is a clear procurement and ongoing review process. There is an established data recording system and regular reports are submitted to Scottish Government and are available for CandFS reporting.

**Our Promise** - A full report on the implementation of Our Promise was approved by elected members in October 2023. The next iteration of the plan for the period 2023-26 is now being progressed and some key highlights include:

- Overall number of children and young people in care continues to reduce.
- The balance of care is shifting positively towards family-based care, especially Kinship Care.
- Overall costs are reducing markedly, with further reductions anticipated.

## **5.2 Children and young people will not experience discrimination harassment, or victimisation in our education establishments**

The following actions have been fully completed

- Implement policy and practice which supports the development of friendships and support structures for young people including Nurture Approaches Framework for all nurseries and schools; Emotional Health and Wellbeing Strategy; AIM for Schools provision for young people experiencing anxiety
- Raise awareness of the value of the diversity of difference and specific needs of pupils in our education establishments who have a protected characteristic
- Prevent and challenge discrimination through a planned progressive Personal Social Education / Health and Wellbeing Programme and Inter-Disciplinary Learning

## **5.3 Children and young people will experience equality of opportunity when accessing education**

- Remove barriers for children and young people who may be vulnerable and require reasonable adjustments to enable their full access to education, e.g. use of ICT and specialist equipment; inclusive pedagogy; more diverse senior phase pathways.
- Provide an accessible environment in all schools to meet diverse learning and communication needs.
- Implement Transitions Strategy with Arc Scotland.

## **5.4 Children and young people will experience a sense of inclusion, belonging and participation**

- Enable families to access support through the Family Support Framework including support services for community mental health and wellbeing.
- Focus Community Learning and Development youth work activities on the needs of the most vulnerable within communities.
- Strengthen Community Learning and Development partners' collaborative approach to addressing agreed shared priorities, particularly around COVID recovery (Mental Health and Wellbeing; Learning Loss; Transition Work and Young Carers).

### **Key Highlights**

**Accessibility and Inclusion Service** - The Accessibility and Inclusion Service work alongside staff and children in schools to promote the value of diversity including those with English as an Additional Language, Gypsy / Traveller children and young people, and those with Additional Support Needs including disability. There has been considerable work undertaken with schools in relation to transgender training which is reflected in the low incidence of bullying.

**Removing Barriers, Reasonable Adjustments, and Inclusion** - The Assisted Technology Steering Group has created a pathway for assessment of children's needs to identify appropriate resources

which are reasonable adjustments. All secondary schools have an annual verification process to ensure that reasonable adjustments are in place for SQA assessments. A Senior Phase Pathways group has oversight of progression for young people with more complex needs including third sector and DandA College alongside Adult Health and Social Care services.

The service has launched a new Dundee Standard for Inclusive Practice along with an audit tool and toolkit to support schools and nurseries to evaluate their practice and identify next steps. Feedback from pupils is used to triangulate staff views and the Standard is being used as part of school improvement frameworks. The resources are housed on a new website, along with case studies to support implementation.

**Equalities Briefing** - All Children and Families staff receive an annual briefing on equalities which includes awareness-raising of protected characteristics. Alongside this, the link to the Council's Equalities Events calendar has been shared with staff.

**COMPASS** - A new transition planning framework and App (called COMPASS) for schools, and other destinations including college, university and employment has been developed and implemented in collaboration with ARC Scotland.

**Additional Support Needs (ASN)** - Two after school groups have been established within community schools to reduce isolation and include children with ASN in activities they have chosen at Baldragon and St Paul's Academies.

**Community Learning and Development (CLD)** - CLD are opening their groups to children with additional needs, and this is working well in the Finmill Centre, mixing age groups in relation to children's needs.

The following Outcome 4 actions are Partially Completed, and will be progressed as part of the Equality Outcomes and Actions for 2025-2029

- Increase the inclusion for disabled children in local community groups (40%).
- Ensure there is a reduction in the number / rate of bullying incidents which are perceived to be motivated by a protected characteristic (50%).
- Deliver the aims of the National Improvement Framework across all nurseries and schools through Every Dundee Learner Matters, with regard to closing the Equity gap for children and young people who experience inequalities, including those who are care-experienced and those with complex needs (linked to the Attainment Plan) (75%).
- Implement Our Promise and Corporate Parenting Strategy outcomes (70%).

### Key Challenges

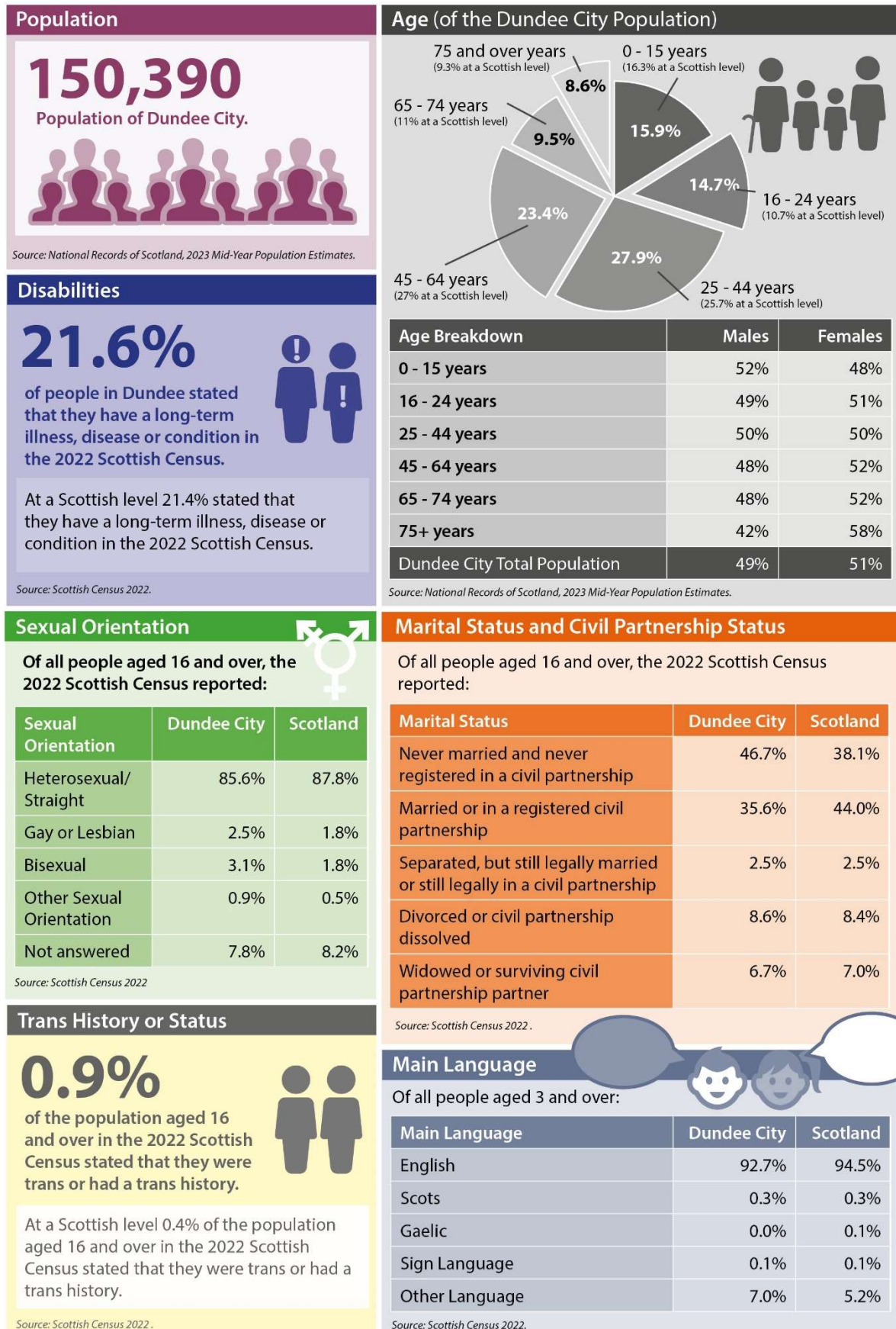
Feedback from school staff indicates that although the different approaches to supporting children's emotional wellbeing have had a positive impact, a more cohesive framework is required to ensure successful implementation and evaluation. Moving forward, this will be the focus of the 'Relationship and Behaviour for Learning' strand of our Inclusion Strategy.

### Equality Duty Regarding Education Staff

As an Education Authority, we have a duty to apply the General Duty in regard of staff employed by Dundee City Council to work within the Children and Families Service. As such, education staff benefit from the support of corporate policy and procedures for recruitment, retention, absence management, and reasonable adjustments. Employment information, for Education staff, relating to protected characteristics, equal pay, recruitment, development and retention can be viewed in Sections 8 to 10 of this report.

## 6. UNDERSTANDING EQUALITY AND DIVERSITY IN DUNDEE IN 2025

The tables below provide key Equality information about Dundee, taken from the Dundee Census and other data sources.



## Ethnicity



Ethnicity	Dundee City	Scotland
White: White Scottish	77.2%	77.7%
White: Other White British	6.1%	9.4%
White: White Irish	0.9%	1.0%
White: Gypsy/Traveller	0.1%	0.1%
White: White Polish	2.1%	1.7%
White: Other White	3.4%	3.0%
Mixed or Multiple ethnic group	1.3%	1.1%
Asian, Asian Scottish or Asian British: Pakistani, Pakistani Scottish or Pakistani British	2.3%	1.3%
Asian, Asian Scottish or Asian British: Indian, Indian Scottish or Indian British	1.4%	1.0%
Asian, Asian Scottish or Asian British: Bangladeshi, Bangladeshi Scottish or Bangladeshi British	0.5%	0.1%
Asian, Asian Scottish or Asian British: Chinese, Chinese Scottish or Chinese British	0.9%	0.9%
Asian, Asian Scottish or Asian British: Other Asian	0.9%	0.6%
African: African, African Scottish or African British	0.1%	0.1%
African: Other African	1.3%	1.0%
Caribbean or Black: Caribbean, Caribbean Scottish or Caribbean British	0.0%	0.0%
Caribbean or Black: Black, Black Scottish or Black British	0.0%	0.0%
Caribbean or Black: Other Caribbean or Black	0.1%	0.1%
Other ethnic groups: Arab, Arab Scottish or Arab British	0.8%	0.4%
Other Ethnic Group	0.5%	0.5%

Source: Scottish Census 2022.

## Can you use British Sign Language (BSL)

Of all people aged 3 and over:



Category (years)	Category	Scotland
Yes	2.6%	2.2%
No	97.4%	97.8%

Source: Scottish Census 2022.

## Religion



Religion	Dundee City	Scotland
Church of Scotland	14.6%	20.4%
Roman Catholic	13.8%	13.3%
Other Christian	4.9%	5.1%
Buddhist	0.5%	0.3%
Hindu	0.7%	0.6%
Jewish	0.1%	0.1%
Muslim	4.2%	2.2%
Sikh	0.1%	0.2%
Pagan	0.4%	0.4%
Other religion	0.2%	0.2%
No religion	54.6%	51.1%
Religion not stated	6.0%	6.2%

Source: Census 2022.

## Life Expectancy



Life Expectancy at Birth (years)	Males	Females
Dundee City	74.6	79.2
Scotland	76.8	80.8

Source: National Records of Scotland – Life Expectancy in Scotland 2021-2023 provisional figures .



## 7. NEW EQUALITY OUTCOMES FOR 2025-2029

Dundee City Council welcomes this opportunity to present our new Equality Outcomes for 2025 to 2029. The past four years have highlighted the challenges faced by people with protected characteristics and the necessity of a new set of Mainstreaming Equalities Outcomes for Dundee 2025-2029.

As a result of the complex relationship between equalities and other strategic goals, the new rights-based approach promoted by the Equality and Human Rights Commission (EHRC), new and evolving national legislation and guidance and the seismic impact of the cost-of-living crisis, the council (incorporating our role as the education authority) has decided to set new equality outcomes for the next four years. We believe this will enable us to meet our legal duties, embed our equality and diversity work within the overall vision for Dundee whilst simultaneously improving outcomes, reducing inequality, and increasing diversity.

All partially achieved outcomes from the 2021-2025 plan have been incorporated into the outcomes and actions set in this plan.

The new outcomes and actions reflect the strategic priorities of Dundee City Council while considering the Scottish Government's approach, EHRC guidance, and feedback from key equality groups representing those with protected characteristics from across the city. In addition to supporting the development of these equality outcomes and actions, the Council is keen to ensure that the voices of those with protected characteristics inform the delivery of the agreed outcomes and actions to in turn inform relevant policy development and service delivery.

Specific feedback on our equality outcomes was provided by: Dundee International Women's Centre, Dundee's Faith Forum, Dundee Pride, Deaf Links, Dundee Violence Against Women Partnership, the Scottish Assembly, and Dundee Access Group.

In relation to our role as an education authority, consultation and involvement is an on-going process which promotes dialogue and stimulates change through network groups with parent and partner groups. Focus groups, parental/pupil/staff surveys, school reviews, staff professional development and review process are all examples of methodology used on an on-going basis as a means of consulting and involving others. Consultation with communities formed part of the wider consultation for establishing the new Education Equality Outcome 5.

Dundee City Council will ensure consideration is given to this and all future feedback as we continue to meaningfully engage with these and other key equality groups and individuals with protected characteristics, to ensure that we achieve our outcomes as set out in this plan.

### EQUALITY OUTCOMES and ACTION FOR 2025-2029

#### Equality Outcome 1 - Data and Equalities Information

By 2029, the Council will have improved the collection and use of the equality data and information of those with protected characteristics to help shape local policy development and service delivery.

##### Action: Chief Executive's Service

- Continue to review, develop, benchmark, and improve the Council's Integrated Impact Assessment toolkit and guidance.
- Use the latest data and information to shape policy development and service delivery.
- Monitor, review, and engage with the work of the Equality and Human Rights Commission, Scottish Government, Scottish Human Rights Commission, and other relevant bodies to introduce and implement new actions as required.

##### Action: City Development

- Collate, monitor, and review equalities and other data to identify improvements in targeting of priority customers and neighbourhoods in delivery of Discover Work's Employability Partnership and Strategy.

**Action: Corporate Services – People Services**

- Increase our equality data quality by encouraging employees to update their equality information which will support us to report accurately on our workforce and plan accordingly to ensure the removal of any potential barriers.
- Provide real-time equalities data to services for future workforce planning to increase diversity.

**Action: Neighbourhood Services**

- Monitor annual data relating to Community Learning and Development provision, disaggregate by gender and other protected characteristics and plan action to close any gaps

**Equality Outcome 2 – Inclusive Communication**

By 2029, the Council will have increased positive engagement with protected groups through inclusive communication.

**Action: Corporate Services – People Services**

- Increase positive engagement and access to services through surveys and working groups focused on protected characteristics.
- Develop a SharePoint site for equality-related information and communication for the workforce.

**Action: Corporate Services - Customer Services and IT**

- Conduct a service-wide audit of accessibility across IT, Customer Services and Council Advice Services, (including digital platforms, physical infrastructure, and communication materials), to identify and address barriers and achieve better accessibility.
- Implement inclusive, multi-language, and accessible communication strategies, such as translated materials, audio-visual aids, and plain language formats, ensuring equitable access to critical service information.
- Introduce a centralised feedback mechanism where users from protected groups can continuously share insights on their access and communication experiences to enable iterative improvements in service delivery.
- Redesign the Dundee City Council Customer Charter with input and advice from protected groups across communities.

**Action: Neighbourhood Services - CLD**

- Support refugees and asylum seekers to gain language and other skills to enable them to build new lives in Dundee through Community Learning and Development provision.

**Action: Health and Social Care Partnership**

- Develop a programme of work to improve public information about services, supports and self-care resources to meet the needs of people from protected groups.

**Equality Outcome 3 - Lived Experience**

By 2029, the Council will have increased the involvement of people with protected characteristics and lived experience of inequality contributing to policy development and shaping service delivery.

**Action: Chief Executive's Service**

- Identify further ways of involving people and stakeholders with protected characteristics in the work of the council, including provision of appropriate supports.
- Redevelop and promote the Council's Equalities Calendar of Events in collaboration with equality networks and stakeholders.

**Action: City Development**

- Work with the Fairness Leadership Panel on the implementation of agreed principles for Discover Work's employability support, including scope for further learning from future customer feedback.

**Action: Corporate Services - Customer Services and IT**

- Host annual inclusion forums with protected groups to evaluate the Council's progress on equality outcomes, gather real-time lived experiences, and build stronger relationships between the Council and diverse communities.

**Action: Neighbourhood Services - Housing**

- Embed the voices of protected groups with lived experience into the development and delivery of the housing service.

**Action: Neighbourhood Services - CLD**

- Use the findings from ongoing engagement with Dundee's communities to target and improve Community Development and Learning work with those with protected characteristics.

**Action: Children and Families Service**

- Consult on the development and implementation of the United Nations Convention on the Rights of the Child (UNCRC) Plan.
- Scale the What Matters to You initiative to all localities.

**Action: Health and Social Care Partnership**

- Engage with workforce members who are from black and minority ethnic communities to develop and implement a programme of work that will prevent and respond to race discrimination within HandSC Partnership workplaces and services.
- Engage with transgender and non-binary people to develop and implement a programme of work to improve responses to transgender and non-binary people from HandSC Partnership services and supports.
- Engage with disabled people and their unpaid carers to progress the development of a physical disability and sensory impairment delivery plan for Dundee.

**Equality Outcome 4 – Council Workforce**

By 2029, the Council workforce will be more diverse with an inclusive culture where employees from all protected groups feel valued and supported.

**Action: Chief Executive's Service**

- Develop and promote the work of the Corporate Equality and Diversity Steering Group.
- Develop and deliver an equality and diversity information and training programme to officers and elected members as required.

**Action: Corporate Services - People Services**

- Develop a programme to sit alongside a Corporate Leadership and Management Development Scheme to support and encourage those from protected groups into higher graded or leadership roles to reduce the relevant gender pay gaps and tackle occupational segregation.
- Encourage those with protected characteristics to apply for roles in the council and address barriers to being successful in recruitment via a range of active engagements with those groups.
- Encourage those with protected characteristics into leadership roles and address barriers to promotion, through the implementation of targeted development programmes supporting underrepresented groups to apply for senior roles.

- Work in partnership with services on the design, delivery, and promotion of equality awareness, including the creation of learning opportunities that enable ongoing development of our workforce in line with our agreed equality outcomes and equality duties.

### Equality Outcome 5 - Education

By 2029, the Council will narrow the gap in educational attainment experienced by children and young people from protected groups.

#### Action: Children and Families Service

- Improve the presence, participation, progress and support of children and young people through the development, implementation, and evaluation of the Education Service's Inclusion Strategy.
- Implement a new tracking and monitoring system which better allows the service to identify gaps, plan interventions, and monitor the progress of protected groups.
- Strengthen the voice of children and young people in individual, school, and city-wide planning.

## 8. EQUALITY IN EMPLOYMENT - EMPLOYEE MONITORING

Equality, diversity, and fairness continues to underpin everything the council does. Our People Strategy acknowledges that it is through having an engaged, skilled, motivated, and diverse workforce that we will realise our ambitions to provide excellent services and achieve positive outcomes for the city.

The employment information detailed in the report provides a picture of our workforce and, together with local and census data, we will use this information to help us inform and influence our priorities and outcomes over the coming two years and meet our legal obligations under the Equality Act 2010 to:

- eliminate unlawful discrimination, harassment, victimisation, and any conduct prohibited by the Act.
- advance equality of opportunity between different groups.
- foster good relations between different groups.

Pages 23-52 covers our equal pay statement, gender pay gap, disability pay gap, ethnicity pay gap, occupational segregation information, and employment equality monitoring data.

We will aim to show the actual experiences and life chances of our local people and all our employees - we want them to see real, measurable, and positive experiences for all of our communities.

The outcomes below outline our ambitions for the Council as an employer for the next two years, which will be developed and measured on an ongoing basis.

- Increase our equality data quality by encouraging employees to update their equality information, which will support us report accurately on our workforce and plan accordingly to ensure the removal of any potential barriers.
- Provide real-time equalities data to services for future workforce planning to increase diversity.
- Increase positive engagement and access to services through surveys and working groups focussed on protected characteristics.
- Develop a SharePoint site for equality-related information and communication for the workforce.
- Develop a programme to sit alongside a Corporate Leadership and Management Development Scheme to support and encourage those from protected groups into higher graded or leadership roles to reduce the relevant gender pay gaps and tackle occupational segregation.
- Encourage those with protected characteristics to apply for roles in the council and address barriers to being successful in recruitment via a range of active engagements with those groups.
- Encourage those with protected characteristics into leadership roles and address barriers to promotion, through the implementation of targeted development programs supporting underrepresented groups to apply for senior roles.
- Work in partnership with services on the design, delivery, and promotion of equality awareness, including the creation of learning opportunities that enable ongoing development of our workforce in line with our agreed equality outcomes and equality duties.



## 9. EQUAL PAY STATEMENT

Dundee City Council is committed to ensuring employees are not discriminated against regardless of their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

Dundee City Council is committed to ensuring that men and women should receive equal pay for the same or broadly similar work, for work rated as equivalent and for work of equal value.

### Equal Pay Objectives

Dundee City Council is committed to ensuring equal pay structures for all its employees and will:

- Regularly review pay and rewards systems to eliminate any unfair, unjust, or unlawful practices that impact on pay.
- Undertake equal pay audits to monitor the impact of its pay structure and report the findings to the Council Leadership Team.
- Take appropriate action in response to audits, as required.
- Provide training and guidance for those involved in determining pay.
- Respond to grievances on equal pay in accordance with the Council's Grievance Policy.
- Work in partnership with its recognised trade unions to ensure that the Council provides equal pay.
- Review progress every four years.

### Gender Pay Gap Information

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 required Dundee City Council to publish gender pay gap information by 30 April 2013 and every two years thereafter.

The provision of the information for 2025 derives from workforce data gathered from the Council's HR Pay System Resourcelink for 1 April 2023 to 31 March 2024.

The Council has 3 separate grading structures

- Local Government - Grades 1 to 19 underpinned by job evaluation using the SJC Job Evaluation Scheme for local government employees. Modern Apprentices are based on a percentage of Grade 1-3.
- Teachers – Job sized in accordance with SNCT.
- Craft – SJNC Craft Conditions, Craft Apprentices are based on a percentage of these.

### Fair Work First

Dundee City Council is committed to aligning our practices with the Fair Work First criteria, ensuring fair and equitable wages for our apprentices.

### Gender Pay Gap

The gender pay gap is not the same as equal pay; it is the difference in the average hourly wage of all men and women across the workforce whereas, equal pay is the equal payment of men and women for undertaking work of equal value across the organisation.

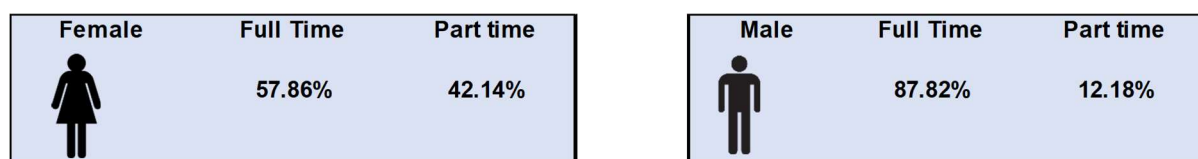
### Calculation of the gender pay gap

The gender pay gap is always expressed as a percentage. It is calculated by working out the difference between the average pay of all male employees and average pay of all female employees. The calculations are based on the snapshot date of the 31 March 2024 and cover all relevant employees.

The headcount of our relevant employees is 6,565 with a gender split of 69% females and 31% males.



Of the 4537 females, 57.86% were full time, 42.14% were part-time. Of the 2028 males, 87.82% were full time and 12.18% were part-time.



Our gender split is broadly similar to most other local authorities in having around two thirds of the workforce as female and a larger proportion of females with part-time posts compared to males.

### Mean gender pay gap

The mean of a group of values is the sum of all values added together and divided by the number of values in the set. The mean hourly rate is the average hourly rate across the entire organisation. The mean gender pay gap is a measure of the difference between women's mean hourly rate and men's mean hourly rate. The gender pay gap is arrived at by calculating the average hourly rate, excluding overtime, for two groups and expressing the difference as a percentage.

The mean average gender pay gap for Dundee City Council is 1.47%. Therefore, for every £1 that a female employee earns, a male employee would earn 98.53 pence.

Mean Male Hourly Rate	Mean Female Hourly Rate	Mean average difference in favour of females
£20.47	£20.77	1.47%

### Median gender pay gap

The median hourly rate is calculated by ranking all employees from the highest paid to the lowest paid and taking the hourly rate of the person in the middle; the median gender pay gap is the difference between the women's median paid hourly rate (the middle-paid woman) and men's median hourly rate (the middle-paid man) and expressing the difference as a percentage.

The median average gender pay gap is 8.79% in favour of males. Considering the detail in this way would suggest that for every £1 that a male employee earns, a female employee will earn 91.21 pence.

Median Male Hourly Rate	Median Female Hourly Rate	Median average difference in favour of Males
£18.21	£16.61	8.79%

A high proportion of females occupy lower graded posts as detailed in the 'Summary of gender by grade' table later in this report which results in an increase in the median average gender pay gap. The Council has a leadership and development programme to encourage and support career pathways and progression to address occupational segregation throughout the Council.

### Mean Bonus analysis

Bonus is paid to craft employees, some is productivity, and some is consolidated, these employees are mainly within the Construction arm of Neighbourhood Services. The mean average gender pay for bonus is 18.75% in favour of males. Therefore, for every £1 that a male employee earns, a female employee would earn 81.25 pence. The female employees receiving bonus are receiving standard salaries for the role they occupy and there is no differential in the salaries of these roles between male and female employees.

Mean Male Annual Bonus	Mean Female Annual Bonus	Mean average difference in favour of males
£15,319.53	£12,446.39	18.75%

### Median Bonus Analysis

The median average gender pay gap for bonus is 5.78% in favour of males. Considering the detail in this way would suggest that for every £1 that a male employee earns in bonus, a female employee will earn 94.22 pence.

Median Male Annual Bonus	Median Female Annual Bonus	Median average difference in favour of males
£12,637.94	£11,907.92	5.78%

### Proportions of Employees in receipt of Bonus

There are 290 males (including 8 craft apprentices) in receipt of a bonus, and this equates to 14.30% of all males employed, whereas there are less than 10 females in receipt of a bonus payment, and this equates to 0.06% of females employed.

### Quartiles

A quartile is one of three points that divide data into four equal parts. The quartiles have been split as closely as possible to contain the same number of employees in each quartile. Where employees with the same hourly rate fall between two quartiles, they have been evenly distributed as male and female to alleviate any bias.

Quartile	Female	Male	No. of Employees	Min Hourly Rate £	Max Hourly Rate £
Lower Quartile 1	1133 (69.00%)	509 (31.00%)	1642	£5.95	£14.65
Lower Middle Quartile 2	1202 (73.25%)	439 (26.75%)	1641	£14.65	£17.53
Upper Middle Quartile 3	970 (59.11%)	671 (40.89%)	1641	£17.53	£26.27
Upper Quartile 4	1232 (75.08%)	409 (24.92%)	1641	£26.27	£88.14

The expectation would be that the gender breakdown in each quartile would reflect the overall breakdown of 69% female and 31% male. The quartile analysis shows that quartile 3 is furthest from the overall breakdown. Quartile 3 is made up of a high proportion of traditionally male roles such as construction, Engineers, Clerk of Works, Architects, Mechanics etc. which may account for some of the difference in terms of the overall 69% female, 31% male split.

### Disability Pay Gap Information

The mean average disability pay gap is 7.18% in favour of non-disabled. Considering the detail in this way would suggest that for every £1 that a non-disabled employee earns, a disabled employee will earn 92.82 pence.

Mean Disabled Hourly Rate	Mean Non-Disabled Hourly Rate	Mean average difference in favour of non-disabled
£19.65	£21.17	7.18%

The median average disability pay gap is 10.91% in favour of non-disabled. Considering the detail in this way would suggest that for every £1 that a non-disabled employee earns, a disabled employee will earn 89.09 pence.

Median Disabled Hourly Rate	Median Non-Disabled Hourly Rate	Median average difference in favour of non-disabled
£16.50	£18.52	10.91%

### Minority Ethnic Group Pay Gap Information

The mean average minority ethnic pay gap is 4.86% in favour of minority ethnic groups. Considering the detail in this way would suggest that for every £1 that a minority ethnic group employee earns, an employee not in a minority ethnic group will earn 95.14 pence.

Mean Minority Ethnic Group Hourly Rate	Mean Not a Minority Ethnic Group Hourly Rate	Mean average difference in favour of minority ethnic group
£21.80	£20.74	4.86%

The median average minority ethnic pay gap is 13.08% in favour of employees in minority ethnic groups. Considering the detail in this way would suggest that for every £1 that an employee in a minority group earns, a non-minority group employee will earn 86.92 pence.

Median Minority Ethnic Group Hourly Rate	Median Not a Minority Ethnic Group Hourly Rate	Median average difference in favour of minority ethnic group
£20.41	£17.74	13.08%

### Occupational Segregation

The causes and drivers of the gender pay gap are complex and interrelated and include occupational segregation of men and women into different job sectors and industries, more opportunities for flexible working, and increasing the representation of women in senior roles.

The following tables detail:

- A summary of post titles held by 10 or more male employees
- A summary of post titles held by 10 or more female employees
- A summary of males and females by grade
- A summary of disabled and non-disabled employees by grade
- A summary of employees who are members of minority ethnic groups or not by grade.

**SUMMARY OF GENDER BY POSTS (Extract of posts containing 10 or more males)**

<b>Post Title</b>	<b>Females</b>	<b>Males</b>
ACCOUNTS / BENEFITS ASSISTANT	22	14
APPRENTICE JOINER	<10	10
AREA OFFICER	<10	10
ASSISTANT ENGINEER	<10	18
BUSINESS SUPPORT ASSISTANT	55	10
COMMUNITY LEARNING and DEVELOPMENT WORKER	49	10
COMMUNITY SAFETY WARDEN	<10	10
CRAFTSMAN'S LABOURER	<10	22
CUSTOMER SERVICES ADVISER	19	13
DEPUTE HEAD TEACHER	50	15
DRIVER	<10	19
DRIVER (MEALS)	<10	11
DRIVER (NON-HGV)	<10	35
ELECTRICIAN	<10	22
ELECTRICIAN (APPROVED)	<10	18
ENGINEER	<10	10
ENVIRONMENTAL OPERATIVE	<10	16
GARDENER	<10	45
GARDENER (CHARGEHAND)	<10	14
GAS SERVICE FITTER	<10	10
GROUNDS MAINTENANCE OPERATIVE	<10	32
HEAD TEACHER	35	13
JOINER	<10	61
LEARNING and CARE ASSISTANT	268	13
LGV DRIVER	<10	37
MECHANIC	<10	12
MUSIC INSTRUCTOR	<10	17
PAINTER	<10	45
PARKING ATTENDANT	<10	13
PLASTERER	<10	12
PLUMBER (ADVANCED)	<10	18
PRINCIPAL TEACHER	74	38
PRINCIPAL TEACHER (GUIDANCE)	27	14
PROBATIONER TEACHER PLACEMENT	34	13
PROJECT SUPERVISOR (COMMUNITY PAYBACK)	<10	10
PUPIL SUPPORT ASSISTANT	32	11
REFUSE COLLECTOR	<10	46
REFUSE COLLECTOR (CHARGEHAND)	<10	33
SAFETY and ALARM CNTR CONTROLLER / RESPONDER	<10	22
SENIOR MANAGER	<10	10
SERVICE MANAGER	<10	10
SLATER	<10	11
SOCIAL CARE OFFICER	126	30
SOCIAL CARE WORKER	284	58
SOCIAL WORKER	189	21
STREET SWEEPER	<10	24
TEACHER	911	217
TECHNICAL SERVICES OFFICER	<10	11

**SUMMARY OF GENDER BY POSTS (Extract of posts containing 10 or more females)**

<b>Post Title</b>	<b>Females</b>	<b>Males</b>
ACCOUNTS / BENEFITS ASSISTANT	22	14
ADMINISTRATIVE ASSISTANT	26	<10
ADMINISTRATIVE OFFICER	43	<10
ASN TRAVEL ASSISTANT	22	<10
ASSISTANT YOUTH WORKER	17	<10
BUSINESS MANAGER	10	<10
BUSINESS SUPPORT ADMINISTRATOR	13	<10
BUSINESS SUPPORT ASSISTANT	55	10
BUSINESS SUPPORT OFFICER	12	<10
CLERICAL ASSISTANT	16	<10
COMMUNITY LEARNING and DEVELOPMENT WORKER	49	10
CONTROL ROOM ADVISER	17	<10
CORPORATE RECOVERY OFFICER	22	<10
CUSTOMER SERVICES ADVISER	19	13
DEPUTE HEAD TEACHER	50	15
DOMESTIC ASSISTANT	31	<10
EARLY YEARS CENTRE MANAGER	12	<10
EARLY YEARS EDUCATOR	330	<10
EARLY YEARS PRACTITIONER	28	<10
EARLY YEARS SUPPORT ASSISTANT	113	<10
EDUCATION RESOURCE WORKER (SandFD)	25	<10
EDUCATIONAL PSYCHOLOGIST	11	<10
EMPLOYEE SERVICES ADMINISTRATOR	10	<10
FAMILY SUPPORT WORKER	28	<10
HEAD TEACHER	35	13
HOME CARE WORKER	12	<10
LEARNING and CARE ASSISTANT	268	13
LEARNING and CARE ASSISTANT (AUTISM)	16	<10
LEARNING and ORGANISATIONAL DVLPMT ADVISER	10	<10
OCCUPATIONAL THERAPIST	15	<10
PENSIONS ASSISTANT	11	<10
PRIMARY EARLY YEARS SUPPORT ASSISTANT	143	<10
PRINCIPAL TEACHER	74	38
PRINCIPAL TEACHER (GUIDANCE)	27	14
PROBATIONER TEACHER PLACEMENT	34	13
PUPIL SUPPORT ASSISTANT	32	11
PUPIL SUPPORT WORKER	19	<10
SECONDARY SCHOOL SUPPORT ASSISTANT	47	<10
SENIOR BUSINESS SUPPORT ASSISTANT	22	<10
SENIOR CLERICAL ASSISTANT	18	<10
SENIOR EARLY YEARS PRACTITIONER	44	<10
SENIOR LEARNING and CARE PRACTITIONER	21	<10
SENIOR SOCIAL CARE OFFICER	22	<10
SENIOR SOCIAL CARE WORKER	19	<10
SHELTERED HOUSING WARDEN	33	<10
SOCIAL CARE OFFICER	126	30
SOCIAL CARE ORGANISER	19	<10
SOCIAL CARE WORKER	284	58
SOCIAL WORKER	189	21
SUPPORT WORKER	68	<10
TEACHER	911	217
TEACHER ADDITIONAL SUPPORT NEEDS	11	<10
TEACHER NURSERY	26	<10
TEACHER OF ENHANCED PROVISION	15	<10
TEAM MANAGER	49	<10

## SUMMARY OF NON-DISABLED AND DISABLED EMPLOYEES BY GRADE

Grade	Non-Disabled	Disabled
LGE 01	31	<10
LGE 02	31	<10
LGE 03	282	28
LGE 04	330	14
LGE 05	306	16
LGE 06	632	24
LGE 07	1046	62
LGE 08	308	21
LGE 09	181	12
LGE 10	370	21
LGE 11	137	10
LGE 12	104	<10
LGE 13	52	<10
Craft	241	<10
Craft Apprentice	17	<10
Depute / Head Teacher	111	<10
Education Officer	<10	<10
Education Psychologist	11	<10
Education Support	<10	<10
Modern Apprentice	10	<10
Music Instructor	20	<10
Principal Teacher	181	<10
Probationer Teacher	27	<10
Senior Management	68	<10
Teacher	1059	43

## SUMMARY OF MINORITY ETHNIC GROUPS BY GRADE

Grade	Minority Group	Not a Minority Group	Prefer Not to Answer
LGE 01	<10	32	<10
LGE 02	<10	30	<10
LGE 03	10	278	78
LGE 04	47	297	83
LGE 05	13	308	52
LGE 06	44	606	154
LGE 07	61	983	151
LGE 08	13	306	27
LGE 09	10	178	17
LGE 10	30	365	42
LGE 11	10	135	11
LGE 12	<10	103	<10
LGE 13	<10	49	<10
Craft	<10	218	66
Craft Apprentice	<10	18	21
Depute / Head Teacher	<10	96	12
Education Officer	<10	<10	<10
Education Psychologist	<10	<10	<10
Education Support	<10	<10	<10
Modern Apprentice	<10	11	<10
Music Instructor	<10	14	11
Principal Teacher	10	144	35
Probationer Teacher	<10	31	14
Senior Management	<10	64	<10
Teacher	116	856	223



## **Working to Close the Gap**

Dundee City Council is committed to introducing measures to reduce our gender pay gap and any inequalities in specific areas. The Council has fair and transparent pay and grading systems which ensures every role is graded dependant on the duties and responsibilities of the job and the grade is applied to the job regardless of if the occupants are male or female.

The median gender pay gap is higher in favour of males due to occupational segregation with the majority of females occupying the lower graded posts in the Council. The Council will continue to have quality conversations with all employees including females to identify training or development which will support them to progress their careers into higher graded posts should they wish to do so.

The Council will develop a programme to sit alongside a Corporate Leadership and Management Development Scheme to support and encourage those from protected groups into higher graded or leadership roles to reduce the relevant gender pay gaps and tackle occupational segregation. Employees with protected characteristics will be encouraged and supported into leadership roles and the Council will address barriers to promotion, through the implementation of targeted development programs supporting underrepresented groups to apply for senior roles.

The Council will also continue to offer flexible working opportunities for all employees at all levels to accommodate diverse needs and responsibilities and continue to have quality developmental conversations with employees to encourage employees to develop into higher graded posts.

## **10. EMPLOYEE EQUALITY MONITORING**

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires all listed public authorities to take steps to gather information on the composition of the authority's workforce and information on recruitment, development and retention of employees relating to the relevant protected characteristics.

The Public Sector Equality Duty covers the following characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

The purpose of the legislation is to ensure that public authorities:-

- Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010;
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and
- Foster good relations between people who share a protected characteristic and those who do not.

### **Information**

The information detailed in this report has been compiled from a number of different and independent information systems. These systems are Resourcelink (HR / Payroll System), Talentlink (National Recruitment Portal), MyLearn (Council's corporate training database), Tessello (Council's e-learning management system) and the Council absence management system. A case management system has been created to record all employee disciplinary and grievances allowing the Council to report on the equality information held in Resourcelink (HR / Payroll System) in relation to these processes.

The Equality Act requires local authorities to report on the composition of their Education Authority separately from the rest of the authority's employees. To that end the employees of the Education Service have been reported separately within section 5 of this report. In accordance with the Equality and Human Rights Commission guidance, no record of less than ten has been reported.

### **MyView - Self Service**

The Council has a self-service module in Resourcelink called 'MyView.' This module allows employees who have access to computer facilities to update their own records relating to their personal and equality information.

Due to the range of jobs undertaken across the Council, a significant number of employees do not have access to computer facilities, however attention has been given to the roll out the 'MyView' module to employees allowing access from their own personal devices at home, to maintain and update their personal information resulting in over 95% of employees now having access to 'MyView'.

### Non-Disclosure of Employee Equality Information

The table below details non-disclosure rates for employees who either did not answer the question or chose not to provide their details for race and religion or belief:

Year	Race		Religion	
	Education	Council	Education	Council
2016	22.14%	13.72%	31.25%	26.97%
2017	20.99%	13.20%	29.25%	25.64%
2018	18.56%	12.17%	27.66%	24.67%
2019	17.10%	11.49%	27.74%	24.46%
2020	16.14%	11.22%	29.14%	25.20%
2021	16.76%	12.23%	31.38%	27.22%
2022	17.89%	14.33%	31.17%	27.99%
2023	18.70%	15.99%	31.10%	28.56%
2024	19.87%	17.48%	31.71%	29.25%

The Council has full disclosure rates for employees with regards to age and gender. The table above details the non-disclosure rates for race and religion or belief. The non-disclosure levels continued to improve between 2016 and 2020, however the non-disclosure has increased again over the last 4 years. A high level of non-disclosure is amongst new starts to the council. There were 470 new starts and approximately 45% of those did not disclose their race and 49% did not disclose their religion or belief. Existing employees continued to have a higher level of disclosure with 15% of existing staff not disclosing their race and 28% of existing staff not disclosing their religion or belief.

The table below shows the non-disclosure rates for if the employee has a disability, and which disability type they have:

Year	Disability		Disability Type	
	Education	Council	Education	Council
2016	0.03%	0.12%	21.88%	35.77%
2017	0.18%	0.15%	25.81%	30.97%
2018	0.11%	0.15%	27.03%	25.14%
2019	0.18%	0.31%	15.38%	18.00%
2020	0.78%	0.73%	11.94%	16.27%
2021	5.26%	4.27%	9.30%	14.76%
2022	9.11%	8.23%	8.65%	12.98%
2023	11.37%	11.37%	10.38%	12.98%
2024	13.24%	13.66%	12.00%	12.50%

In previous years the Council had a high disclosure rate in terms of an employee disclosing if they had a disability or not. The level of non-disclosure has increased over the last 4 years. The non-disclosure rate for the type of disability in previous years was higher with employees choosing not to tell us what their disability related to. As you can see from the table above the non-disclosure rate for disability type has continued to improve over that last 9 years in relation to the Council as a whole. Education shows that disability type non-disclosure has increase over the last 2 years.

There is a high non-disclosure rate for Sexual Orientation with 57.11% of employees not disclosing their sexual orientation. A high percentage of the non-disclosure is with existing employees who were employed prior to this information being originally requested. The council continues to encourage existing employees to disclose their equality information, and this has improved from 58.35% last year. The non-disclosure for Marital Status is 15.17%.

Dundee City Council updated the equality definitions in the Council's HR / Pay System ResourceLink in line with the 2022 Census and following the update, there were two communication campaigns to communicate the requirement and merits of disclosing equality information. It was hoped that along with the success of rolling out of 'MyView' self-service which allowed employees to update their equality

information directly into the HR / Pay System, that this approach would help facilitate greater disclosure of information. Unfortunately, non-disclosure rates for race and religion have continued to increase over the last 4 years while disability has decreased. Dundee City Council will put out further communication campaigns to promote the merits of employees updating their equality information to address the high non-disclosure of equality information to reduce inequality faced by people with protected characteristics in the workplace.

### **Maternity and Pregnancy**

123 females returned from maternity leave during 2024, with seven leaving employment at the end of their maternity leave or soon after their return. There were 51 females who reduced their hours on return from maternity leave or shortly thereafter. 29 females moved from full time to part time on return from maternity, while 22 females were already part time and reduced their hours on return from maternity. There were 31 females working full time prior to going off on maternity leave and continued to work full time after their return and there were 34 working part time before going off on maternity leave and continued to work the same part time hours after return. Currently there is no method of recording employees who failed with their flexible working request as this is done at Service level by managers. The Council is redesigning the flexible working request process which will allow requests to be monitored, and data provided on approved and rejected applications.

The average length for maternity leave across the 123 females was ten months with the highest being 12 months and the lowest being five months. Less than ten females who were pregnant or off on maternity leave were subject to disciplinary proceedings while no females lodged a grievance.

### **Recruitment**

In 2024, the Council advertised on 383 occasions employing 683 people on a permanent, temporary, or casual / supply basis. From the information detailed in the breakdowns, 4.85% of applicants stated that they have a disability, 4.73% of shortlisted candidates advised they have a disability and 4.54% of successful candidates advised they have a disability. The Council guarantee an interview to candidates who disclose they have a disability and who meet the essential criteria and therefore this protected characteristic is disclosed to the shortlisting panel to support candidates with disabilities. All other characteristics are not disclosed to the shortlisting panel and candidates are shortlisted on whether they have demonstrated they meet the essential criteria. 31.01% of applicants came from a minority ethnic group, 24.75% of shortlisted candidates advised they were from a minority ethnic group, with 8.64% of successful candidates advising that they were from a minority ethnic group. This shows a reduction from the number of applicants from a minority ethnic group to the number of shortlisted candidates from a minority ethnic group, which may suggest some candidates are not able to demonstrate the essential criteria in their application or at interview. 10.29% of applicants identified themselves with a non-Christian religion or belief, 8.73% of shortlisted candidates identified themselves with a non-Christian religion or belief and 2.34% of successful candidates identifying themselves with a non-Christian religion or belief.

The Council reviewed its recruitment and selection toolkit in line with the Scottish Government Recruitment Toolkit to ensure the Council's recruitment policy provided equality of opportunity across all equality strands. There was a requirement to identify the barriers faced by those in specific minority equality groups such as disability and race. This review highlighted the Council had a clear strategic direction to have an engaged, skilled, motivated, and diverse workforce and clear equality outcomes as set out in this report. The Council provides recruitment and selection and equality training for all managers which covers unconscious bias and how to support candidates during the recruitment process. The Council has a wealth of data available on equality information for candidates and will continue to use this data for applications, shortlisting, and successful candidates to identify trends and barriers to recruitment into the Council to break down those barriers and encourage those from diverse backgrounds to apply to work for Dundee City Council.

### **Sexual Orientation**

Information for sexual orientation was added to the HR / Pay system a few years ago and therefore this information was missing for all existing staff at that time. New starts had the opportunity to provide this information on starting employment. However, with the high level of non-disclosure amongst existing employees of 58% and a high non-disclosure with new starts of 54% the information does not provide an accurate representation of sexual orientation for the Council's workforce. Since the roll out of 'MyView' existing employees can also update their personal information including sexual orientation.

1.79% employees identify themselves as bisexual, gay, lesbian, or other sexual orientation. Efforts will continue to be made to communicate the requirement and merits of disclosing equality information to reduce the non-disclosure rates.

The National Recruitment Portal allows the Council to report on the sexual orientation of all job applicants, shortlisted and successful applicants.

5.20% of applicants identified themselves as bisexual, gay, lesbian, or other sexual orientation. 5.17% of shortlisted candidates identified themselves as bisexual, gay, lesbian, or other sexual orientation and 5.86% of successful candidates identifying themselves as bisexual, gay, lesbian, or other sexual orientation. Sexual orientation for recruitment has a high level of disclosure with 5.28% of job applicants failing to disclose their sexual orientation.

### Gender Reassignment

In 2021 the Council added the equality definition transgender in line with the 2022 Census. As this equality definition has only recently been added to the HR / Pay System the non-disclosure rate is high with only 22.51% of employees disclosing this information following two communication campaigns asking employees to update their personal details. Of the 22.51% of employees, less than ten identified themselves as being transgender. Efforts will continue to be made to communicate the requirement and merits of disclosing equality information to reduce the non-disclosure rates.

34 job applications were received from candidates who identified themselves as being transgender and less than ten were successful candidates.

### Marital Status

38.59% of employees are in a marriage or civil partnership. Marital status has a high level of disclosure for employees with 15.17% non-disclosure. The census shows that 35.58% of Dundee's population is married or in a civil partnership as shown in the table below:

Age	Census Information Dundee			Dundee City Council		
	All people aged 16 and over	Marriage and Civil Partnership	Percentage	Employees	Marriage and Civil Partnership	Percentage
16 to 24	22838	210	0.17%	358	<10	0.01%
25 to 34	21631	4441	3.54%	1398	230	3.21%
35 to 49	25783	12082	9.65%	2441	1064	14.87%
50 to 64	28209	14529	11.60%	2698	1338	18.70%
65 and over	26766	13295	10.62%	258	127	1.77%
All people aged 16 and over	125225	44561	35.58%	7153	-	38.59%

The National "Recruitment Portal allows the Council to report on the marital status of all job applicants, shortlisted applicants, and successful applicants.

37.30% of applicants identified themselves as being married or in a civil partnership. This is lower than the Council workforce. The census information in the table above shows that the highest percentage of the Dundee population who are married or in a civil partnership are in the age range 50 to 64 which is the same age range where the highest percentage of the Council workforce is married or in a civil partnership. In contrast to the highest number of applicants being with the lower age ranges 25 to 34 and 35 to 49 as shown in the table below:

Age	Dundee City Council Workforce			Dundee City Council Applicants		
	Employees	Marriage and Civil Partnership	Percentage	Applicants	Marriage and Civil Partnership	Percentage
16 to 24	358	<10	0.01%	1804	39	0.48%
25 to 34	1398	230	3.21%	2652	863	10.59%
35 to 49	2448	1064	14.87%	2513	1563	19.72%

50 to 64	2441	1338	18.70%	928	520	6.38%
65 and over	258	127	1.77%	15	<10	0.11%
Age Not Disclosed	-	-	-	239	152	1.86%
All people aged 16 and over	7153	-	38.59%	8151	-	37.30%

37.94% of shortlisted candidates identified themselves as being married or in a civil partnership and 32.36% of successful candidates identified themselves as being married or in a civil partnership. Marital status has a high level of disclosure with 5.91% of job applicants failing to disclose their marital status.

### Disability Related Absence

The Council developed an absence management system which enables the recording and monitoring of absence which are related to an employee's disability. In 2024, 139 instances of absences were recorded as being related to an employee's disability and accounted for 4,000 lost working days or 4.26% of the total days lost to absence that year.

The average length of an absence related to a disability was 29 days. However, it should be noted that 37 absences were over 30 days in duration accounting for 3,429 days lost, averaging 93 days per absence. The remaining 102 absences which were less than or equal to 30 days accounted for 571 days lost, averaging 5.60 days per absence.

The average length of an absence in the Council is approximately 16 days per FTE. When the absences lasting over 30 days are excluded from the calculation, employees with disabilities have a lower average absence days lost.

The absence management system ensures that all absences are dealt with in accordance with Council procedure and that support where necessary is provided at an early or appropriate stage.

### Health and Wellbeing

A focus on employee wellbeing continues to be a key priority for the Council. In addition to rebranding our front facing information to employees, a new post of Employee Wellness Advisor was created and recruited to, with our Advisor being in post since September 2024. The key focus of this role being on supporting wellbeing across all areas of the council, but in particular those areas where there are high levels of sickness absence.

Throughout the latter 6 months of 2024 a large-scale project focusing on the experiences of employees, managers, and Trades Union colleagues was undertaken. This project explored the reasons for sickness absence, where our policies and processes could be improved, and identified awareness of wellbeing supports and resources. This support was offered to nearly 1500 employees from 3 council areas with the highest level of sickness absence. This gave their managers and Trades Union representatives who support absence an opportunity to submit individual responses and / or attend a series of focus groups to share their views. The final report indicated a number of specific action which are currently being progressed. Some of these action include reviewing and revising the absence management policy and systems, promoting the resources delivered through the Council's Health and Wellbeing Support Services, having Support Wellbeing Ambassadors in all workplaces and further develop the promoting health and attendance training to increase awareness of the Occupational Health Services.

2024 also saw the introduction of our new Employee Assistance Programme, which is a free to access resource, available 24 / 7, 365 days a year. This resource offers mental, physical, financial, or personal health support and expert advice through a trained counsellor or support expert. This is a resource for all employees and is promoted widely as part of the range of wellbeing offers. The Council also continues to work closely with Able Futures, the Department of Work and Pensions Access to Mental Health Support Service. This service is targeted at individuals in paid employment who are experiencing issues such as anxiety, depression, or stress, or are struggling to deal with problems such as debt, disrupted sleep or relationship breakdowns that may be affecting their mental health. Able Futures offers

support from a mental health professional who will support employees to make a plan to help optimise mental health and facilitate a timely return to work if an individual is absent from work.

Our Workforce Lived Experience group continues to offer advice and guidance in offering a trauma informed view of new or amended policies and procedures implemented across the organisation.

In 2024 we undertook Wellbeing Roadshows to coincide with our annual flu vaccination programme. The Council also held Roadshows within Construction and Social Care. This introduced our Employee Health and Wellbeing supports to many individuals across the workforce who are deemed to be traditionally “hard to reach” due to the nature of their job role. On average we reached around 450 employees across the three locations.

In December 2024, the Chief Executive hosted a corporate leadership conference, aimed at all senior leaders across the council and key partners such as Leisure and Culture Dundee and Dundee Health and Social Care Partnership. The theme of this event was “Leadership for Wellbeing,” and participants had the opportunity to hear about council wellbeing initiatives, explore leadership to support wellbeing, and listen to input from our Occupational Health providers to continue to support health and wellbeing in their service area.

### **Quality Conversations**

Dundee City Council implemented a revised process in 2023 called ‘Quality Conversations’ to support the development of employees across the Council to keep employees feeling valued, motivated, and engaged. There are three types of quality conversations, annual, regular 1:1 and team checks-ins. The annual conversation replaced the Employee Personal Development Review (EPDR) as there was no official recording of the EPDR process. Quality Conversations are recorded and monitored by the Corporate Leadership team to ensure employees are having regular continual developmental conversation. The council has recorded 32,749 occasions of training and development which occurred in 2024 and therefore Dundee City Council's workforce has benefited from quality conversations.

The Council is now continuing to develop the quality conversation process and is in the initial stages of carrying out a further review to ensure that this continues to be effective for supporting the development of all our employees, regardless of their job role. We have already begun engagement work with our employees through Focus Groups to learn more about the ways in which Quality Conversations are helping them to develop, reflecting on areas including wellbeing and learning, whilst also identifying any areas which can be strengthened moving forward.

### **Training and Development**

In 2024, Dundee City Council employees attended 32,749 individual training or development opportunities underlining the Council's commitment to developing its workforce and providing the best possible services to the people of Dundee.

Equality and Diversity training is available to all employees, irrespective of the duties they undertake, in a bid to ensure that equality and diversity principles are instilled in all Council services. The Council is moving to mandatory Equality and Diversity training to ensure all employees attend and have a good understanding of Equality and Diversity. 712 employees attended training or development sessions specifically dealing with equalities, human rights, and fairness in 2024. Equality and Diversity workshops are now in place and ongoing for senior leaders to ensure equalities is embedded from the top down and throughout the organisation.

Throughout 2024, employees from across the Council, have been working closely with our Corporate Equality Steering Group to develop the 'Introduction to Equality and Human Rights' e-learning resource which is currently being refined and will be launched in 2025.

The Council is also in the initial stages of developing an Equality SharePoint site for all employees. The site will be a central point for employees to access any relevant equality information and highlight any equality related learning opportunities. This too is currently under development with plans to launch in 2025.

Learning opportunities within our Protecting People Learning Framework have been embedded and is accessible not only to our employees, but also the wider workforce including the third sector. Learning opportunities currently include e-learning and self-directed learning resources such as videos or reading materials.

### **Leadership and development opportunities will be promoted to our workforce**

Dundee City Council's 'Our People Strategy 2022-2027' continues to embed the ambition to promote leadership and development opportunities to our workforce, creating excellent career pathways and progression. Employees continue to apply for access to recognised professional and academic qualifications through our Professional Development financial support.

Additionally, the Council offers access to other external and internal leadership support such as leadership programmes, leadership tools and resources, coaching, mentoring and team development support.

As well as the senior leadership conferences and events, the relaunched Leading Team Dundee programme creates informal leadership and development opportunities for leaders at all levels within the organisation. The introduction of a suite of workshops and materials badged under the heading of 'Understanding Human Behaviour' was implemented in 2024. These resources support managers, leaders, and others to contribute to a culture of psychological safety across the organisation. There will be a continued focus on leadership development moving forward, with plans to enhance provision of formal and informal leadership offers that support a developmental approach to workforce planning.

The Council's e-learning platform offers a wide choice of leadership and development options for self-directed learning, to either build on and develop existing leadership, or to provide a foundation for learning for new and emerging leaders who want to strengthen their understanding of their leadership role.

The new Managers Induction Resource supports managers not just in their management function, but also to develop as leaders and grow their skills in leading teams.

Encouraging and supporting career pathways and progression will aim to address occupational segregation throughout the Council.

### **Modern Apprentice / Young Workforce**

Dundee City Council is committed to developing its workforce and providing job opportunities for the young people of Dundee. 62 young people were undertaking apprenticeships within the Council in 2024, ranging from traditional trades apprenticeships to Social Care, Business Administration and Information Technology, graduate apprenticeships, work experience graduates etc.

The apprenticeships range in duration from one year to four years and the qualifications range from SVQ to degree level. On the successful completion of the apprenticeship, many of the young people will be placed in the post permanently, subject to a competency-based interview.

39.28% of Council employees are over the age of 51 and 11.28% are over the age of 61. To maintain service delivery, it is essential that the Council has a strategy in place to plan for the ageing workforce. Dundee City Council has an ambitious programme of strategic change to ensure we continuously develop and improve services which are sustainable for the future, while taking into consideration the demographic profiles of our workforce to ensure we factor this into service plans. The council has an interactive workforce data tool to assist management in services to examine their current workforce and succession planning. Talent management workshops and e-resources have also been developed to support managers in developing their young workforce. Services have developed their own workforce plan within their service plans and an overarching workforce plan will underpin 'Our People' Strategy to plan for the workforce for the future.

Through its Community Wealth Building approach, Dundee City Council and its anchor partners will seek to support the delivery of the Dundee Partnership's strategic priorities of reducing poverty and inequalities, tackling climate change, and delivering inclusive economic growth. Dundee City Council will continue to support the development of young people and those experiencing disadvantages, including those with protected characteristics e.g. disabilities, through work placements, pre-recruitment training and employment support and apprentice programmes.

## Census Information

When comparing Dundee City Council employee information against 2022's census information, it becomes apparent that the Council's workforce is under-represented across many of the equality characteristics.

The minority ethnic groups total 5.98% of all Council employees, whereas these groups comprise of 16.67% of Dundee's population. White British account for 83.33% of Dundee's population and accounts for 76.54% of the Council's workforce. Non-disclosure rates total 17.48% and only when the non-disclosure rates for this characteristic are addressed will accurate comparisons be possible. Since 2016 the percentage of employees from minority ethnic groups increased from 2.91% in 2016 to 3.82% in 2018 to 5.85% in 2020 to 6.20% in 2022 but fell slightly to 5.98% in 2024.

There appears to be big difference in the disability percentage stated in the census compared to what has been recorded by Council employees with 25.70% of Dundee's population stating that they have a disability compared to 4.14% of the Council's workforce. See table below:

Age	Census Information for Dundee			Dundee City Council		
	All People	One or more condition	Percentage	Employees	One or more condition	Percentage
0 to 15	23470	2281	1.53%	0	0	0.00%
16 to 24	22838	3628	2.44%	358	<10	0.11%
25 to 34	21631	3628	2.44%	1398	44	0.61%
35 to 49	25783	5374	3.61%	2448	87	1.22%
50 to 64	28209	9169	6.17%	2441	144	2.01%
65 to 74	14234	6204	4.17%	248	13	0.18%
75 to 84	8894	5031	3.38%	10	0	0.00%
85 and over	3634	2897	1.95%	0	0	0.00%
Total	148697	38211	25.70%	7153	296	4.14%

In terms of gender, the Council's workforce is made up of 68.89% female and 31.11% male, this is different from the census information which states that 51.42% are female and 48.58% are male.

The biggest single group within religion or belief in the census was no religion or belief which accounts for 51.12% of Dundee's population, this compares to 35.64% of Council employees. Employees who identified themselves as non-Christian in their belief accounted for 2.01% of all employees and the census accounted for 6.28% of Dundee's population. Employees who identified themselves as Christian totalled 33.10% against the census for Dundee which stated 33.17%.

29.25% of Council employees failed to provide their religion or belief and similarly to race accurate comparison can only be made once non-disclosure rates are minimised.

## Further Data For 2024

The following tables set out data for job applicants and existing employees for 2024. The tables have No Entry / Unspecified categories where Applicants / Employees chose not to answer this question. The Equality and Human Rights Commissions guidance states that sub-sets of less than ten should not be published. The guidance also ensures compliance with the Data Protection Act with sub-sets of less than ten are reported as "<10" below.



**COUNCIL - JOB APPLICANTS AND EXISTING EMPLOYEES BROKEN DOWN BY AGE FOR 2024**

Age Bandings	Employees in Post	Job Applicants	Shortlisted Candidates	Newly Recruited Employees	Promoted - Applications	Promoted - Successful	Part Time - Employees	Full Time - Employees	Training and Development	Annual Quality Conversations	Return to Work - Maternity	Grievance	Disciplinary	Dismissals	Leavers excl. Dismissals
Up to 20	90	838	268	53	47	<10	29	61	463	Facility for reporting against equalities data being developed	0	<10	<10	0	<10
21 - 30	1069	2666	922	248	107	22	299	770	5658		47	<10	15	<10	129
31 - 40	1580	2310	810	160	157	36	577	1003	6920		71	<10	17	<10	92
41 - 50	1604	1246	505	109	141	24	509	1095	7446		<10	<10	10	10	68
51 - 60	2003	724	326	82	79	18	661	1342	9128		0	<10	25	40	120
61 - 70	777	127	45	13	<10	<10	348	429	3057		0	<10	<10	27	153
71 - 80	28	<10	<10	<10	<10	<10	21	<10	87		0	0	<10	<10	<10
81 and above	<10	0	0	0	0	0	<10	0	0		0	0	0	0	<10
No Entry	0	239	80	17	<10	<10	0	0	0		0	0	0	0	0

**EDUCATION DEPARTMENT - JOB APPLICANTS AND EXISTING EMPLOYEES BROKEN DOWN BY AGE FOR 2024**

Age Bandings	Employees in Post	Job Applicants	Shortlisted Candidates	Newly Recruited Employees	Promoted - Applications	Promoted - Successful	Part Time - Employees	Full Time - Employees	Training and Development	Annual Quality Conversations	Return to Work - Maternity	Grievance	Disciplinary	Dismissals	Leavers excl. Dismissals
Up to 20	24	117	57	18	<10	<10	14	10	132	Facility for reporting against equalities data being developed	0	0	0	0	<10
21 - 30	610	642	305	151	40	13	182	428	2611		36	0	<10	0	85
31 - 40	879	467	226	71	59	13	362	517	3167		49	<10	<10	<10	49
41 - 50	792	260	135	37	40	<10	310	482	2894		<10	0	<10	<10	37
51 - 60	651	90	50	16	12	<10	263	388	2376		0	0	<10	18	47
61 - 70	181	13	<10	<10	0	0	118	63	541		0	<10	<10	<10	38
71 - 80	<10	0	0	0	0	0	<10	0	<10		0	0	0	0	0
81 and above	0	0	0	0	0	0	0	0	0		0	0	0	0	0
No Entry	0	23	15	<10	<10	0	0	0	0		0	0	0	0	0

## COUNCIL - JOB APPLICANTS AND EXISTING EMPLOYEES BROKEN DOWN BY DISABILITY FOR 2024

Disability	Employees in Post	Job Applicants	Shortlisted Candidates	Newly Recruited Employees	Promoted - Applications	Promoted - Successful	Part Time - Employees	Full Time - Employees	Training and Development	Annual Quality Conversations	Return to Work - Maternity	Grievance	Disciplinary	Dismissals	Leavers excl. Dismissals
Yes	296	395	140	31	11	1	122	174	1349	Facility for reporting against equalities data being developed	2	2	1	16	22
Yes - Hearing Impairment	14	8	1	0	1	0	9	5	79		0	0	0	0	1
Yes - Learning Disability or Cognitive Impairment	23	26	17	4	0	0	11	12	120		1	0	0	1	0
Yes - Longstanding Illness or Health Condition	103	75	31	10	<10	<10	36	67	488		0	<10	<10	<10	<10
Yes - Mental Health Condition	30	45	11	<10	0	0	10	20	91		0	0	0	<10	<10
Yes - Multiple Disabilities	0	121	40	<10	<10	0	0	0	0		0	0	0	0	0
Yes - Other	30	0	0	0	0	0	13	17	211		0	<10	0	<10	<10
Yes - Physical Impairment	39	56	24	<10	0	0	17	22	97		0	0	0	<10	<10
Yes - Sensory Impairment	14	0	0	0	0	0	<10	<10	60		<10	0	0	0	<10
Yes - Visual Impairment	<10	19	<10	0	<10	0	<10	<10	15		0	0	0	0	0
Yes - Unspecified	32	15	<10	<10	<10	0	15	17	165		0	0	0	<10	<10
Yes - Prefer not to Answer	<10	30	<10	<10	<10	0	<10	<10	23		0	0	0	0	<10
No	5880	7567	2753	633	529	108	1946	3934	25659		108	12	59	70	428
Prefer Not to Answer	33	175	54	<10	<10	0	11	22	240		0	<10	0	<10	<10
No Entry	944	14	10	10	0	0	367	577	5511		13	0	15	0	117

## EDUCATION DEPARTMENT - JOB APPLICANTS AND EXISTING EMPLOYEES BROKEN DOWN BY DISABILITY FOR 2024

Disability	Employees in Post	Job Applicants	Shortlisted Candidates	Newly Recruited Employees	Promoted - Applications	Promoted - Successful	Part Time - Employees	Full Time - Employees	Training and Development	Annual Quality Conversations	Return to Work - Maternity	Grievance	Disciplinary	Dismissals	Leavers excl. Dismissals
Yes	100	80	37	11	<10	0	42	58	339	Facility for reporting against equalities data being developed	<10	<10	<10	<10	<10
Yes - Hearing Impairment	<10	0	0	0	0	0	<10	0	<10		0	0	0	0	0
Yes - Learning Disability or Cognitive Impairment	<10	<10	<10	<10	0	0	<10	<10	23		0	0	0	0	0
Yes - Longstanding Illness or Health Condition	36	13	<10	<10	<10	0	13	23	131		0	0	<10	<10	<10
Yes - Mental Health Condition	12	<10	<10	<10	0	0	<10	<10	22		0	0	0	<10	0
Yes - Multiple Disabilities	0	28	15	<10	<10	0	0	0	0		0	0	0	0	0
Yes - Other	<10	0	0	0	0	0	<10	<10	57		0	<10	0	<10	<10
Yes - Physical Impairment	15	13	<10	<10	0	0	10	<10	44		0	0	0	<10	<10
Yes - Sensory Impairment	<10	0	0	0	0	0	<10	<10	19		<10	0	0	0	0
Yes - Visual Impairment	<10	<10	<10	0	0	0	0	<10	<10		0	0	0	0	0
Yes - Unspecified	11	<10	<10	0	0	0	<10	<10	38		0	0	0	<10	0
Yes - Prefer not to Answer	<10	<10	0	0	<10	0	<10	0	<10		0	0	0	0	0
No	2625	1500	741	283	150	37	1016	1609	9417		75	<10	<10	17	187
Prefer Not to Answer	<10	28	12	<10	<10	0	<10	<10	59		0	0	0	<10	0
No Entry	407	<10	<10	<10	0	0	193	214	1915		13	0	<10	0	63

## COUNCIL - JOB APPLICANTS AND EXISTING EMPLOYEES BROKEN DOWN BY RACE FOR 2024

	Employees in Post	Job Applicants	Shortlisted Candidates	Newly Recruited Employees	Promoted - Applications	Promoted - Successful	Part Time - Employees	Full Time - Employees	Training and Development	Annual Quality Conversations	Return to Work - Maternity	Grievance	Disciplinary	Dismissals	Leavers excl. Dismissals
Ethnic Origin										Facility for reporting against equalities data being developed					
African - (Inc. Scottish / British)	12	<10	0	0	<10	0	<10	<10	172		0	0	0	0	0
African - Other	0	1171	321	16	29	<10	0	0	0		0	0	0	0	0
Arab - Arab (Inc. Scottish / British)	0	0	0	0	0	0	0	0	0		0	0	0	0	0
Arab - Other (Inc. Scottish / British)	<10	0	0	0	0	0	<10	<10	<10		0	0	0	0	0
Asian - Bangladeshi (Inc. Scottish / British)	<10	36	10	0	<10	0	<10	<10	31		0	0	<10	<10	0
Asian - Chinese (Inc. Scottish / British)	<10	35	11	<10	<10	0	<10	<10	40		0	0	0	0	<10
Asian - Indian (Inc. Scottish / British)	17	362	102	<10	14	<10	<10	<10	116		0	0	0	0	0
Asian - Other (Inc. Scottish / British)	17	186	55	<10	<10	0	<10	10	110		0	0	0	0	<10
Asian - Pakistani (Inc. Scottish / British)	19	179	60	<10	<10	0	10	<10	153		<10	0	0	0	<10
Caribbean or Black - Black (Inc. Scottish / British)	<10	0	0	0	0	0	<10	0	0		0	0	0	0	0
Caribbean or Black - Caribbean (Inc. Scottish / British)	0	<10	<10	0	0	0	0	0	0		0	0	0	0	0
Caribbean or Black - Other	0	34	<10	0	<10	0	0	0	0		0	0	0	0	0
Gypsy / Traveller	0	<10	<10	0	0	0	0	0	0		0	0	0	0	0
Mixed or Multiple Ethnic Group	20	72	28	<10	<10	0	<10	15	70		<10	0	0	0	<10
No Entry	785	113	41	21	<10	<10	297	488	4415		<10	<10	15	0	99
Other Ethnic Background	20	40	<10	0	<10	0	10	10	178		<10	0	0	0	<10
Prefer Not to Answer	465	184	50	<10	<10	0	186	279	1614		<10	<10	<10	<10	41
White - Eastern European	39	179	62	14	16	<10	<10	32	242		0	0	0	0	<10
White - Irish	40	53	26	<10	<10	<10	11	29	154		<10	0	0	0	<10
White - Other British	291	332	124	36	14	<10	94	197	1322		0	0	<10	<10	24
White - Other White Ethnic Group	228	172	39	<10	13	<10	73	155	941		<10	0	<10	<10	21
White - Scottish	5184	4994	2010	563	420	98	1726	3458	23199		96	11	51	77	371

## EDUCATION - JOB APPLICANTS AND EXISTING EMPLOYEES BROKEN DOWN BY RACE FOR 2024

Ethnic Origin	Employees in Post	Job Applicants	Shortlisted Candidates	Newly Recruited Employees	Promoted - Applications	Promoted - Successful	Part Time - Employees	Full Time - Employees	Training and Development	Annual Quality Conversations	Return to Work - Maternity	Grievance	Disciplinary	Dismissals	Leavers excl. Dismissals
African - (Inc. Scottish / British)	<10	0	0	0	0	0	0	<10	29	Facility for reporting against equalities data being developed	0	0	0	0	0
African - Other	0	75	26	<10	<10	<10	0	0	0		0	0	0	0	0
Arab - Arab (Inc. Scottish / British)	0	0	0	0	0	0	0	0	0		0	0	0	0	0
Arab - Other (Inc. Scottish / British)	<10	0	0	0	0	0	<10	0	<10		0	0	0	0	0
Asian - Bangladeshi(Inc. Scottish / British)	<10	11	<10	0	<10	0	<10	<10	26		0	0	<10	<10	0
Asian - Chinese (Inc. Scottish / British)	<10	<10	<10	0	0	0	<10	<10	12		0	0	0	0	<10
Asian - Indian (Inc. Scottish / British)	10	52	23	<10	<10	<10	<10	<10	55		0	0	0	0	0
Asian - Other (Inc. Scottish / British)	<10	27	12	<10	0	0	<10	<10	30		0	0	0	0	0
Asian - Pakistani	13	38	24	<10	<10	0	<10	<10	98		<10	0	0	0	<10
Caribbean or Black - Black (Inc. Scottish / British)	0	0	0	0	0	0	0	0	0		0	0	0	0	0
Caribbean or Black - Caribbean (Inc. Scottish / British)	0	<10	<10	0	0	0	0	0	0		0	0	0	0	0
Caribbean or Black - Other	0	<10	0	0	0	0	0	0	0		0	0	0	0	0
Gypsy / Traveller	0	<10	<10	0	0	0	0	0	0		0	0	0	0	0
Mixed or Multiple Ethnic Group	13	10	<10	<10	0	0	<10	10	37		<10	0	0	0	<10
No Entry	329	13	10	<10	0	0	147	182	1604		<10	0	<10	0	50
Other Ethnic Background	<10	<10	<10	0	<10	0	<10	<10	32		0	0	0	0	0
Prefer Not to Answer	295	23	12	<10	<10	0	121	174	889		<10	0	<10	<10	22
White - Eastern European	19	35	15	<10	<10	<10	<10	14	70		0	0	0	0	<10
White - Irish	24	17	10	<10	0	0	<10	16	71		0	0	0	0	<10
White - Other British	119	82	39	19	<10	0	42	77	380		0	0	0	<10	11
White - Other White Ethnic Group	158	42	11	<10	<10	<10	58	100	530		<10	0	0	<10	15
White - Scottish	2137	1168	595	248	126	31	844	1293	7865		65	<10	<10	19	150

## COUNCIL - JOB APPLICANTS AND EXISTING EMPLOYEES BROKEN DOWN BY GENDER FOR 2024

Gender	Employees in Post	Job Applicants	Shortlisted Candidates	Newly Recruited Employees	Promoted - Applications	Promoted - Successful	Part Time - Employees	Full Time - Employees	Training and Development	Annual Quality Conversations	Return to Work - Maternity	Grievance	Disciplinary	Dismissals	Leavers excl. Dismissals
Female	4928	4539	1749	458	315	75	2156	2772	24994	Facility for reporting against equalities data being developed	123	<10	41	52	382
Male	2225	3507	1173	212	229	34	290	1935	7765		0	<10	34	35	189
No Entry	0	14	10	10	0	0	0	0	0		0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0		0	0	0	0	0
Prefer Not to Answer	0	91	25	<10	<10	0	0	0	0		0	0	0	0	0

## EDUCATION - JOB APPLICANTS AND EXISTING EMPLOYEES BROKEN DOWN BY GENDER FOR 2024

Gender	Employees in Post	Job Applicants	Shortlisted Candidates	Newly Recruited Employees	Promoted - Applications	Promoted - Successful	Part Time - Employees	Full Time - Employees	Training and Development	Annual Quality Conversations	Return to Work - Maternity	Grievance	Disciplinary	Dismissals	Leavers excl. Dismissals
Female	2667	1266	635	240	129	29	1172	1495	10049	Facility for reporting against equalities data being developed	89	<10	<10	22	212
Male	474	333	151	58	30	<10	81	393	1681		0	<10	<10	<10	45
No Entry	0	<10	<10	<10	0	0	0	0	0		0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0		0	0	0	0	0
Prefer Not to Answer	0	<10	<10	0	0	0	0	0	0		0	0	0	0	0

## COUNCIL - JOB APPLICANTS AND EXISTING EMPLOYEES BROKEN DOWN BY RELIGION OR BELIEF FOR 2024

Religion or Belief	Employees in Post	Job Applicants	Shortlisted Candidates	Newly Recruited Employees	Promoted - Applications	Promoted - Successful	Part Time - Employees	Full Time - Employees	Training and Development	Annual Quality Conversations	Return to Work - Maternity	Grievance	Disciplinary	Dismissals	Leavers excl. Dismissals
Buddhist	<10	111	35	<10	<10	0	<10	<10	49	Facility for reporting against equalities data being developed	0	0	0	0	0
Church of Scotland	1017	674	281	68	66	13	368	649	4570		12	<10	<10	18	96
Hindu	11	188	55	<10	<10	0	<10	<10	73		0	0	0	0	0
Humanist	0	0	0	0	0	0	0	0	0		0	0	0	0	0
Jewish	<10	10	<10	0	0	0	<10	<10	<10		0	0	0	0	0
Muslim	45	486	151	12	19	0	23	22	384		<10	0	<10	<10	<10
No Religion or Belief	2549	4397	1685	467	311	73	833	1716	12506		53	<10	18	28	183
No Entry	0	128	55	12	<10	0	0	0	0		0	0	0	0	0
Other Christian	308	928	288	25	33	<10	119	189	1359		<10	<10	<10	<10	26
Other Religion or Belief	75	<10	<10	0	0	0	23	52	413		0	<10	0	<10	<10
Pagan	0	24	10	<10	<10	0	0	0	0		0	0	0	0	0
Prefer Not to Answer	765	358	93	14	18	<10	265	500	2565		17	<10	10	12	54
Roman Catholic	1043	827	297	81	83	20	352	691	4280		19	<10	14	16	61
Sikh	<10	14	<10	0	<10	0	0	<10	<10		0	0	0	0	0
Unspecified	1327	0	0	0	0	0	454	873	6553		14	<10	21	10	139

## EDUCATION DEPARTMENT - JOB APPLICANTS AND EXISTING EMPLOYEES BROKEN DOWN BY RELIGION OR BELIEF FOR 2024

Religion or Belief	Employees in Post	Job Applicants	Shortlisted Candidates	Newly Recruited Employees	Promoted - Applications	Promoted - Successful	Part Time - Employees	Full Time - Employees	Training and Development	Annual Quality Conversations	Return to Work - Maternity	Grievance	Disciplinary	Dismissals	Leavers excl. Dismissals
Buddhist	<10	17	<10	0	0	0	<10	0	0	Facility for reporting against equalities data being developed	0	0	0	0	0
Church of Scotland	415	136	72	32	18	<10	174	241	1593		10	0	0	8	37
Hindu	<10	19	<10	0	0	0	<10	<10	33		0	0	0	0	0
Humanist	0	0	0	0	0	0	0	0	0		0	0	0	0	0
Jewish	<10	<10	0	0	0	0	<10	0	<10		0	0	0	0	0
Muslim	28	85	44	<10	<10	0	19	<10	220		<10	0	<10	<10	<10
No Religion or Belief	1018	980	488	204	82	21	403	615	3928		34	<10	0	<10	80
No Entry	0	23	16	<10	<10	0	0	0	0		0	0	0	0	0
Other Christian	155	101	44	<10	<10	<10	66	89	604		<10	0	<10	0	11
Other Religion or Belief	17	0	0	0	0	0	<10	<10	31		0	0	0	0	0
Pagan	0	<10	<10	<10	0	0	0	0	0		0	0	0	0	0
Prefer Not to Answer	447	48	21	<10	<10	<10	168	279	1284		13	<10	<10	<10	32
Roman Catholic	503	196	91	39	36	10	178	325	1704		15	0	<10	<10	24
Sikh	<10	0	0	0	0	0	0	<10	<10		0	0	0	0	0
Unspecified	549	0	0	0	0	0	230	319	2329		12	0	<10	<10	70



**COUNCIL - JOB APPLICANTS AND EXISTING EMPLOYEES BROKEN DOWN BY SEXUAL ORIENTATION FOR 2024**

Sexual Orientation	Employees in Post	Job Applicants	Shortlisted Candidates	Newly Recruited Employees	Promoted - Applications	Promoted - Successful	Part Time - Employees	Full Time - Employees	Training and Development	Annual Quality Conversations	Return to Work - Maternity	Grievance	Disciplinary	Dismissals	Leavers excl. Dismissals
Bisexual	45	238	76	20	10	<10	18	27	327	Facility for reporting against equalities data being developed	<10	0	<10	0	<10
Gay	<10	0	0	0	0	0	<10	<10	15		0	0	0	0	<10
Heterosexual	2940	7297	2653	612	496	105	931	2009	15331		79	<10	24	35	220
Lesbian	10	0	0	0	0	0	<10	<10	45		<10	<10	0	<10	<10
Gay or Lesbian	56	174	71	19	17	<10	13	43	380		0	0	<10	0	<10
No Entry	0	34	17	10	<10	0	0	0	0		0	0	0	0	0
Other	<10	12	<10	<10	0	0	<10	<10	40		0	0	0	0	<10
Prefer Not to Answer	108	396	134	21	21	<10	37	71	382		<10	0	<10	<10	<10
Unknown	0	0	0	0	0	0	0	0	0		0	0	0	0	0
Unspecified	3977	0	0	0	0	0	1440	2537	16239		41	10	48	50	325

**EDUCATION DEPARTMENT - JOB APPLICANTS AND EXISTING EMPLOYEES BROKEN DOWN BY SEXUAL ORIENTATION FOR 2024**

Sexual Orientation	Employees in Post	Job Applicants	Shortlisted Candidates	Newly Recruited Employees	Promoted - Applications	Promoted - Successful	Part Time - Employees	Full Time - Employees	Training and Development	Annual Quality Conversation	Return to Work - Maternity	Grievance	Disciplinary	Dismissals	Leavers excl. Dismissals
Bisexual	19	42	18	<10	<10	0	<10	11	134	Facility for reporting against equalities data being developed	<10	0	0	0	<10
Gay	<10	0	0	0	0	0	<10	<10	13		0	0	0	0	<10
Heterosexual	1322	1450	716	268	139	34	486	836	5249		57	0	<10	10	99
Lesbian	<10	0	0	0	0	0	0	<10	29		0	0	0	<10	0
Gay or Lesbian	21	37	19	<10	<10	<10	<10	18	101		0	0	0	0	<10
No Entry	0	<10	<10	<10	0	0	0	0	0		0	0	0	0	0
Other	<10	<10	<10	<10	0	0	<10	<10	16		0	0	0	0	<10
Prefer Not to Answer	59	69	33	12	<10	<10	20	39	198		<10	0	<10	<10	<10
Unknown	0	0	0	0	0	0	0	0	0		0	0	0	0	0
Unspecified	1706	0	0	0	0	0	733	973	5990		30	<10	10	13	145

**COUNCIL - JOB APPLICANTS AND EXISTING EMPLOYEES BROKEN DOWN BY MARITAL STATUS FOR 2024**

Marital Status	Employees in Post	Job Applicants	Shortlisted Candidates	Newly Recruited Employees	Promoted - Applications	Promoted - Successful	Part Time - Employees	Full Time - Employees	Training and Development	Annual Quality Conversations	Return to Work - Maternity	Grievance	Disciplinary	Dismissals	Leavers excl. Dismissals
Divorced	313	336	147	29	32	<10	112	201	1752	Facility for reporting against equalities data being developed	<10	<10	<10	<10	24
Living with Partner	0	0	0	0	0	0	0	0	0		0	0	0	0	0
Married / Civil Partnership	2760	3040	1122	221	253	57	1014	1746	12403		53	<10	11	43	216
No Entry	0	14	10	10	0	0	0	0	0		0	0	0	0	0
Prefer Not to Answer	0	468	155	25	22	<10	0	0	0		0	0	0	0	0
Separated	137	141	47	13	<10	<10	51	86	608		0	0	<10	<10	11
Single	2822	4098	1459	381	218	43	848	1974	12110		55	<10	33	32	194
Widowed	36	54	17	<10	11	0	20	16	138		0	0	0	0	<10
Unspecified	1085	0	0	0	0	0	401	684	5738		12	<10	24	<10	124

**EDUCATION DEPARTMENT - JOB APPLICANTS AND EXISTING EMPLOYEES BROKEN DOWN BY MARITAL STATUS FOR 2024**

Marital Status	Employees in Post	Job Applicants	Shortlisted Candidates	Newly Recruited Employees	Promoted - Applications	Promoted - Successful	Part Time - Employees	Full Time - Employees	Training and Development	Annual Quality Conversations	Return to Work - Maternity	Grievance	Disciplinary	Dismissals	Leavers excl. Dismissals
Divorced	110	53	29	12	<10	<10	50	60	478	Facility for reporting against equalities data being developed	<10	0	0	<10	<10
Living with Partner	0	0	0	0	0	0	0	0	0		0	0	0	0	0
Married / Civil Partnership	1209	569	281	81	73	17	514	695	4171		37	<10	<10	14	86
No Entry	0	<10	<10	<10	0	0	0	0	0		0	0	0	0	0
Prefer Not to Answer	0	62	31	<10	<10	<10	0	0	0		0	0	0	0	0
Separated	59	30	14	<10	<10	<10	27	32	238		0	0	<10	<10	<10
Single	1226	883	428	190	62	17	437	789	4512		38	0	<10	<10	91
Widowed	14	11	<10	<10	<10	0	<10	<10	27		0	0	0	0	<10
Unspecified	523	0	0	0	0	0	216	307	2304		12	<10	<10	<10	64

**RELIGION OF BELIEF - CENSUS INFORMATION COMPARED WITH DUNDEE CITY COUNCIL**

	Census Information				2024		2022		2020		2018	
Religion or Belief	Scotland	%	Dundee	%	Dundee City Council	%	Dundee City Council	%	Dundee City Council	%	Dundee City Council	%
Buddhist	15501	0.28	724	0.49	<10	0.10	<10	0.06	<10	0.07	<10	0.08
Church of Scotland	1107796	20.36	21639	14.55	1017	14.22	1137	15.90	1273	17.36	1424	20.09
Hindu	29929	0.55	1108	0.75	11	0.15	11	0.15	11	0.15	12	0.17
Jewish	5847	0.11	97	0.07	<10	0.03	<10	0.04	<10	0.03	<10	0.03
Muslim	119872	2.20	6232	4.19	45	0.63	46	0.64	34	0.46	34	0.48
No Religion or Belief	2780900	51.12	81136	54.57	2549	35.64	2560	35.79	2343	31.94	2348	33.13
Other Christian	279287	5.13	7236	4.87	308	4.31	330	4.61	379	5.17	419	5.91
Other Religion or Belief	31538	0.58	1010	0.68	75	1.05	77	1.08	90	1.23	95	1.34
Prefer Not to Answer		0.00		0.00	765	10.69	916	12.81	1082	14.75	1166	16.45
Roman Catholic	723322	13.30	20449	13.75	1043	14.58	1110	15.52	1161	15.83	1219	17.20
Sikh	10988	0.20	164	0.11	<10	0.06	<10	0.06	<10	0.05	<10	0.06
Unspecified	334862	6.16	8901	5.99	1327	18.55	1137	15.90	704	9.60	656	9.26
Total	5439842		148696		7153		7335		7088		7385	

**AGE - CENSUS INFORMATION COMPARED WITH DUNDEE CITY COUNCIL**

	Census Information				2024		2022		2020		2018	
Age	Scotland	%	Dundee	%	Dundee City Council	%	Dundee City Council	%	Dundee City Council	%	Dundee City Council	%
Up to 20	1198278	22.03	35052	23.57	90	1.26	80	1.12	85	1.16	119	1.68
21 to 30	684277	12.58	24366	16.39	1069	14.94	1170	16.36	995	13.57	1045	14.74
31 to 40	701236	12.89	20169	13.56	1580	22.09	1641	22.94	1544	21.05	1546	21.81
41 to 50	669235	12.30	15894	10.69	1604	22.42	1630	22.79	1605	21.88	1752	24.72
51 to 60	802172	14.75	19009	12.78	2003	28.00	2083	29.12	2126	28.98	2276	32.11
61 to 70	666112	12.25	16269	10.94	777	10.86	708	9.90	710	9.68	626	8.83
71 to 80	478667	8.80	11444	7.70	28	0.39	23	0.32	23	0.31	21	0.30
81 and above	239876	4.41	6492	4.37	<10	0.03	0	0.00	0	0.00	0	0.00
Total	5439853		148695		7153		7335		7088		7385	

**SEX - CENSUS INFORMATION COMPARED WITH DUNDEE CITY COUNCIL**

	Census Information				2024		2022		2020		2018	
Sex	Scotland	%	Dundee	%	Dundee City Council	%	Dundee City Council	%	Dundee City Council	%	Dundee City Council	%
Female	2797344	51.423	76384	51.37	4928	68.89	5042	70.49	4901	66.82	5013	70.73
Male	2642498	48.577	72313	48.63	2225	31.11	2293	32.06	2187	29.82	2372	33.47
Total	5439842		148697		7153		7335		7088		7385	

**DISABILITY - CENSUS INFORMATION COMPARED WITH DUNDEE CITY COUNCIL**

	Census Information				2024		2022		2020		2018	
Disability	Scotland	%	Dundee	%	Dundee City Council	%	Dundee City Council	%	Dundee City Council	%	Dundee City Council	%
Yes	1310192	24.09	38211	25.70	296	4.14	285	3.98	252	3.44	183	2.48
Yes - Hearing Impairment	387415	7.12	10173	6.84	14	0.20	<10	0.11	<10	0.08	<10	0.07
Yes - Learning Disability or Cognitive Impairment	280751	5.16	9380	6.31	23	0.32	23	0.32	21	0.29	19	0.26
Yes - Longstanding Illness or Health Condition	1163472	21.39	32086	21.58	103	1.44	99	1.38	85	1.16	37	0.50
Yes - Mental Health Condition	617114	11.35	20927	14.07	30	0.42	30	0.42	19	0.26	18	0.24
Yes - Multiple Disabilities	-		-		0	0.00	0	0.00	0	0.00	0	0.00
Yes - Other	17107	0.31	507	0.34	30	0.42	33	0.46	23	0.31	22	0.30
Yes - Physical Impairment	525351	9.66	15275	10.27	39	0.55	33	0.46	28	0.38	20	0.27
Yes - Sensory Impairment	-		-		14	0.20	17	0.24	25	0.34	12	0.16
Yes - Visual Impairment	137638	2.53	4094	2.75	<10	0.08	<10	0.07	<10	0.05	<10	0.05
Yes - Unspecified	-		-		32	0.45	29	0.41	31	0.42	43	0.58
Yes - Prefer not to Answer	-		-		<10	0.07	<10	0.11	10	0.14	<10	0.04
No	4128930	77.97	110482	51.94	5880	82.20	6446	90.12	6784	92.49	7191	97.37
Prefer Not to Answer	-		-		33	0.46	604	8.44	14	0.19	0	0.00
No Entry	-		-		944	13.20	0	0.00	38	0.52	11	0.15
Total	5439122		148693		7153		7335		7088		7385	

## ETHNIC BACKGROUND - CENSUS INFORMATION COMPARED WITH DUNDEE CITY COUNCIL

Ethnic Origin	Census Information				2024		2022		2020		2018	
	Scotland	%	Dundee	%	Dundee City Council	%	Dundee City Council	%	Dundee City Council	%	Dundee City Council	%
African - (Inc. Scottish / British)	5907	0.11	108	0.07	12	0.17	<10	0.13	<10	0.12	<10	0.11
African - Other	52729	0.97	1982	1.33	0	0.00	0	0.00	0	0.00	0	0.00
Asian - Bangladeshi(Inc. Scottish / British)	6934	0.13	696	0.47	<10	0.10	<10	0.10	<10	0.07	<10	0.03
Asian - Chinese (Inc. Scottish / British)	47075	0.87	1342	0.90	<10	0.08	<10	0.04	<10	0.04	<10	0.06
Asian - Indian (Inc. Scottish / British)	52951	0.97	2068	1.39	17	0.24	16	0.22	16	0.22	15	0.21
Asian - Other (Inc. Scottish / British)	32187	0.59	1309	0.88	17	0.24	12	0.17	10	0.14	11	0.16
Asian - Pakistani	72871	1.34	3395	2.28	19	0.27	18	0.25	16	0.22	12	0.17
Caribbean or Black - Black (Inc. Scottish / British)	546	0.01	18	0.01	<10	0.01	<10	0.03	<10	0.03	<10	0.01
Caribbean or Black - Caribbean (Inc. Scottish / British)	2214	0.04	62	0.04	0	0.00	0	0.00	0	0.00	0	0.00
Caribbean or Black - Other	4018	0.07	110	0.07	0	0.00	0	0.00	0	0.00	0	0.00
Gypsy / Traveller	3343	0.06	87	0.06	0	0.00	0	0.00	0	0.00	0	0.00
Mixed or Multiple Ethnic Group	60899	1.12	1970	1.32	20	0.28	18	0.25	16	0.22	14	0.20
No Entry		0.00		0.00	785	10.97	496	6.93	106	1.45	75	1.06
Arab - Other (Inc. Scottish / British)	22304	0.41	1244	0.84	<10	0.03	<10	0.03	<10	0.03	0	0.00
Arab - Arab (Inc. Scottish / British)		0.00		0.00	0	0.00	0	0.00	0	0.00	<10	0.03
Other Ethnic Background	27328	0.50	779	0.52	20	0.28	10	0.14	<10	0.08	<10	0.07
Prefer Not to Answer		0.00		0.00	465	6.50	555	7.76	689	9.39	824	11.63
White - Eastern European	90736	1.67	3153	2.12	39	0.55	31	0.43	22	0.30	20	0.28
White - Irish	56877	1.05	1342	0.90	40	0.56	40	0.56	43	0.59	37	0.52
White - Other British	510354	9.38	9119	6.13	291	4.07	298	4.17	313	4.27	368	5.19
White - Other White Ethnic Group	163600	3.01	5117	3.44	228	3.19	287	4.01	265	3.61	151	2.13
White - Scottish	4226965	77.70	114803	77.20	5184	72.47	5531	77.32	5565	75.87	5836	82.34
Total	5439838		148704		7153		7335		7088		7385	





## Integrated Impact Assessment

**Committee Report Number:** 122-2025

**Document Title:** Mainstreaming Equality Report 2025-2029

**Document Type:** Policy

**Description:** This report presents the new Mainstreaming Equality Report 2025-2029.

**Intended Outcome:**

This report sets out progress made towards meeting the Equality Outcomes for Dundee City Council 2021-2025 and identifies new Equality Outcomes and Action for the next four years to meet the reporting requirements for the Equality Act 2010 (specific Duties) (Scotland) Regulations 2012.

Period Covered: 17 / 04 / 2025 to 31 / 03 / 2029

**Monitoring:**

Through collaboration between the Corporate Equality and Diversity Steering Group and officers within from the Chief Executive Service' progress on outcomes and action within the plan will be discussed, reviewed, and monitored by the lead services. The performance management system will support with the monitoring of action. The Council is required to publish an Equalities Mainstreaming Progress Report every two years and this will be presented to the City Governance Committee in April 2027.

**Lead Author:**

Andrea Calder, Head of Chief Executive's Services, Chief Executive's Services,  
andrea.calder@dundee.gov.uk , 01382 434000,  
21 City Square, Dundee

**Director Responsible:**

Greg Colgan, Chief Executive, Chief Executive's Services  
gregory.colgan@dundee.gov.uk, 01382 434000  
Floor 2, 21 City Square, Dundee

## **Equality, Diversity and Human Rights**

### **Impacts and Implications**

Age: Positive  
 Disability: Positive  
 Gender Reassignment: Positive  
 Marriage and Civil Partnership: Positive  
 Pregnancy and Maternity: Positive  
 Race / Ethnicity: Positive  
 Religion or Belief: Positive  
 Sex: Positive  
 Sexual Orientation: Positive

#### **Positive Implications:**

Effective delivery of the agreed Equality Outcomes and Action within the Plan for Dundee City Council, will promote a human rights approach and deliver benefits for all protected groups within our city. Organisations representing people with Protected Characteristics were involved in the development of the new Equality Outcomes and Action and provide useful feedback that will be utilised as part of future delivery.

Are any Human Rights not covered by the Equalities questions above impacted by this report? No

## **Fairness and Poverty**

### **Geographic Impacts and Implications**

Strathmartine: Positive  
 Lochee: Positive  
 Coldsides: Positive  
 Maryfield: Positive  
 North East: Positive  
 East End: Positive  
 The Ferry: Positive  
 West End: Positive

#### **Positive Implications:**

The new Equality Outcomes and Action developed for the next 4 years aim to make a positive difference for all communities across the city. These actions will complement those already developed to reduce poverty and tackle social isolation as part of our Fairer Scotland Duty and wider Fairness Work.

## **Household Group Impacts and Implications**

Looked After Children and Care Leavers: Positive  
 Carers: Positive  
 Pensioners - single / couple: Positive  
 Unskilled workers or unemployed: Positive  
 Serious and enduring mental health problems: Positive



Homeless: Positive

**Positive Implications:**

There are specific outcomes and action within the plan that aim to improve the situation for all the groups listed above in this section of the IIA.

Lone Parent Families: No Impact

Single Female Households with Children: No Impact

Greater number of children and / or young children: No Impact

Drug and / or alcohol problems: No Impact

Offenders and Ex-offenders: No Impact

Transport: No Impact

## **Socio Economic Disadvantage Impacts and Implications**

Employment Status: Positive

Education and Skills: Positive

Income / Benefit Advice / Income Maximisation: Positive

Employment Opportunities: Positive

Education: Positive

Health: Positive

Mental Health: Positive

Affordability and accessibility of services: Positive

Life Expectancy: Positive

Neighbourhood Satisfaction: Positive

**Positive Implications:**

There are specific outcomes and action within the plan that aim to improve the availability of information and support for protected groups, these actions will complement the action outlined in the Council's Child Poverty and Fairness Action Plan.

Income: No Impact

Caring Responsibilities (including Childcare): No Impact

Fuel Poverty: No Impact

Cost of Living / Poverty Premium: No Impact

Overweight / Obesity: No Impact

Child Health: No Impact

Transport: No Impact

Connectivity / Internet Access: 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 and 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 and water quality: No Impact

Biodiversity: No Impact

Open and green spaces: No Impact

### **Built Environment Impacts**

Built Heritage: No Impact

Housing: Positive

There are specific outcomes and action within the plan that aim to improve the availability of information and support for protected groups.

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 agreed outcomes and action over the four years of the plan, the Council will have the opportunity to improve the availability of information and support for all protected groups in the city through policy development and service delivery.

Economic / Financial Sustainability / Security and Equipment: No Impact

Social Impact / Safety of Staff and Clients: Positive

Through implementation of the agreed outcomes and action, there is the potential that Individuals with protected characteristics will be supported, listened to, and included in the life of the city.

Technological / Business or Service Interruption: No Impact

Environmental: No Impact

Legal / Statutory Obligations: Positive

Through developing, publishing and implementing the new Equality mainstreaming Report 2025 - 2029, the Council will meet our legal obligations under the Equality Act 2010, and both the General and Specific Public Sector Equality Duties.

Organisational / Staffing and Competence: Positive

Achieving the Outcomes and Action in relation to the workforce have the potential to have positive impacts on Council staff.

Corporate Risk Implications and 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 - 21 APRIL 2025

**REPORT ON:** REVISED PERFORMANCE MANAGEMENT FRAMEWORK 2025-2028

**REPORT BY:** CHIEF EXECUTIVE

**REPORT NO:** 125-2025

**1. PURPOSE OF REPORT**

This report presents the revised Performance Management Framework (PMF) 2025-28. The report highlights the revisions made to the 2021-24 framework and details how these revisions will ensure the Council will be well placed to respond to the new Statutory Performance Indicator (SPI) direction, take action to address internal audit recommendations, continue to focus on progressing our strategic priorities and achieve best value.

**2. RECOMMENDATIONS**

2.1 It is recommended that Committee:

- (a) agree the revised framework attached as Appendix 1; and
- (b) remit the Council Leadership Team to launch and deploy the framework across Council services.

**3. FINANCIAL IMPLICATIONS**

3.1 None.

**4. BACKGROUND**

- 4.1 Article V of Policy & Resources Committee of 8 March 2021 (Report 66-2021) approved the Performance Management Framework 2021-24 setting out how Dundee City Council would consistently plan and manage performance and improvements to our services. This was to enable key decision makers, both Elected Members and Officers, to take necessary action based on facts about our performance.
- 4.2 The 2021-24 Framework was implemented in 2021 following the BVAR in 2020 to address recommendations in relation to how the Council managed and reported on performance.
- 4.3 Many of the principles and processes within the 2021-24 Framework are now well established. The Council's performance reporting arrangements were commended by the Accounts Commission following the publication of the first Best Value Thematic Review on Leadership in 2023.
- 4.4 The revised framework will steer the Council through its improvement journey, clarify accountability for performance reporting and build on what is already in place by ensuring that the areas of performance within scope follow the expected standards set out in the framework.
- 4.5 The key focus of the revised framework is to provide accountability for delivering on priorities, performance and improvement. Regular reporting to the Council twice yearly on progress in relation to the following plans will continue:
  - The City Plan
  - The Council Plan
  - Service Plans

- 4.6 Appendix 2 in the framework sets out a standard set of templates that will be used to highlight the direction of performance indicators (target and trends) and progress on actions by a percentage complete and completion date.

## **5. DRIVERS FOR REVIEWING THE PERFORMANCE MANAGEMENT FRAMEWORK**

- 5.1 The Accounts Commission has published the new [Statutory Performance Information Direction 2024](#), implemented on 1 April 2025. Complying with the SPI Direction is fundamental to councils fulfilling their duty to secure best value by providing balanced, timely and accessible reporting.
- 5.2 Councils are required to draw comparisons and make judgements on performance in relation to the performance of different councils in any given period. To do this, the SPI Direction emphasises that use of the Local Government Benchmarking Framework (LGBF) should be maximised across the Council's reporting. The revised framework commits to continuing to produce the annual LGBF report and include LGBF indicators in Service Plans where they align with priorities.
- 5.3 Peer Collaborative Improvement is also a component of the new SPI Direction. Councils should make use of performance data from a variety of sources, but particularly the LGBF to identify best practice and opportunities to learn from others.
- 5.4 The SPI Direction addresses the need for councils to undertake self-assessment as part of their duty to achieve continuous improvement. The revised PMF outlines the models of self-assessment and improvement the Council will make use of for improvement and transformation. The Code of Corporate Governance self-assessment checklist will form the basis of the Council's approach to self-assessment for continuous improvement.
- 5.5 The Internal Audit Review of Ideagen (Pentana) (Scrutiny Committee 23/04/25) recommends standardised practice across the plans outlined in 4.5 above in terms of the recording, monitoring and reporting. The revised framework complies with the recommendation for performance monitoring and reporting.

## **6.0 POLICY IMPLICATIONS**

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.

## **7.0 CONSULTATIONS**

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

## **8.0 BACKGROUND PAPERS**

None.

GREGORY COLGAN  
CHIEF EXECUTIVE

26 MARCH 2025

ANDREA CALDER  
HEAD OF CHIEF EXECUTIVE'S SERVICES

# 2025-2028

# Performance Management Framework



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## Foreword by the Chief Executive

Welcome to our Performance Management Framework (2025 – 2028), which provides the strategic focus and the framework to guide our continuous improvement journey. As a Council, we aim to provide Best Value and we are committed to changing for the future. A key part of planning for the future is committing ourselves to ambitious targets for the city and better outcomes for our citizens. We want to make a real difference to their lives.



Gregory Colgan  
Chief Executive

The Council and our citizens are facing significant financial challenges. We have a duty to provide services which respond to these challenges. An effective performance management framework will ensure we meet our strategic objectives by focusing on delivering services that have a positive impact for our citizens. Listening to, learning from and acting on feedback from our citizens and customers is an important element within our framework. We want to learn from what works well and he can further develop good practice but equally, we need to be able to identify when we are not getting things right and we need to know what to do to make a positive change.

The launch of this new framework is timeous as the new Statutory Performance Information direction, which will be implemented in April 2025, makes councils accountable for providing performance information which is balanced, timely and accessible. We also have a responsibility to maximise the use of national benchmarking data which is the most comprehensive and effective means of enabling comparisons to be drawn between councils. Analysing data from the Local Government Benchmarking Framework will help us to measure our performance in relation to other councils and identify where there may be opportunities for collaborative improvement where we feel we can learn from others.

## Who and What is this Framework for?

The effective management of performance is a key component of any organisation. It encompasses everything the Council, every employee and elected member does. Elected Members need timely and relevant intelligence to make sound strategic and policy decisions; to be assured that decisions are being implemented effectively; and that performance and outcomes are improving. Managers need timely and relevant intelligence to make operational decisions and to make best use of resources to meet citizens' needs and improve outcomes. Our Employees need timely and relevant intelligence to deliver effective services and manage their own performance. Citizens need accessible, relevant and accurate information so that they can be well informed and hold the Council's services and performance to account.

The Council is accountable for performance reporting which highlights the impact of activities that are relevant to the priorities and objectives articulated in our key strategic documents. Within this Framework, we set out a standardised approach to reporting on our progress in relation to the strategic objectives within our City Plan, Council Plan and Service Plans. This high standard of performance reporting will ensure consistent and effective monitoring and scrutiny can be done by elected members, officers and our citizens.

We are all proud to serve our city and proud of the services we provide. We recognise that everyone has a part to play in improving our services and achieving our strategic objectives. I want to encourage creativity and innovation and when it comes to our performance, we all need to embrace the principles of continuous improvement, understand the main elements within this performance management framework and how we can apply it to achieve the best possible impact in Dundee.

**Together, let's make a difference!**



# What is Performance Management?

Performance management is about how we consistently plan and manage improvements to our services. In simple terms, performance management enables key decision makers, both elected members and officers, to take necessary action based on facts about our performance.

Good performance management offers the Council many benefits including:

- Supporting our wider vision for Dundee
- Embedding a culture of good practice in what we do
- Driving continuous improvement
- Helping to clarify key objectives
- Helping the measurement of progress towards our objectives and desired outcomes
- Promoting accountability and transparency
- Enabling best value to be demonstrated
- Instilling confidence across our organisation, our service-users and scrutineers
- Protecting and enhancing the reputation of the Council

Our Performance Management Framework has clear links to all the above key elements and is based on the principle that we all have a role to play in shaping how our organisation and our wider partnerships perform and deliver our key priorities. Our framework provides the structure and the guidance to assist us in understanding how we use performance data to identify where and when we need to change and improve performance to ensure we are delivering on our priorities and longer-term ambitions for our city.

Regular reporting at City Partnership, Council and Service level keeps our key stakeholders, including our communities, elected members and partners, up to date on our performance. This is key to ensuring informed judgements are made about our services, to support effective decision making and to challenge performance.

# Performance Management across the Council

Dundee City Council manages a broad and diverse range of services for our citizens and, through these services, aims to deliver on strategic priorities and support improved outcomes for its Citizens. Citizens engage with and experience council services in different ways at different levels. This places a series of different accountabilities for performance on the Council and its workforce. These accountabilities also reflect and integrate the statutory requirements outlined in the Accounts Commission's new **Statutory Performance Information Direction**, which takes effect from April 2025.

## 1. Accountability for Delivering Strategic Priorities

The purpose of the Council is to support the delivery of our City Plan by ensuring our Council Plan and service plans are focused on the key priorities. Our priorities are that Dundee will:

- Reduce Child Poverty and Inequalities in incomes, education and health
- Deliver Inclusive Economic Growth (including community wealth building)
- Tackle Climate Change and reach net zero carbon emissions by 2045
- Build Resilient and Empowered Communities
- Design a Modern Council

To realise this vision, the City Plan sets ambitious long-term outcomes and the Council Plan reflects those outcomes and sets further priorities that outlines the Council's contribution to, and accountability for, delivering those outcomes.

To ensure accountability, progress towards delivering these strategic priorities will be reported on by annual City Plan reports and 6 monthly Council Plan reports to the City Governance Committee. These reports will outline how the Council is prioritising its resources to deliver on our strategic priorities, if we are on track to meet our objectives, and, if not, what improvement action will be taken to address this. These reports will also be published on our Dundee Performs webpage.

## 2. Accountability for Service Performance

The Council delivers services every day to citizens. Accountability for service performance is ensured by the development of Service plans. Service plans translate the priorities set out in the City Plan and Council Plan into more focused actions at a service level, explaining how services will prioritise their resources to deliver on the Council's strategic priorities. Performance on these service plans will be reported on, providing an opportunity for services to highlight key successes and identify areas for improvement. Service plans ensure that services remain accountable for continuing to support delivery of strategic priorities; meet citizens' needs; are efficiently managed; and they can continuously improve. Progress towards delivering on priorities within service plans will be reported to City Governance Committee six monthly.

In addition to service plans, services may also be required to produce statutory reports. These reports not only fulfil the requirement to meet performance standards set through legislation, regulation and policy, they also have a key role in ensuring accountability for service performance.

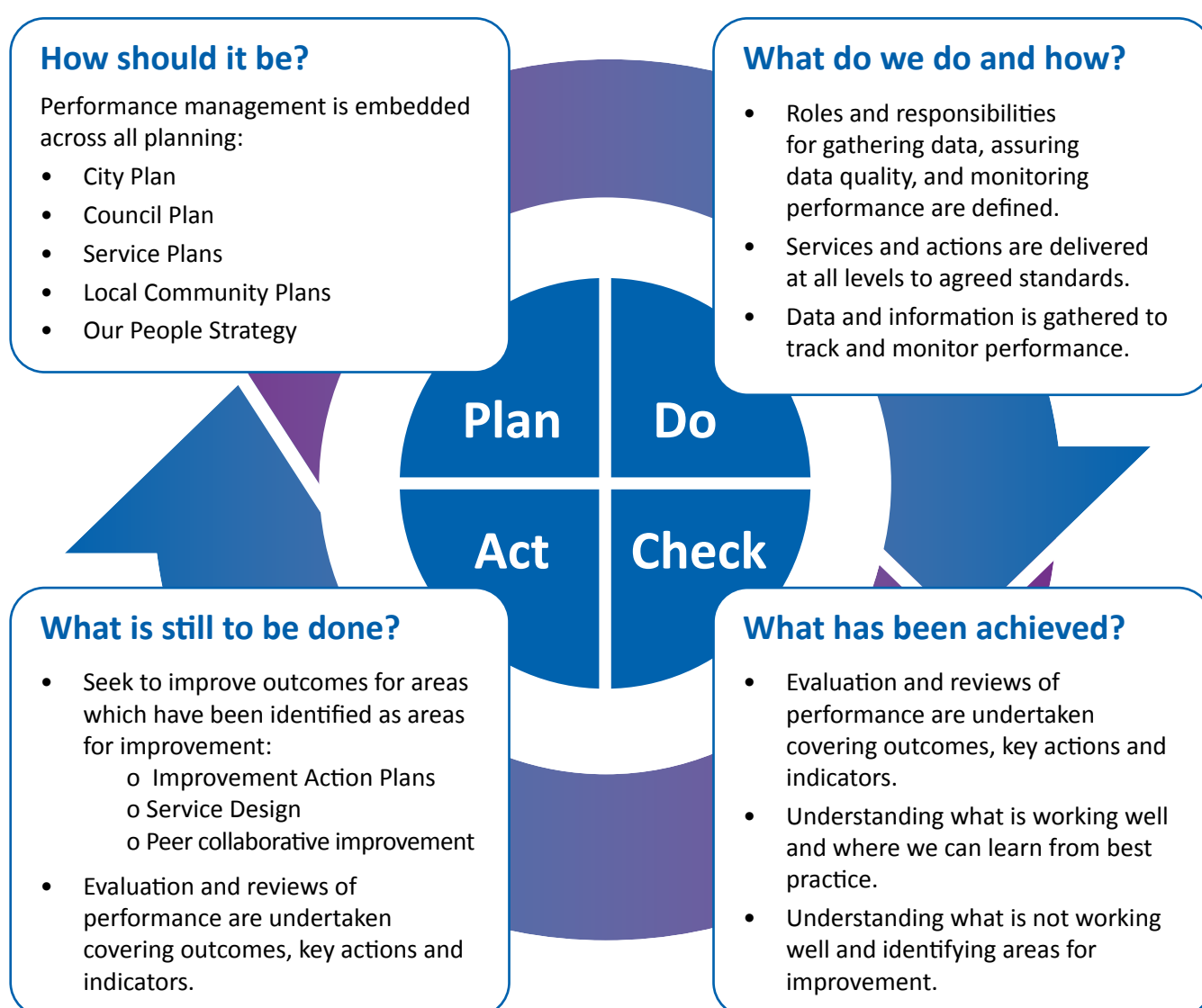
## 3. Accountability for Improvement

The Accounts Commission's Statutory Performance Information Direction sets out clear expectations that local authorities should be using data and assessments to support improvement and transformation. It specifies that improvement activity should be driven by self-assessments and make use of third-party feedback mechanisms and opportunities to learn from each other such as peer collaborative improvement. The Council will continue to evaluate its performance at corporate and service level and use and respond to findings and recommendations to drive continuous improvement in the context of resource constraints.

**These different perspectives on accountability require standardised arrangements to effectively manage and report on performance based on our agreed approach. The template for reporting progress in accordance with our agreed approach is contained in Appendix 2.**

# A Model for Continuous Improvement – PDCA Cycle

Our approach to performance management is based on the Plan-Do-Check-Act (PDCA) Cycle illustrated below. This cycle ensures an integrated approach to performance management and planning, where information and intelligence supports delivery and enables scrutiny of progress being made in relation to existing priorities.



The above process is an effective approach to continuous improvement and consists of four parts.



# 1 Plan - How Should It Be?



Performance management is embedded across all planning in Dundee City Council. During the planning stage, we think about where we are now and what we want to achieve. Our City Plan outlines the Dundee Partnership's strategic vision and agreed priorities for the city. It sets out what the partnership wants to achieve and prioritises what needs to be done to deliver our responsibilities within the wider partnership. Our Council Plan sets out council priorities as well as other statutory or regulatory standards where the Council has a responsibility to monitor and report on performance.

Our City Plan, Council Plan, and Service Plans are our key plans which ensure we fulfil our accountability towards delivering our strategic priorities and service performance. They will identify and prioritise key actions and performance indicators for a wide range of services aimed at delivering the most impact for citizens in relation to our strategic priorities. Importantly, our progress and performance can be measured against these actions and indicators, meaning areas for improvement can be identified to help us plan for change so that the Council can ensure the best possible outcomes for our customers, residents and communities. As a result, the performance management of these key strategic plans can be used as a foundation for continuous improvement. This is supported by our performance management system which officers use to input and analyse data, update and monitor progress on actions and summarise areas for improvement.

Stakeholder engagement is a key part of the strategic planning process to identify our local priorities and ensure our community planning partnerships are effective. Understanding the needs of our communities and aligning our strategic, financial and delivery plans to best meet identified needs will ensure we are delivering the right services to the right people at the right time. An effective engagement process will include:

- Citizens and communities
- Partners Community Planning Partners & Strategic Leadership Groups
- Management, employees & trade unions
- Equality groups
- Dundee Partnership Forum
- Leisure and Culture Dundee
- Health and Social Care Partnership
- Elected Members

Everything we do is driven by local and national policy. Clear alignment between operational, service, organisational and higher-level policies and plans will help our understanding of the contributions we all make to delivering on priorities and support the delivery of our ambitions to improve outcomes for our citizens.

The illustration below highlights the need for a golden thread running through everything we do: connecting the identified priorities for managers and employees at individual, team, service and directorate level, up through the strategic objectives of the Council and its wider partnerships, to the National Performance Framework and ultimately to the UN Sustainable Development Goals.

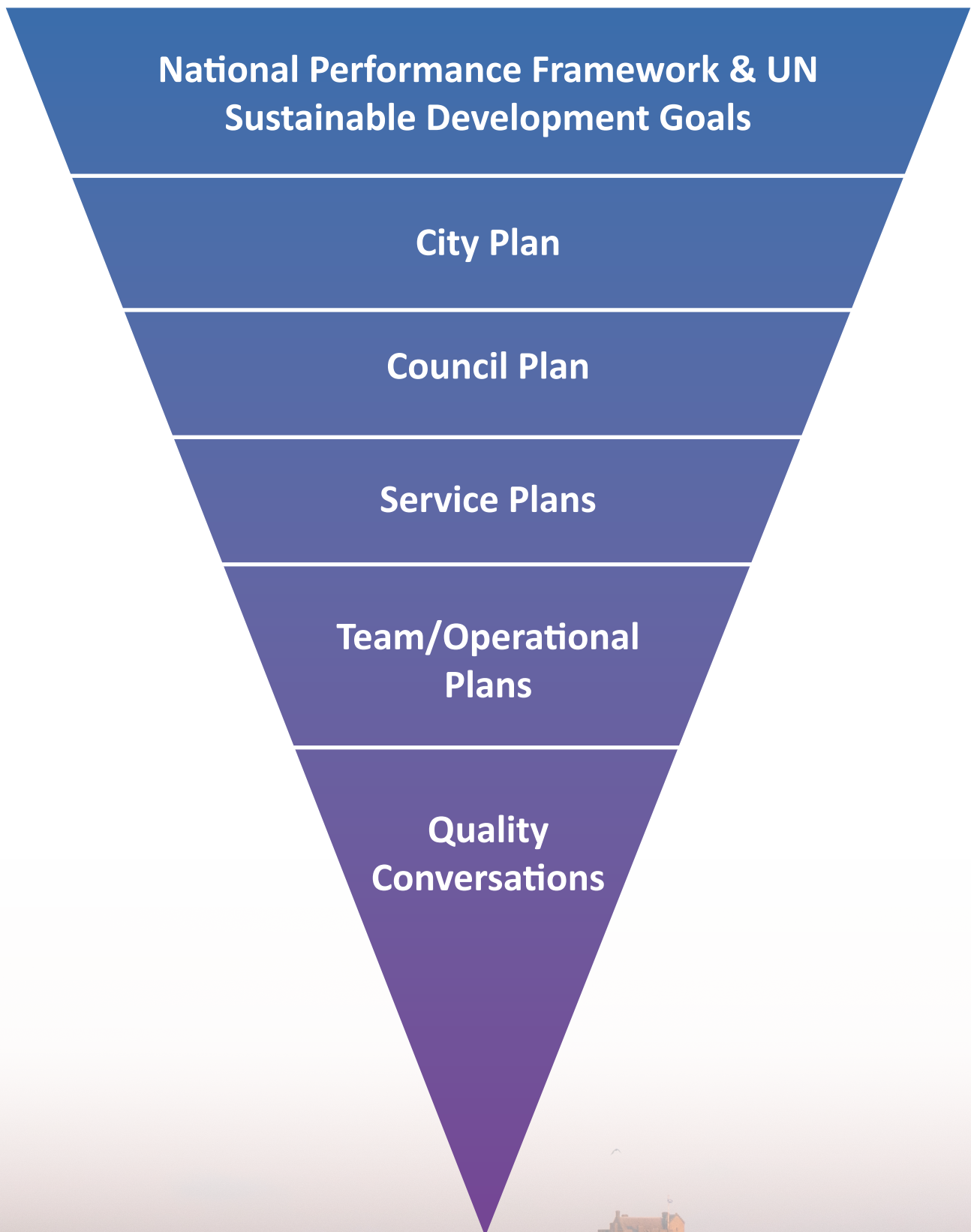
Reports on progress towards meeting the key priorities will be presented to the Council twice per year. The performance management framework sets out how the Council Leadership Team will manage and monitor performance in relation to each plan.

## Aligning our Strategic Priorities with National and International Objectives

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



## Linking Local Plans with Wider Objectives – The Golden Thread



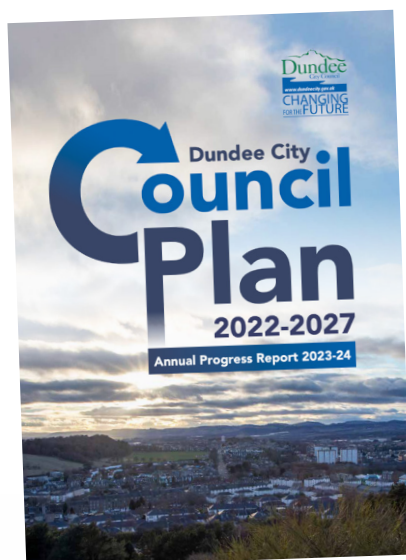
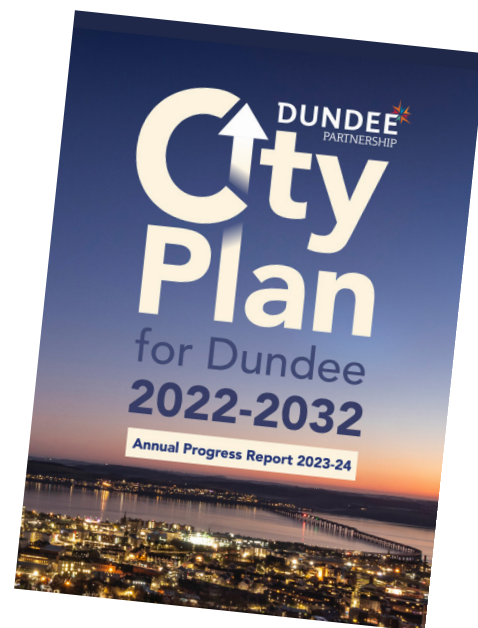
## City Plan

The **City Plan 2022-32** is Dundee's Local Outcome Improvement Plan agreed jointly with the Dundee Partnership (the Council's Community Planning Partners) and based on guidance in alignment with the Community Empowerment Act. It includes a shared vision for the city. The City Plan sets out one, three and ten-year targets on a range of outcome measures across the three priority themes.

- Reduce Child Poverty and Inequalities in incomes, education and health
- Deliver Inclusive Economic Growth (including Community Wealth Building)
- Tackle Climate Change and reach Net Zero carbon emissions by 2045

Many of the targets are measures of citizen opinion.

Progress on the City Plan is reported throughout the year to the three Strategic Leadership Groups and to the Dundee Partnership Management Group. The City Plan annual report goes to the Council's City Governance Committee.



## The Council Plan

The **Council Plan 2022-27** sets out how we as a local authority will play our part in achieving this vision for the city, as well as our own priorities. The Council Plan reflects the City Plan priorities and how we will approach them and includes two further priorities.

- Build Resilient and Empowered Communities
- Design a Modern Council

Annual targets help measure progress which is reported throughout the year to the Council Leadership Team. The Council Plan mid-year and annual report go to the Council's City Governance Committee.





## Local Community Plans

The Community Empowerment (Scotland) Act 2015 gave Community Planning Partnerships a specific duty to improve local priority outcomes and to tackle inequalities across communities in their area. The principles behind Local Community Planning are to empower all sections of the community to participate in decision making, to encourage collective action and engagement in the political process and to ensure the representation of interests.

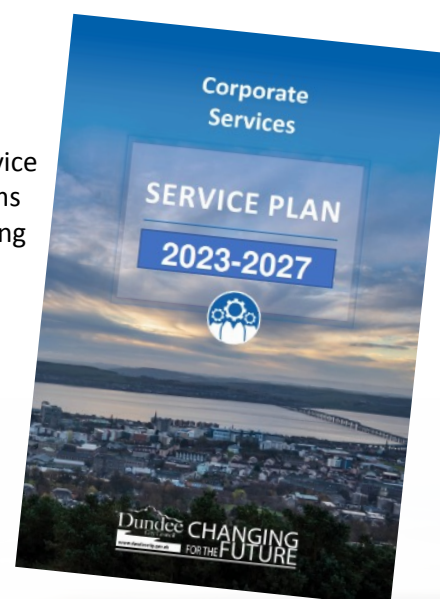
To support the city's agreed strategic priorities, have been developed for each of the eight wards. These outline actions relating to Community Priorities of Children and Families, Health and Wellbeing, Cost of Living, Climate Change, and Empowering Communities, together with local issues regarding the physical and social shape of localities under the well established theme of Building Stronger Communities.

Accountability of services to localities is being improved through the Community Wealth Building Strategy which includes Engage Dundee, participatory budgeting and is based on the right to participate.

## Service Plans

Service Plans translate higher level priorities into Directorate level actions. These plans also outline how each service area will deliver on key functions including national regulatory and benchmarking requirements. The priorities outlined in Service Plans support the development of Operational or Team Delivery Plans, so that teams and individuals understand how they contribute to and are accountable for achieving the Council's strategic priorities.

Sitting a layer below, Heads of Service and Service Managers' operational delivery plans will translate the service level activities into team and operational level actions. Guidance and standard templates are available for services to support the service planning process and ensure consistency in performance reporting. Progress in relation to service plan priorities are reported to City Governance Committee six monthly.



# Do - What Do We Do And How?

## 2



During this stage we implement and monitor progress of the priorities we have set out in our plans. Our Corporate Performance Management System will hold the key performance data necessary to report progress with our strategic priorities. Accurate and timely performance information allows us to ensure resources are in the right place to achieve results and can be re-directed where progress is not being made. We all have a role to play and are accountable for the performance of the Council. The following table provides clarity in relation to roles, responsibilities and accountability.

## 2.1 Roles, Responsibilities and Accountability

Setting targets allows us to work towards improving our services and achieving our goals. Targets should be based on past, current performance and comparisons with other services/councils so that they contribute to improved performance. Targets can:

- Promote accountability
- Help manage a service
- Stretch performance
- Enable self- improvement

Who Does What	
<b>Individuals</b>	Individuals have a responsibility to undertake tasks allocated in accordance with their role. Performance is discussed during quality conversations and employees are supported to develop the skills and knowledge required to undertake their role. Everyone should understand how their work contributes to the delivery of the Council's key priorities. Engagement in continuous improvement processes is expected and encouraged and employees should be given the opportunity to contribute to performance improvement activity.
<b>Team Leaders</b>	Responsible for creating and delivering team plans and monitoring and managing performance. Support their team to deliver agreed objectives. Responsible for engaging their team in discussions about team performance. Responsible for improving service delivery where this has been highlighted as an area for improvement.
<b>Senior Managers</b>	Setting, monitoring and managing performance against targets and contributing to the delivery of the council and partnership priorities. Communicating expectations in relation to performance and engaging with teams in performance improvement activity. Responsible for improving service delivery where this has been highlighted as an area for improvement.

<b>Heads of Service</b>	Responsible for setting key Performance Indicators and targets within their service area. Accountable for the performance of their area within the Service Plan and contributing to the delivery of the relevant key priorities in the City and Council Plans. Ensuring all employees are encouraged and have the opportunity to engage in performance improvement activity in relation to their service area. Responsible for improving service delivery where this has been highlighted as an area for improvement.
<b>Executive Directors</b>	Accountable for performance in relation to the Council's priorities and for the Council's responsibilities within the City Plan. Driving continuous improvement activity by implementing and embedding the Performance Management Framework across the council. Monthly review of CLT top indicator dashboard, six monthly review of Council Plan performance and agreeing corrective action where performance needs to improve.
<b>Council Leadership Team</b>	Accountable for performance in relation to the Council's priorities and for the Council's responsibilities within the City Plan. Driving continuous improvement activity by implementing and embedding the Performance Management Framework across the council. Monthly review of CLT top indicator dashboard, six monthly review of Council Plan performance and agreeing corrective action where performance needs to improve.
<b>Corporate Performance Management System Site Administrators</b>	The site administrators are skilled and trained users who are responsible for supporting the use of the performance management system in their service area, to ensure key performance data is recorded to a high standard of data quality across the Council. They are responsible for ensuring that data is available for monitoring purposes and can be published in accordance with agreed performance reporting requirements and interpret performance data to highlight where improvement activity may be necessary. Site administrators will support users and managers to make best use of the system and provide guidance and training to users when needed. The site administrator network will also meet regularly to provide mutual support and assistance.
<b>Convenors</b>	Review progress towards key performance targets set out in strategic and service plans with Executive Directors. Highlight good performance and action on areas for improvement at Committee.
<b>Elected Members, Committees, Scrutiny Committee</b>	Responsible for setting the vision and direction of the Council and its key strategic service areas. Approving, reviewing and scrutinising performance information in relation to strategic and service plans.
<b>Citizens and Customers</b>	Take part in local elections, local community planning processes and Council surveys and consultation exercises. Look out for performance reports about the Council in the local press and sign up to the Council's social media for latest updates and links to Dundee Performs. Provide feedback on experience of Council services.



## 2.2 How we use Performance Data

There is a broad range of performance data, available from a number of internal and external sources that we use to monitor our progress in relation to our targets, to identify opportunities to learn from best practice elsewhere, and where improvement action is necessary. This includes but is not limited to:

- Performance in relation to target
- Trend data
- Benchmarking tools such as the Local Government Benchmark Framework

Accurate and timely performance data at all levels is essential in our improvement journey. This framework provides the structure which will ensure:

- high standards of data quality
- data integrity
- a systematic approach to monitoring performance
- a standard approach to performance reporting

It is important to have a full set of metadata for each indicator to ensure data quality and integrity. Metadata describes the statistic you are using as a performance measure. It describes what data is being collected, from what source and when/how it is calculated. A complete set of metadata for performance indicators ensures data integrity and business continuity.

## 2.3 Targets and Objectives

**2.3.1** Setting **targets** for key performance indicators allows us to work towards improving our services and achieving our goals. These should be based on past, current performance and comparisons with other services/councils so that they contribute to improved performance. Targets will:

- Promote accountability
- Help manage a service
- Stretch performance
- Enable self- improvement

Our City Plan, Council Plan and Service Plans will have targets set for the duration of their lifespan. These targets will be chosen in the development of these plans as ones which link most closely with our strategic priorities, and will provide the best indication of whether we are on track to deliver our strategic priorities and service outcomes.

**2.3.2** Good performance measures, including key performance indicators and actions, should be **SMART**: Specific - performance measures have to indicate exactly what result is expected so that the performance can be judged accurately.

- **Measurable** - the intended outputs and outcomes have to be something that can be measured and reported in quantitative and/or clear qualitative terms
- **Achievable** – performance measures are realistic. **A** also stands for **Assignable** - identifying who has lead responsibility for the measure
- **Relevant** – performance measures matter to the intended outcomes and relate to the service being measured
- **Timely**- information is available to support effective decision making as well as allowing for the reporting of performance in a timely manner

A smart action should be capable of being delegated to someone to lead and be completed by a specified date. Milestones identified within the overall action will help measure and report on progress. indicators ensures data integrity and business continuity.









## 2.4 Monitoring Performance

The Council's performance management system (PMS) is used to track progress against the key actions and performance indicators set out in the City Plan, Council Plan and each Service Plan. The administration of this system is led by the Performance Team in Chief Executive's Services and supported by skilled site administrators in each service who support users to maximise its use for recording and reporting performance in relation to strategic and operational plans across the Council. To ensure data integrity, system training is necessary for anyone who will use the PMS. A suite of video tutorials has been produced by Chief Executive's Services' Performance Team which allows users and administrators to access the appropriate level of training.

The system will provide real time visibility of performance. If data is input timeously, it allows us to:

- analyse data on a range of frequencies for trends and comparison
- track the progress of indicators and actions
- provide and communicate regular and robust performance information to Managers and Elected Members
- Performance indicators are assessed as Green, Amber or Red (see below), and their short term and long term trend is displayed.

### Performance Indicator Status and Trend Key

	Significantly adrift of target (5% or more)
	Slightly adrift of target (between 1% and 5%)
	On target (within 1% or better)
	Data Only
	This symbol means that the data is not yet available or has no target for this year
	Improving trend
	Worsening trend
	No change

Performance reports will include the Green/Amber/Red status of performance indicators and trend information to assess direction of travel.

Performance reports are generated via the system, where all of the data relating to performance against targets is stored. Reports will be generated at scheduled intervals or on an as required basis for discussion at team or managers meetings as well as for more formal reporting.

## 3 Check - What Has Been Achieved?



This is where effective monitoring identifies how we are performing against targets and benchmarks to make an informed assessment of how we are performing. This stage is also an opportunity to review the performance measures to ensure that the data being collected is useful in terms of being able to measure performance and delivery against key priorities and intended outcomes.

At every level, discussions about performance should be encouraged and embedded into team and service meetings. These regular performance discussions will:

- Ensure objectives and key performance indicators are met.
- Identify opportunities to share best practice and celebrate success.
- Identify areas for improvement.

### 3.1 Benchmarking

We will use benchmarking to improve services by comparing our performance with other councils. In particular, the Local Government Benchmarking Framework (LGBF) helps to identify good practice and opportunities for learning from other Scottish councils.

The LGBF is a resource created by and for Scottish councils and is maintained by the Improvement Service. It categorises local authorities into family groups of similar characteristics in terms of urban density and demographics, creating a framework in which Scottish councils can meaningfully compare performance with others, and find examples of best practice.

The LGBF brings together a wide range of information (over 100 national LGBF indicators) about how all Scottish councils perform in delivering services to local communities. The information takes the form of specific performance indicators that measure aspects of performance, for example, percentage of successful service outcomes, how much a service costs per user or how satisfied local people are with a service. These indicators are grouped into the following service areas:

- Children's Services
- Corporate Services
- Adult Social Care
- Culture and Leisure
- Environmental Services
- Housing Services
- Economic Development.
- Financial Sustainability
- Tackling Climate Change





The use of the LGBF is emphasised by the Accounts Commission's Statutory Performance Information Direction. A key expectation of the Direction specifies that Councils should be able to draw comparisons and make judgements on performance in relation to the performance of different councils over a given period of time. For this purpose, it outlines that local authorities are expected to maximise the use of the LGBF as a primary means of facilitating comparisons, (alongside or in conjunction with other locally appropriate measures of performance), particularly against councils that are similar in relevant respects. To fulfil this requirement, Dundee City Council will produce an annual benchmarking and improvement plan for the City Governance and Scrutiny Committee, comparing Dundee's performance of key LGBF performance indicators with our family group of local authorities with similar characteristics. The key performance indicators included in this report will be those which are most closely related to the 5 strategic priorities set out by the Council Plan.

LGBF indicators are also included as part of our performance measures when we regularly report on our City Plan, Council Plan and Service Plans. We will also publish up to date indicators available to all residents and users of council services on the Dundee Performs webpage on the Council's website, as well as include a direct link to the **LGBF Dashboard**, so that they in turn can hold us to account for what is achieved on their behalf.

Across the Council there are several other sources of benchmarking activities including, but not limited to:

- Chartered Institute of Public Finance and Accountancy (CIPFA)
- The Scottish Climate Intelligence Service
- The Society of Local Authority Lawyers and Administrators in Scotland (SOLAR)
- Customer Services Benchmarking Group
- Association of Public Service Excellence (APSE) Performance Networks
- The Society of Chief Officers of Transportation in Scotland (SCOTS) - Roads and Transportation
- Keep Scotland Beautiful - Streetscene

## 3.2 Performance Reporting

Each year a range of reports will come before our committees, at varying intervals, allowing Elected Members and the public to scrutinise our performance and see how we plan to develop areas for improvement. A schedule of reports for committees will be published and delivered throughout the year and a reporting timetable is attached as **Appendix 1**.

The reporting of performance for Elected Members, the public, and other stakeholders is important to ensure accountability. Elected Members have a key role in prioritising and scrutinising improvement activity through the committee process, including:

- Approval of the City Plan, Council Plan, Performance Management Framework and Strategic Service Area Plans
- Scrutiny of performance reports
- Approval and scrutiny of action plans developed in response to investigation, inspection or audit recommendations
- Approval and scrutiny of statutory reports
- LGBF Annual Benchmarking Report

Performance reporting to Elected Members is underpinned and supported by detailed reporting and scrutiny at Service and Directorate level.

### 3.2.1 Corporate Performance Reporting Standards

Local Authorities in Scotland are required by the Accounts Commission's Statutory Performance Information Direction to produce performance reporting which highlights the impact of activities that are relevant to their strategic priorities and objectives. Because of this statutory requirement, performance reports which show progress on how well the Council is delivering its strategic priorities are required to fulfil agreed standards for performance reporting set out by this framework. This will ensure consistency between these key strategic reports and allow more effective monitoring and scrutiny from elected members, officers and the public. The reports required to fulfil the agreed standard of reporting are:

- **City Plan Performance Reports** – The City Plan is reported on annually to the Dundee Partnership Board and subsequently by Chief Executive's Services to the City Governance Committee
- **Council Plan Performance Reports** – The Council Plan is reported on every 6 months by Chief Executive's Services to the City Governance Committee.
- **Service Plan Performance Reports** – Service Plans are reported on every 6 months by their respective services to the City Governance Committee.

The Council Leadership Team is also consulted during the preparation of all the above reports so that senior officers have an opportunity to feedback and contribute towards them.

These plans are required to include actions and key performance indicators which demonstrate progress towards these objectives. These will be input into our Performance Management System assigned to the appropriate officers who will update them when required, and a dashboard will be created for each plan to be used as an accessible tool to monitor and analyse performance on an ongoing basis.

When the above performance reports are produced for committee, they will be created by the performance management system using the tables template outlined in **Appendix 2** to include an update for each action and show if the most recent data for indicators are on target or not, and their trend over time. For each progress report, an improvement action plan must also be included for actions and indicators which are not currently on target and are most at risk of further deterioration without intervention. This will outline steps that will be taken to improve performance. A template for improvement action plans can be found at 4.1.

### 3.2.2 Public Performance Reporting

The Council has a statutory requirement to publish information about corporate and service performance. The Council is committed to ensuring that accountability, transparency and openness is embedded throughout the organisation. Our Public Performance Reporting is one of the key elements in delivering on that.

We will satisfy the statutory requirement through a combination of performance reports to Committee covering the City Plan, Council Plan, Service Plans, LGBF and by maintaining the **Dundee Performs** webpage to a high standard. Within Dundee Performs, we report a mix of local and national performance indicators which cover all of our core service areas.

By looking at the information contained in Dundee Performs, citizens can find out about our strategic plans, if we are meeting our targets and achieving national outcomes, what our improvement plans are and whether performance has improved since the previous year.

Dundee Performs contains information and data on the following:

- Local Outcome Improvement Plan: City Plan 2022 - 2032
- Council Plan 2022 - 2027
- Service Plans
- Performance Indicator Graphs
- Local Government Benchmarking Framework Information and Reports
- Best Value Reports
- Annual External Reports
- Complaints: Latest Reports



### 3.3 Partners' Governance Boards

There are other forums which oversee performance, and the delivery of key plans and priorities highlighted in the City Plan and Council Plan. These include:

- Dundee Health and Social Care Integration Joint Board
- Leisure and Culture Dundee Board
- Dundee Partnership Management Group supported by Strategic Leadership Groups (SLGs) one for each of the 3 City Plan priorities
- Local Community Planning Partnerships

This framework supports the process of monitoring and reporting performance in relation to key plans and strategies directly managed by Dundee City Council Committees and Chief Officers. It is acknowledged the Dundee Health & Social Care Partnership and Leisure and Culture Dundee each have their own strategic plans and therefore will not develop a separate "Council" Service Plan.

### 3.3.1 Partnership Performance

This framework will support the Council to have effective performance management arrangements in place so that performance can be monitored, reported and scrutinised by the appropriate bodies.

More and more of what we do however is in partnership with others. It is therefore important that we demonstrate the positive impact our partnership working is having within the many communities across our city.

Performance reporting across the Dundee Partnership is important as it underpins ongoing partnership working towards the outcomes contained in the City Plan. Similarly, our partnerships with the Dundee Health & Social Care Partnership and Leisure & Culture Dundee must be able to demonstrate positive impact and evidence of continuous improvement.

The Council will work with partners to establish performance management arrangements which are in line with the key elements within this framework and also meet respective and collective reporting requirements.

A performance reporting timetable is attached at Appendix 1, outlining dates and deadlines for a range of reports that allow scrutiny of services' performance as well as highlighting areas for improvement. This includes reporting for the Dundee Partnership Management Group for the monitoring of progress towards City Plan Objectives as well as performance reports from the IJB to the Council for information.

## 3.4 Areas for Improvement

A key part of the Check stage is to identify **areas for improvement**. To be able to support continuous improvement, Dundee City Council will need to be responsive when these are identified.

Areas for Improvement will be highlighted by performance reporting, self-assessment work, audit assessments, reviews undertaken by other scrutiny or inspection bodies and engagement with service users. When identified, it is important to respond to these areas for improvement as they highlight where service improvement activity is necessary to ensure that Dundee City Council can deliver the best possible outcomes to citizens in relation to both our strategic priorities and service performance, and to drive continuous improvement as part of our statutory duty to secure best value. These areas for improvement can be identified from a range of internal and external sources.

### 3.4.1 Internal

- Corporate Performance Reporting
- Other Internal Performance Reporting
- Annual Code of Corporate Governance Compliance Assessments
- Employee Surveys
- Service user/stakeholder feedback
- Internal Audit Reports

Managing our performance begins with understanding how to interpret performance data and trends which will help identify areas for improvement. Improvement activity will be driven by results to ensure maximum impact in terms of delivering on key priorities and outcomes for citizens.

### Corporate Performance Reporting

Corporate performance reports will track progress and identify areas for improvement. These reports are required to follow the standards outlined in 3.2.1 above. This includes progress reports for the City Plan, Council Plan and Service Plans.

There will be other performance reports, including statutory reports, produced by services which fall out with the scope of these requirements. However, these reports are also expected to provide data and analysis as appropriate to identify improvement priorities.

## Annual Code of Corporate Governance Compliance Assessments

Corporate governance is the system by which Dundee City Council directs and controls its functions and relates to its community.

The Local Code of Corporate Governance for the Council consists of six main elements:

- Creating and implementing a vision for Dundee
- Members and Officers roles and responsibilities
- Promoting values and high standards of conduct and behaviour
- Transparency, scrutiny and risk
- Effectiveness and development of members and officers
- Stakeholder engagement to ensure accountability

Each Council Service completes an annual code of corporate governance compliance self-assessment which generates improvement actions. The corporate code of governance report produced each year for the Council will include a detailed action plan and progress will be reported to Committee. These compliance assessments will form the basis of the Council's approach to self-assessment for continuous improvement. This would fulfil the Council's requirement to carry out self-assessment and show how we are using and responding to the findings and recommendations arising from them as set out in the Statutory Performance Information Direction.

The self-assessment in relation to the code is carried out by a working group of senior officers across the Council who review the guidance and consider Corporate Governance compliance issues and their implications for the Council. The scoring mechanism used to assess the detailed extent of the Council's compliance with the guidelines assists with the preparation of an Improvement Agenda. Progress with improvement actions is monitored by the working group and reported annually.

## Employee Surveys

Everybody's view counts as we work together towards ensuring the council is an employer of choice, with the right tools provided and support in place for all. Employee surveys help to identify the key strengths of the Council as an employer. Alongside these, the survey also helps to highlight the areas where we can improve and action is taken to address areas where employees feel things could improve, for example, via employee focus groups.

## Service User/Stakeholder Feedback

The Council invites feedback from service users and stakeholders in a number of ways. Public consultation on proposed changes or developments that may change how services are delivered, how the Council sets its budget are some examples of how feedback is sought. An accessible complaints procedure and interactive feedback tools for customer satisfaction assist in measuring levels of satisfaction.

## Internal Audit

The annual internal audit plan contains priority audits identified by officers as performance or risk concerns. The plan and internal audits reports are submitted to the Scrutiny Committee as are subsequent audit follow up reports to confirm recommended improvements have been delivered.



### 3.4.2 External

Areas for Improvement may also be identified by the findings of external assessment, audit, or inspection. The main audit, regulatory and benchmarking bodies are:

- Audit Scotland - Accounts and Best Value - all services
- Improvement Service – Local Government Benchmarking Framework (LGBF)
- Her Majesty’s Inspector of Education - Education and Community Learning and Development
- Care Commission - Social Care
- Scottish Housing Regulator - Scottish Social Housing Charter

Local Policing and Fire and Rescue Reports are also submitted to the Council’s Scrutiny Committee and may be another means of identifying areas for improvement.

The Council has always adopted a positive approach in engaging with regulators in a common purpose to provide the best level of service we can. Improvement Plans will be put in place following audit and inspection with progress being reported to the relevant Service and Scrutiny Committee.

#### External Audit and Best Value

The annual report and external audit report include an annual performance review and assessment by the External Auditor on the Council as a Best Value Council.

The duty of Best Value in Public Services is as follows:

- To make arrangements to secure continuous improvement in performance whilst maintaining an appropriate balance between quality and cost; and in making those arrangements and securing that balance,
- To have regard to economy, efficiency, effectiveness, the equal opportunities requirements, and to contribute to the achievement of sustainable development.

Best Value characteristics are grouped to reflect the key themes which will support the development of an effective organisational context from which public services can deliver key outcomes and ultimately achieve best value:

- Vision and Leadership
- Governance and Accountability
- Use of resources
- Partnership and collaborative working
- Working with Communities
- Sustainability
- Fairness and equality

Best Value is about ensuring that there is good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public. The duty of Best Value applies to all public bodies in Scotland and is a statutory duty for local authorities.

On behalf of the Auditor General and the Accounts Commission, Audit Scotland works to ensure that the approach to auditing Best Value continues to improve and reflect the context, different accountability regimes and reporting arrangements across the public sector.







## 4 Act - What Is Still To Be Done?

At this stage in the cycle, Dundee City Council and its Services will analyse and seek to improve outcomes which have been identified as areas for improvement. Performance-driven improvement action will ensure the Council fulfils its accountability for improvement.

Our efforts to achieve continuous improvement will be supported by the below which aim to assist teams and services to take the necessary corrective action to improve performance.

### 4.1 Improvement Action Plans

Improvement action plans will be integral to performance reporting and progress will be monitored and reported in subsequent progress reports. For each priority improvement area identified the action plan will include:

Area for Improvement	Action to be Taken	Who is Responsible	By When
A description of what needs to improve	What will we do to achieve improvement	Named Lead Officer	Planned completion date

In some instances, the action required to improve performance will be obvious and service areas will be clear about what they need to do to improve without the need for further examination. However, sometimes the cause of poor performance may not be obvious, and the use of improvement models and techniques may be required.

### 4.2 Supporting Improvement Activity

Colleagues throughout the council have undertaken training in various processes and systems that supports continuous improvement at all levels across the Council. For example, service design, project management, data analysis and process mapping. These officers can assist service improvement and transformation projects. Chief Executive's Services' Transformation Team and Corporate Service's Learning & Organisational Development work in partnership to ensure support and/or facilitation is available to assist with utilising improvement models and techniques. The **Transformation Sharepoint Site** is available to all Dundee City Council colleagues and includes a range of resources and templates which can support project management and a range of service improvement activity.





## Peer Collaborative Improvement

Peer collaborative improvement is a component of the new Statutory Performance Information Direction. It is also integral to the Scottish Local Government's sector-led improvement model, with self-assessment and the Local Government Benchmarking Framework (LGBF) as key cornerstones of this approach. It is designed to support performance improvement in areas of local authority activity and services that have been identified as needing further improvement.

## 4.3 External Recognition

External recognition is an important element of our continuous improvement journey. We participate successfully in a number of external awards including:

- **The CoSLA Excellence Awards** - showcase and celebrate the very best of Scotland's local services, profiling the innovative and creative approaches that Scottish local authorities and their partners are embracing to change lives across the country.
- **The Association for Public Service Excellence (APSE)** - demonstrate innovation within service delivery and implementation of new approaches, which improves the level of service to local communities and people.
- **Scottish Public Service Awards** - celebrate outstanding achievement across the public and third sector, including public service reform, leadership, communications, policy development and project management.
- **MJ Achievement Awards** - demonstrate innovation, value for money and positive outcomes for local communities and people.
- **Service Specific Awards** - recognise achievement in specific services or professional disciplines such as transport, housing, education, social work and regeneration.

## Appendix 1: Reporting Timetable

### Reports in Scope for Corporate Performance Reporting Standards

Name Of Report	Lead Service	Frequency	Deadline For Submission
City Plan	Chief Executive's Services	Annual	Dundee Partnership in September City Governance in October
Council Plan	Chief Executive's Services	6 monthly	Annual Report to City Governance in June and Scrutiny Committee in September Six-month mid-year report to City Governance in December
Service Plans – for all Council Strategic Service Areas	Each individual service prepares their own service plan reports	6 monthly	Annual Report to City Governance in August/ September Six-month mid-year report to City Governance in December/January

### Other Key Performance Reports, including Statutory and Partnership Reports

Name Of Report	Legislation	Lead Service/ Partner	Committee	Frequency
<b>Leisure &amp; Culture Dundee Performance and Impact Report</b>	Follow The Public Pound	Chief Executive Service	City Governance	Annually
<b>Annual Report on Improving Services Through Listening to Customers and Service Users</b>	N/A	Chief Executive's Service	City Governance	Annually

<b>Complaints – Annual and mid-year reports</b>	Requirement by SPSO	Chief Executive's Service	Scrutiny	June and December
<b>Local Government Benchmarking Framework and Improvement Plan (covers all services)</b>	SPI Direction	Chief Executive's Service	City Governance & Scrutiny	Annually
<b>British Sign Language (BSL) Plan and Interim Reporting</b>	British Sign Language (Scotland) Act 2015	Chief Executive's Service	City Governance	Triennially (Interim due 2027)
<b>Local Child Poverty Action Report (includes wider Fairness Action Plan)</b>	Child Poverty (Scotland) Act 2017	Chief Executive's Service	City Governance	Annually
<b>Equalities Outcomes and interim reporting</b>	Equality Act 2010	Chief Executive's Service	City Governance	New report due April 2025 and interim report due 2027
<b>Gaelic Language Plan</b>	Gaelic Language (Scotland) Act 2005	Chief Executive's Service	N/A	Every 4 years – next due 2026
<b>HMle reports on individual schools or Education functions</b>	N/A	Children & Families	Scrutiny	When available
<b>Chief Social Work Officers Report</b>	Social Work (Scotland) Act 1968	Children & Families	City Governance	Annually
<b>Children's Services Plan</b>	Children and Young People (Scotland) Act 2014	Children & Families		Triennially
<b>Community Justice Outcomes Report</b>	Community Justice (Scotland) Act 2016	Children & Families	City Governance	Annually

<b>Climate Change Duties Report</b>	Climate Change (Scotland) Act 2009 - Public Bodies Duties	City Development	Climate, Environment and Biodiversity Committee	Annually
<b>Annual Internal Audit Plan Progress Report</b>	N/A	Corporate Services	Scrutiny	Annually
<b>Audit Scotland - Annual Scrutiny Plan</b>	N/A	Corporate Services	Scrutiny	Annually
<b>Internal Audit reports</b>	N/A	Corporate Services	Scrutiny	Annually
<b>Local Government in Scotland Performance and Challenges – Audit Scotland</b>	N/A	Corporate Services	Scrutiny	Annually
<b>Best Value Action Plan (Integrated within External Audit Report)</b>	SPI Direction	Corporate Services & Thematic Lead	City Governance & Scrutiny	Annually
<b>Best Value Thematic Reports</b>	SPI Direction	Thematic Lead	Scrutiny	When available
<b>Annual Procurement Report</b>	Procurement Reform (Scotland) Act 2014	Corporate Services	City Governance	Annually
<b>Audited Annual Accounts</b>	Local Government (Scotland) Act 1973 & Local Authority Accounts (Scotland) Regulations 2014	Corporate Services	Scrutiny and City Governance	Annually

<b>Prudential Indicators</b>	Local Government in Scotland Act 2003	Corporate Services	City Governance	Annually
<b>Unaudited Annual Accounts</b>	Local Government (Scotland) Act 1973 & Local Authority Accounts (Scotland) Regulations 2014	Corporate Services	Scrutiny	Annually
<b>Annual summary of Care Inspection Gradings for regulated adult social work and social care services</b>	N/A	Dundee Health & Social Care Partnership		Annually
<b>IJB Annual Performance Report</b>	N/A	Dundee Health & Social Care Partnership		Annually
<b>Integrated annual report for all four Dundee Protecting People Committees; Alcohol and Drugs, Adult Support and Protection, Child Protection, Violence Against Women</b>	N/A	Dundee Health & Social Care Partnership		Annually
<b>Quarterly IJB Performance Reports</b>	N/A	Dundee Health & Social Care Partnership		Quarterly

<b>Community Learning and Development (CLD) Plan</b>	Community Learning and Development (Scotland) Regulations 2013	Neighbourhood Services		Annually
<b>Local Heat and Energy Efficiency Strategies (LHEES)</b>	The Local Heat and Energy Efficiency Strategies (Scotland) Order 2022	Neighbourhood Services		Annually
<b>Rapid Rehousing Transition Plans (RRTPs)</b>	Scottish Government Guidance	Neighbourhood Services		Annually
<b>Dundee City Policing Area - Performance Results</b>	N/A	Police Scotland	Scrutiny	Quarterly
<b>Fire and Rescue Quarterly Performance Report</b>	N/A	Scottish Fire and Rescue	Scrutiny	Quarterly

## Appendix 2 – Corporate Progress Reports Performance Indicators and Actions Tables Template

### Performance Indicator Template

RAG Status	Performance Indicator	-2 Year Value	-1 Year Value	Current Value	Current Target	Year 3/5 Target	Short Term Trend	Long Term Trend	Latest Note
	Performance Indicator Short Name	Value	Value	Value	Target	Target			Latest Note
	Performance Indicator Short Name	Value	Value	Value	Target	Target			Latest Note
	Performance Indicator Short Name	Value	Value	Value	Target	Target			Latest Note

Performance Indicator RAG Status	Short Term Trends	Long Term Trends
Out with 5% of target	Improving	Improving
Within 5% of Target	No Change	No Change
On Target (Within 1% of, or exceeding target)	Getting Worse	Getting Worse

### Actions Reporting Template

Status	Action	Progress Bar	Due Date	Latest Update
	Action Title	<div><div>72%</div></div>	Due Date	Latest Note Update
	Action Title	<div><div>72%</div></div>	Due Date	Latest Note Update
	Action Title	<div><div>72%</div></div>	Due Date	Latest Note Update

### Action Icons and Update Guidance

Legend	
	<b>Unassigned</b> – The action has been created on the system, but hasn't yet had the required relevant officers assigned to it.
	<b>In Progress</b> - Action is progressing well, on target for achieving all objections set in the initiation phase. <b>20%</b> - The task is defined and agreed by relevant partners/stakeholders <b>40%</b> - Necessary tasks planned and implementation in early stages <b>60%</b> - Number of key actions achieved/agreed process or improvement taking shape or in place or underway <b>80%</b> - Majority of actions achieved/ agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule
	<b>Overdue</b> – Action is still progressing; however, it has exceeded its due date.
	<b>Completed</b> - Action has been completed, and objectives have been achieved.
	<b>Alternative Action Identified</b> - When the action will not reach its due date or/and an alternative has been initiated





**REPORT TO:** CITY GOVERNANCE COMMITTEE – 21 APRIL 2025  
**REPORT ON:** DUNDEE FAIRNESS LEADERSHIP PANEL REPORT 2025  
**REPORT BY:** CHIEF EXECUTIVE  
**REPORT NO:** 132-2025

## **1.0 PURPOSE OF REPORT**

- 1.1 This report presents the latest report from the Dundee Fairness Leadership Panel (FLP) and seeks support in implementing its recommendations in collaboration with community planning partners.

## **2.0 RECOMMENDATIONS**

It is recommended that Committee:

- a) Endorses the report and the recommendations of the Dundee Fairness Leadership Panel – attached as Appendix 1.
- b) Refers the recommendations to the Dundee Partnership's Child Poverty and Inequalities Strategic Leadership Group for further consideration and support.
- c) Instructs officers to incorporate these in the next Fairness and Child Poverty Action Report due to be published by the end of June 2025.

## **3.0 FINANCIAL IMPLICATIONS**

- 3.1 None.

## **4.0 BACKGROUND**

- 4.1 The Dundee Fairness Leadership Panel (FLP) was formed in late 2021 following approval from the Policy & Resources Committee on 21 June 2021 (Report 196-2021, Article IV refers). It is the main mechanism by which the Council and the Dundee Partnership involves those with lived experience of poverty and inequality in work to tackle the causes and consequences of deprivation in Dundee. It plays a significant role in shaping policies and practice across partners in Dundee. Its progress is reported in the Fairness and Child Poverty annual report for the city.
- 4.2 The most recent work of the FLP started as a result of a series of visits to local projects in 2023. The members of the panel agreed to investigate three priorities as the basis for identifying what further action could be taken in Dundee and prioritised the following:
- Mental Health and Isolation;
  - Support to Third Sector Projects who are offering crisis support to tackle poverty; and
  - Fair Housing.
- 4.3 Subgroups then considered local evidence and met with service providers, strategic leaders and local people to identify gaps in services and support and develop proposed solutions. These were presented and discussed at the annual Dundee Fairness Conference in November 2024.
- 4.4 The full report on this phase of the Panel's work was published in April and is attached in Appendix 1. The Council and other community planning partners are identified as having a leadership role in implementing its recommendations. Relevant senior managers have been consulted in the framing of these proposed actions. They can be formally integrated into the

city's Fairness and Child Poverty Action Report that is scheduled to be presented to the City Governance Committee in June 2025. The actions would then be subject to the same monitoring and reporting arrangements.

- 4.5 The Panel's work contributes directly to the City/Council Plan priority to reduce child poverty and inequalities in incomes, education and health. The Child Poverty and Inequalities Strategic Leadership Group is responsible for the ongoing partnership work on the delivery of change relating to this increasingly important issue. The Panel's report will be presented to their next meeting for further detailed consideration.
- 4.6 The work of the panel was recently acknowledged in a research briefing published by the Joseph Rowntree Foundation [Alternative voice: inclusive decision-making empowering Dundee's community](#). It asserted that a key factor in its success is the independence of the Panel. It also noted that each member commits to a shared purpose of improving decisions, strengthening inclusive communication and developing anti-poverty initiatives. They concluded that the Panel's collaborative approach:
- strengthens the relationship between the community and decision-makers;
  - changes perceptions between groups of people that are systematically separated;
  - supports people who often go unheard to instead shape the political agenda; and
  - provides a clear route to designing better policies for communities.

## 5.0 POLICY IMPLICATIONS

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.

## 6.0 CONSULTATIONS

A large range of organisations and individuals were involved in the preparation of the Fairness Leadership Panel report and these are listed throughout the FLP report in Appendix A. Members of the Dundee Partnership Management Group and the Council Leadership Team were consulted in the preparation of this report.

## 7.0 BACKGROUND PAPERS

None.

GREGORY COLGAN  
CHIEF EXECUTIVE

1 APRIL 2025

ANDREA CALDER  
HEAD OF CHIEF EXECUTIVE'S SERVICES



# **Dundee Fairness** Leadership Panel

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## **Report** April 2025

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# 1. Co-Chairs' Introduction

As the new co-chairs of the Dundee Fairness Leadership Panel, we are delighted to play our part in such an important group in the city.

Our first job here is to pay tribute to the Panel's first co-chairs. Tony Gibson, who passed suddenly last summer, was a towering figure in every way. He was a vigorous and passionate campaigner for social justice who is greatly missed. Much more happily, Cllr. John Alexander moved on to begin a new career. Together with Tony, John provided the Panel with the confidence and direction to establish ourselves as a serious and respected voice in Dundee.



We would like to thank the Panel members for all their hard work and all the people who contributed to our work over the past couple of years. It is essential that the Panel continues to listen to others with lived experience in the city and we have been inspired by the care and commitment we have seen and heard from groups, individuals and services supporting people who are struggling against poverty.

People are starting to notice what we are trying to achieve here in Dundee. The respected Joseph Rowntree Foundation studied our work and produced a briefing called **Alternative voice: inclusive decision-making empowering Dundee's community**. As a result, we recently attended a national conference held in Dundee to highlight our approach and encourage other areas to commit to genuinely listening to and collaborating with local experts from experience.

This new report addresses three important issues that are having an escalating impact on the lives of people struggling because of low incomes – **the rising levels of poor mental health, pressures on community projects who are trying to help, and the need for fairer housing**. We have looked closely and carefully into these and have produced a series of recommendations. We are now calling on everyone in Dundee to play their part in taking these on so that we can change things.

We know that won't be easy. Despite everyone's efforts, commitment and belief that we can make lives better, it feels that the impact of poverty continues to grow. These recommendations probably won't be enough to solve that, but we would invite everyone who reads this report to help us to put them into action as another important contribution to our ongoing fight for a fairer Dundee.

**Mark Flynn & Andrew Lorimer**  
Co-Chairs, Dundee Fairness Leadership Panel  
April 2025



## 2. The Dundee Fairness Leadership Panel

### Who we are

The Fairness Leadership Panel is a collective response to poverty/inequality. The Panel is made up of people with lived experience and organisational representatives working together to ensure that people facing disadvantage and vulnerable in our city have a voice.



### Panel Members

Alex Roncone; Andrea Calder; Andrew Kirk; Andrew Lorimer; Bishop Andrew Swift; Caroline Adamson; Chris McDonald; Daisy Field; Daniel Burns; David Dorward; Dawn Harris; Eddie Baines; Ethel Davidson; Fiona Morrison; Georgia Cruickshank; Gregory Colgan; John Alexander; Kirsty Craig; Linda Smith; Mark Flynn; Rev Roxanne Campbell; Roger Keech; Ryan Hopkins; Sheila Allan; Siobhan Tolland; Tammie Brown; Terrie Bustard; Tony Gibson; Trudy McLeay.

With a current active membership of 22 people, each Member brings their experience and expertise to our discussions, each is ready to listen and to seek solutions together. We meet 5 times a year, plus host an Annual Conference. In between meetings, short-term working groups meet to look at specific issues or themes. We often invite visitors to the Panel or working group meetings to advise, update and inform us on their particular area.





We work to mitigate the impact of external factors, out with our control, by focussing on where we can bring influence and change. Panel members are not afraid of asking hard questions.

### The key tasks of the Panel are to

- Influence the development of crucial fairness strategies,
- Make sure key strategic decisions involve real input from people with lived experience,
- Ensure actions in the Dundee Fairness and Local Child Poverty Action Plan are achievable and delivered, and
- Scrutinise performance and implementation of services.



The input from community representatives, Dundee Fighting for Fairness, is a crucial element that keeps the work of the Fairness Leadership Panel relevant.

Dundee Fighting for Fairness is a diverse group of individuals from various backgrounds and life experiences in the city, united in their efforts for fairness. They've all travelled many different roads to get to this point, but they all have three things in common:

- All have experienced some level of poverty and inequality in our city.
- All are connected with, listening to, and working for different vulnerable groups in our city.
- All are passionate about making changes so that what they've collectively experienced won't repeat itself for others in our city.

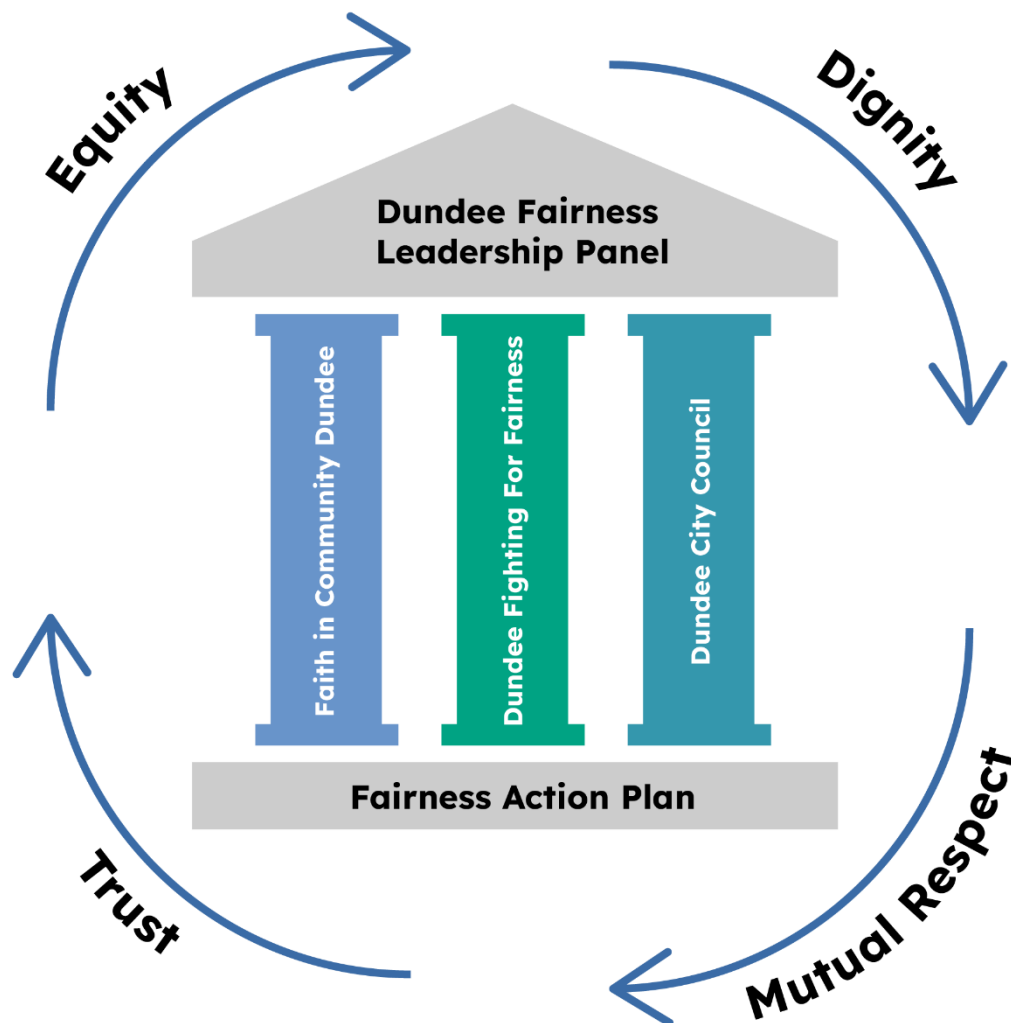
Some of the groups DFFF members are connected with, listening to, working for include:

The Yard Parents Support	Menzieshill Community Hub Local Management Group
Bethany Christian Church Connect Cafe	Menzieshill Food Hub
Child Poverty and Inequalities Strategic Leadership Group	Menzieshill Tenancy Group
Community Guiders Dundee	One Parent Families Scotland
Community Health Advisory Forum	Parents Supporting Parents
Community Health Team – North East	Resolve & Evolve
Dundee Changemakers	Suicide Prevention Team with the Health & Social Care Partnership
Dundee Community Food Network	Taught By Muhamad Cafes (citywide)
Finmill Community Centre	The Chrysalis Project
Fintry Parish Church Community Larder	The MAXwell Centre
Healthy Families Dundee	Together to Thrive
Lifegate Community Café	Whitfield Community Café
Menzieshill Community Gardens	Whitfield Local Management Group



## An Independent Assessment - Joseph Rowntree Foundation Report

The Joseph Rowntree Foundation (JRF) has been a generous supporter of the development of the Dundee Fairness Leadership Panel. Over a nine month period, JRF studied the way we work together and produced a briefing called **Alternative voice: inclusive decision-making empowering Dundee's community**. They published a briefing in November 2024 that examined our success and what others might learn from the way we have tried to empower people with lived experience of poverty to play a full part in discussing what should be done about it.





Their briefing recognised the strong and sustainable relationships between Dundee Fighting for Fairness, Dundee City Council and other partners in the city, underpinned and facilitated by Faith in Community Dundee – described as the three structural pillars supporting the Panel. A key factor was seen as the independence of the main Panel players while also committing to our joint purpose of improving decisions, strengthening inclusive communication and developing anti-poverty initiatives. They concluded that our collaborative approach:

- strengthens the relationship between the community and decision-makers
- changes perceptions between groups of people that are systematically separated
- supports people who often go unheard to instead shape the political agenda
- provides a clear route to designing better policies for communities.

“The DFLP starts with the shared belief that this is about a commitment to improving people’s lives and the community everyone lives in. The way to achieve this is to work in partnership, across councils and public services, to put the voices of people who have lived experience of poverty and inequality at the centre of efforts to tackle these issues. This requires involving people who value and believe in this approach. Yet, it remains necessary to establish a structure and principles that can support its function, integrity and sustainability. We must learn from the successes of local initiatives and shift the balance of who makes decisions around poverty and inequality more widely across Scotland.”

**Alternative voice: inclusive decision-making empowering Dundee’s community,  
Joseph Rowntree Foundation, 2024**

## Priority Fairness Issues for 2023-25

In 2023 Panel Members visited local community projects across the city, asking specific questions about the impact of the ongoing cost of living crisis on attendees and projects.

Members reviewed the feedback and identified common challenges, then asked themselves:

**How much influence the Panel has over this issue? How much of a priority is this issue to Dundonians?** Through this process the Panel chose 3 areas of focus:

- 1 Mental Health and Isolation**
- 2 Pressures on 3rd Sector Projects Tackling Poverty**
- 3 Fair Housing**



## Short-Term Working Groups

The Panel broke into 3 short-term working groups and between February 2024 and January 2025 investigated deeper into these issues, spending time listening to people in local communities, front line staff and managers within relevant services.

In November 2024 the short-term working groups presented their findings at the Fairness Leadership Panel Annual Conference, to attendees from local communities, third sector groups and organisations, Dundee City Council, Public Health, Health and Social Care Partnership, local businesses, Scottish Government, charitable funders and representatives from national research and anti-poverty organisations.



Feedback from the conference was incorporated into the findings and helped shape the final recommendations.

In the following sections, we outline the key issues, who we spoke to, what we heard and the final recommendations for each of the 3 priorities.

### 3. Mental Health and Isolation



#### What was the issue?

In our visits in 2023, projects shared with us that there had been a rise of people that have never really struggled with their mental health before and don't have the coping strategies needed to move forward. They also said that since Covid, it's been hard to get people to re-connect or engage because they feel anxious, and they end up excluding themselves.

Projects highlighted that one of the things that keeps people isolated and struggling with their mental health is not knowing what help is available to them; so rather than accessing early interventions, they end up at crisis point.

**"Isolation is one of the biggest challenges people are facing that come to our project and workers have noticed an increase in the numbers of volunteers speaking about poverty, the Cost-of-Living crisis, and the subsequent impact on their mental health. The staff are struggling with their mental health too."**

The Mental Health and Isolation working group's remit was to further investigate the isolation and poor mental health of people attending community projects and the staff/volunteers leading projects, particularly in disadvantaged areas.



#### Who did we speak to?

To help us understand more about these concerns, we spoke to:

The senior service manager of Hope Point and the manager of the local Distress Brief Intervention team to get an idea of what it's been like for services.

We visited projects in 3 of the most deprived areas in Dundee who are trying to support people with their wellbeing.

We met with clinicians from the Dundee Health and Social Care Partnership to discuss how mental health support can be made more accessible in Dundee.





## What did we learn?

There are too many barriers that prevent people from connecting to services, and people are struggling to get the help they need when they need it because of overly complex systems.

**"It is a human right to have an adequate and simplified route to mental health support when people need it."**

Consultation and co-creation with lived experience should not be an afterthought or a check box, it should be a priority. It might take longer, but meaningful results will happen.

Community projects specifically asked for better support and training on where to signpost people who are struggling with their mental health and wellbeing. The third/ community sector is at the front line of dealing with the Mental Health Crisis, and many projects are saying they don't feel confident in how to support and signpost people who are struggling.

**"More and more people are struggling with their wellbeing and we only really know of Hope Point and Carseview. We need to know what else it out there and how to connect people."**

We were told that the community is asking for more face-to-face support. They pointed out that if everything is online or over the phone it often increases the feeling of isolation.

Online can be a starting point, but as much as possible online information should signpost people to opportunities where in-person connections are made, and support is given.

The community wants the city to prioritise community spaces because they provide vital support.

**"A city wouldn't close an A&E because it provides vital, life-saving services. These places are our A&E, and they shouldn't be closed."**

Towards the end of our research, we noticed that work needs done to identify and address the intersection between poverty and poor mental health and wellbeing in children and young people, specifically in education and healthcare settings.

We also noticed a correlation between people at higher risk of struggling with their mental health/wellbeing and people who are experiencing poverty. People in recovery, the elderly, different ethnicities, and people with disabilities have all been raised to us as struggling to access appropriate mental health and wellbeing support.



Since we were unable to do further investigation into these issue with the appropriate partners, we were not able to develop recommendations in response. However, we wanted to highlight our concern for the mental health and wellbeing of the children and young people and vulnerable communities of Dundee.

## Fairness Leadership Panel Priority Recommendations

The Mental Health and Isolation Short-Term Working Group developed, sense checked and finalised the following recommendations:

Mental Health & Isolation			
	Recommendation	Responsible/Lead Organisation(s)	Deadline
a	All Mental Health and Wellbeing developments in the city are meaningfully co-created with people with lived experience of poverty and mental health challenges to ensure that people know about developments, they are accessible, and they meet the needs of the community.	<ul style="list-style-type: none"> <li>• Mental Health and Wellbeing Strategic Planning and Commissioning Group</li> <li>• Mental Health in Primary Care Strategic Planning Group</li> <li>• All Dundee Partnership partners</li> </ul>	March 2026 onwards
b	Third sector and community projects are directly informed of and supported to use information about services and resources that can help address poor mental health and its causes so that projects can signpost people in need to relevant support.	<ul style="list-style-type: none"> <li>• Mental Health and Wellbeing Strategic Planning and Commissioning Group</li> <li>• All Dundee Partnership partners</li> <li>• Dundee Third Sector Interface</li> </ul>	March 2026 onwards
c	Prioritise and protect local community projects that provide early interventions to improve people's wellbeing, mitigating the negative impacts of the cost-of-living crisis and isolation.	<ul style="list-style-type: none"> <li>• All partners</li> </ul>	August 2025 onwards



## 4. Pressures on 3rd Sector Projects Tackling Poverty

### What was the issue?

In our visits in 2023 projects overwhelmingly shared with us about the impact the increased demand on the third sector was having on their staff and volunteers. Staff and volunteers told us stories about supporting some of the most vulnerable people in our city and all the ways that affects their capacity to support people.

**"More and more is being asked of us, but we have fewer and fewer resources to fill these needs. Our people are burning out."**

### Who did we speak to?

To help us understand more about these pressures and identify solutions that might help, we spoke to:

Managers from Dundee Volunteer and Voluntary Action at the start and end of our work.

Volunteers from 8 different local third sector organisations and grass root projects.  
Managers/directors from 14 different local third sector organisations and grass root projects.

Managers of the Dundee Women's Rape & Sexual Abuse Centre and the Chief Executive Officer of the Argyll and Bute Third Sector Interface as they were both highlighted to us to be examples of good practice in supporting staff and volunteers.

We also spoke to the Grant Manager for Northwood Charitable Trust as funding concerns had been raised by both staff and volunteers.



## What did we learn?

Challenges the staff and volunteers of local third sector organisations and grass root projects are facing:

The support that staff need has greatly increased because of the rising pressures in meeting the complex needs of people attending projects.

**"The complexity of what we're asking from our staff, and even our volunteer sometimes, has become undervalued – someone who is hired to be a housing officer is actually a: mental health worker, social worker, bodyguard, money advice worker, etc etc."**

Volunteers are needing more support than ever before, they also have more complex/ challenging needs.

There aren't enough volunteers which can be stressful if people are sick or on holiday  
More people are attending these projects with very complex issues that takes much more time to support.

An increasing level of pressure and expectation being put on projects despite not having capacity to meet the demands.

**"Staff and volunteers are struggling with their mental health and burnout and we're still expecting them to do the work and support very vulnerable people – they can't afford to eat right, get therapy, exercise, etc but we're asking them to care for people with really complex needs."**

An insecure funding landscape.

Lack of support for local third sector staff and volunteers.

Lack of support for managers/directors of small, local projects





**Staff and volunteers of local third sector organisations and grass root projects said these things would help:**

- Mental Health & Wellbeing support for the Third Sector so staff and volunteers can access things like counselling or support with subjects like addiction or mental health issues.
- We need more volunteers.
- Better support for managers/directors.
- Capacity building for third sector organisations. For example: better access to advice, training, staff support, mental health & wellbeing support, etc.
- Better understanding and trust from funders.
- We need alternative sources of finance.

## Fairness Leadership Panel Priority Recommendations

The Pressures on 3rd Sector Projects Tackling Poverty Short-Term Working Group developed, sense checked and finalised the following recommendations:

### Support to Third Sector Projects who are offering crisis support to tackle poverty

	Recommendation	Responsible/Lead Organisation(s)	Deadline
a	Ensure that local community projects that are providing direct responses to people in financial crisis have the practical and wellbeing support their volunteers need to be able to continue to provide crucial local services.	Dundee Third Sector Interface/other relevant partners	March 2026
b	Investigate the potential for providing online wellbeing support for project volunteers and staff based on the Argyll and Bute TSI model or other online resources.	Dundee Third Sector Interface/ Fairness Leadership Panel	September 2025
c	Refer volunteers to projects that tackle the causes and consequences of poverty in Dundee.	Dundee Volunteer and Voluntary Action / local projects	August 2025 onwards
d	Write to local and national funders to encourage them to offer longer-term, secure funding to vital community projects.	Dundee Partnership/Dundee Fighting for Fairness	July 2025





## 5. Fair Housing



### What was the issue?

In our visits to community projects in 2023, we heard about the challenge of the closure of the East and West District Housing office for face-to-face drop-in support.

People told us about communication issues – for example, tenants would submit forms and not know if they have been received or processed.

And unsurprisingly, people were struggling with heating their homes.

We also heard some really awful stories about conditions in private tenancies.

**“Private repairs are poor, damp is painted over rather than stripped back and fixed.”**

The Fair Housing working group’s remit was to further understand the issues experienced by people in social and private rented housing. During 2024 the group gathered more feedback, focussing on:

- **Social rented tenants** – what are the main issues facing social rented tenants.
- **Private Tenants** – understanding their rights and how to get support.



### Who did we speak to?

To help us understand more about the issues people are facing, we spoke to

- 5 local community groups from across Dundee
- Dundee Law
- Dundee Citizens Advice Bureau
- Dundee City Council’s Private Landlord Support Officer
- Dundee City Council’s Service Manager - Housing (Neighbourhood Services)
- Frontline housing staff from Hillcrest Housing Association
- We conducted an online questionnaire for third sector and council housing staff
- We also looked at the following reports:
  - Linlathen and Stobswell Pathfinder Reports
  - The Engage Dundee Report
  - The Council’s Dundee Fairness and Child Poverty Annual Report.

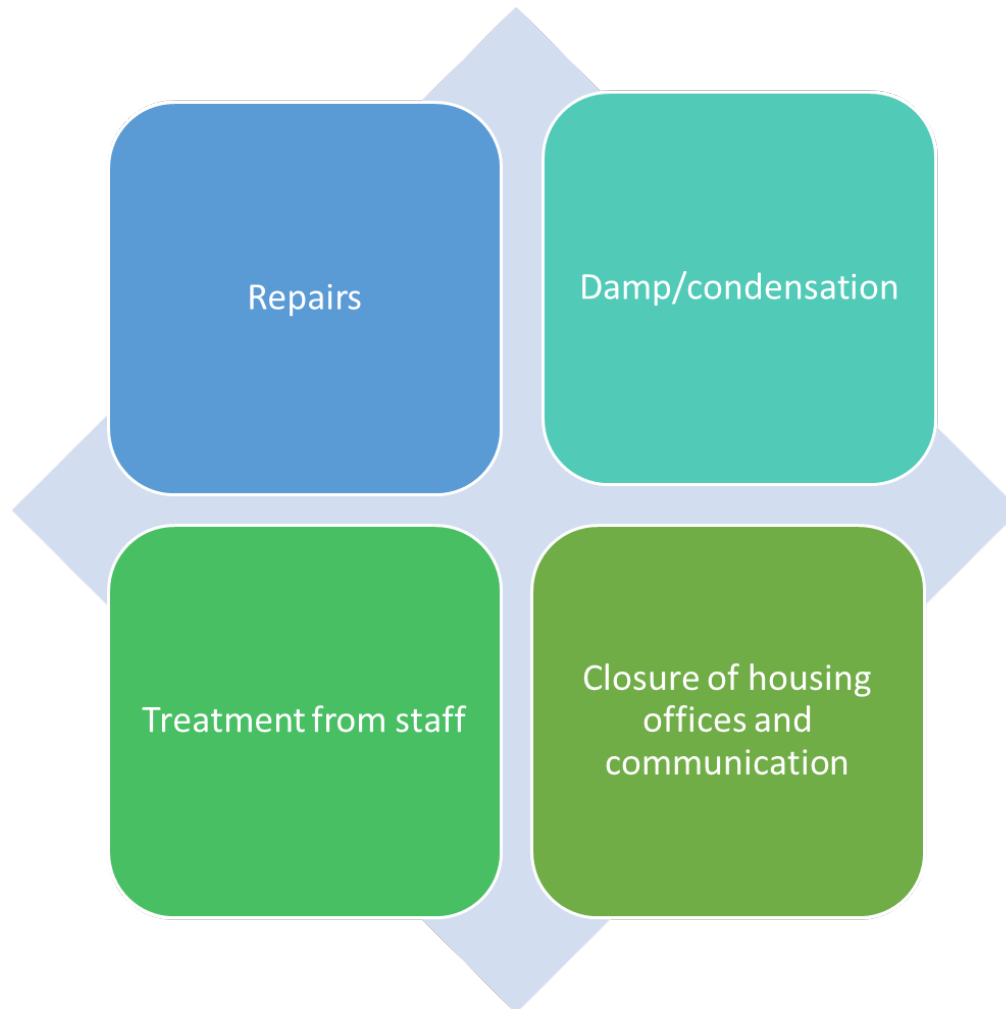




## What did we learn?

**Repairs:** people identified issues with repairs being logged on the system, confusion about the criteria for emergency repairs and length of time for repairs to be completed, and communication on the day of repairs.

**Damp/Condensation:** tenants said advice given was unhelpful, some felt the blame was being put on them.



**Treatment from Staff:** people were clear that some staff are helpful and good to talk to. However, a number of people said that it really depended on who you spoke to. There were stories of issues with staff, especially when reporting repairs, emergency repairs or damp/mould.

**The closure of East/West Housing offices:** a number of people highlighted problems with dropping off keys/forms/letters in the West of Dundee, needing to go into the city centre or to Pitkerro Road.



**Additional issues identified by third sector staff:**

- Long waiting times for a social housing
- Anti-social behaviour
- Treatment of people with complex needs
- Sub-standard properties

Dundee Law and Dundee Citizens Advice Bureau had seen a number of clients regarding issues with their private tenancy, primarily damp and mould, repairs and maintenance, rent. They also said most people do not know their rights as tenants.

We also heard that third sector staff often saw disrepair in private tenancies, especially damp, which is all too frequently blamed on the tenant. They felt this could be true in some cases but it is rarely properly investigated.

**"I think Shelter is amazing when it comes to advice. They have a live chat and a phone line and have been super helpful."**

There were also a number of specific issues raised by tenants, two examples being the language used in letters and tenants receiving the log number when they log a repair. These have been shared with the Council's Housing team and are being addressed, with continued input from Dundee Federation of Tenants Associations.

There was considerable feedback about lack of suitable accommodation and long waiting lists for Council tenancies. We recognise this is something we have little influence over however feedback gathered will be used when Council and Housing Association representatives attend national meetings.

As the majority of the feedback was regarding social rented housing and specifically Council housing, we met with the Council's Head of Housing and Construction Services and members of those teams; the Private Landlord Support Officer; and the Council's Service Manager for Customer Services and IT. We also met with Dundee Federation of Tenants Associations on a number of occasions.



The Housing Short-Term Working Group developed, sense checked and finalised the following recommendations:

## Fairness Leadership Panel Priority Recommendations

The Fair Housing Short-Term Working Group developed, sense checked and finalised the following recommendations:

Fair Housing			
	Recommendation	Responsible/Lead Organisation(s)	Deadline
a	Develop a 'Dundee Standard' of training for front line staff (phone and in person), for social housing providers, taking on board some of the principles of trauma informed practice, mental health approaches, and diversity/inclusion. For example, training on the use of the language line.	Dundee City Council Hillcrest Housing Association	March 2026
b	Dundee City Council create within their website a single place for housing information, in understandable language, easy to 'search' and involving tenants in this process.	Dundee City Council	September 2025
c	Dundee City Council create a secure drop-off point in Lochee for tenants to leave keys, letters, forms etc.	Dundee City Council	September 2025
d	Social housing providers increase tenant engagement in service design/ development and review. For example, further tenant involvement in the development of the Dundee City Council Tenants Portal.	Dundee City Council Hillcrest Housing Association	March 2026, ongoing.
e	Develop a 'Dundee Standard' of damp/ condensation guidance for social housing providers, ensuring a consistent approach to quality advice and information to all tenants.	Dundee City Council Hillcrest Housing Association	March 2026
f	Using different communication methods, deliver a Dundee wide publicity campaign to make private tenants aware of their rights; and to raise awareness of tenants and landlords' responsibilities.	Dundee CAB Dundee Law Shelter Dundee Dundee City Council	October 2025



## 6. What Happens Next



As a result of our detailed discussions with so many stakeholders, we are confident that we are recommending meaningful and deliverable actions. To make sure that these are implemented, we will:

- **publish the report** and make sure that people in Dundee hear about it and have the chance to support us.
- **present it to the Council, the Dundee Partnership and other decision-making bodies** who can help us to drive action forward.
- **call for our recommendations to be accepted and included** in the Dundee Fairness Action Plan for 2025/26.
- **monitor progress** on the actions at the annual Fairness Leadership Panel Conference.
- **send it to senior politicians** at the Scottish and UK Parliaments and seek an opportunity to meet with the Scottish Government's Cabinet Secretary for Social Justice.



## 7. Thank you to the many partners involved in process:

Argyll and Bute TSI  
 Brooksbank Centre  
 Creative Dundee  
 Douglas Food Cupboard  
 Dundee Bairns  
 Dundee Carer's Centre  
 Dundee Citizens Advice Bureau  
 Dundee City Council  
 Dundee DBI  
 Dundee Deaf Links  
 Dundee Federation of Tenants Association  
 Dundee Fighting for Fairness  
 Dundee Independent Advocacy Service  
 Dundee Law  
 DVVA  
 Health and Social Care Partnership  
 Hillcrest Housing Association  
 Hilltown community centre  
 Hilltown food larder  
 Hindu and Muslim Leaders  
 HomeStart Dundee  
 Hope Point  
 Hot Chocolate Trust  
 Kirkton What Matters 2 U Group  
 Menzieshill community action group  
 Menzieshill food hub and community garden  
 Menzieshill Tenants Association  
 Northwood Charitable Trust  
 Positive Steps  
 Rock Solid  
 Scrapantics  
 The Maxwell Centre  
 Third sector partners  
 Transition Dundee  
 WRASAC

...and to the many members of local communities across Dundee who shared their experiences and ideas.





**Dundee Fairness**  
Leadership Panel

# Integrated Impact Assessment

Committee Report Number: 132-2025

Document Title: DUNDEE FAIRNESS LEADERSHIP PANEL REPORT 2025

Document Type: Other

Description:

Report presents the work and proposals of the independent Dundee Fairness Leadership Panel

Intended Outcome:

Report requests that the recommendations of the Dundee Fairness Leadership Panel are integrated into the Dundee Fairness Action Plan

Period Covered: 21/04/2025 to 31/03/2027

Monitoring:

Through the annual monitoring and reporting arrangements associated with the Fairness and Child Poverty Annual Report.

Lead Author:

Peter Allan, Service Manager (Community Planning), Chief Executive's Services,  
[peter.allan@dundee.gov.uk](mailto:peter.allan@dundee.gov.uk) , 01382 434465,  
21 City Square Dundee

Director Responsible:

Andrea Calder, Head of Chief Executive's Service, Chief Executive's Services  
[andrea.calder@dundee.gov.uk](mailto:andrea.calder@dundee.gov.uk), 01382 434401  
21 City Square Dundee



## Equality, Diversity and Human Rights

### Impacts & Implications

Age: Positive

Measures to reduce social isolation may have particular benefits for older people in communities.

Disability: Positive

The report recommends improving communication regarding access to mental health and wellbeing support. People with disabilities are particularly vulnerable to isolation and poor mental wellbeing.

Gender Reassignment: No Impact

Marriage & Civil Partnership: No Impact

Pregnancy & 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:	Positive
Lochee:	Positive
Coldside:	Positive
Maryfield:	Positive
North East:	Positive
East End:	Positive
The Ferry:	Positive
West End:	Positive

Positive Implications: Families and households experiencing poverty are present in all areas of the city. The recommendations contained in the report address issues that could affect any household in the city.

### Household Group Impacts and Implications

Looked After Children & Care Leavers: No Impact

## Household Group Impacts and Implications

Carers: No Impact

Lone Parent Families: Positive

The report recommendations will support all the Scottish Government Priority family groups.

Single Female Households with Children: Positive

The report recommendations will support all the Scottish Government Priority family groups.

Greater number of children and/or young children: Positive

The report recommendations will support all the Scottish Government Priority family groups.

Pensioners - single / couple: No Impact

Unskilled workers or unemployed: No Impact

Serious & enduring mental health problems: Positive

The report contains recommendations relating to the need to improve access to and awareness of support for those experiencing poor mental health.

Homeless: Positive

Homelessness can have a close relationship to the availability and quality of local housing. The report includes recommendations that will increase the quality of homes and ensure that tenants are aware of their rights.

Drug and/or alcohol problems: No Impact

Offenders & Ex-offenders: No Impact

## Socio Economic Disadvantage Impacts & Implications

Employment Status: No Impact

Education & Skills: No Impact

Income: Positive

All of the Fairness recommendations have a greater or lesser impact on income levels in households in Dundee. Many of the third sector projects referred to in the report provide benefit, debt or other income advice to people in communities.

Caring Responsibilities (including Childcare): No Impact

Affordability and accessibility of services: Positive

Many of the report's recommendations focus on the need to increase access to services that support people experiencing the varied forms and consequences of living in poverty.

Fuel Poverty: Positive

The report's recommendations on damp and condensation aim to have a direct impact of levels of fuel poverty.

Cost of Living / Poverty Premium: Positive

Many of the report's recommendations focus on the need to increase access to services that support people experiencing the varied forms and consequences of living in poverty. Inevitably, these include aspects of life where the poverty premium exists including fuel, food and the cost of borrowing.

Connectivity / Internet Access: No Impact

Income / Benefit Advice / Income MaximisationPositive

Many of the third sector projects referred to in the report provide benefit, debt or other income advice to people in communities. Increasing income is the top priority of the Dundee Fairness Plan and is supported by the Fairness Leadership Panel's work.

Employment Opportunities: No Impact

Education: No Impact

Health: No Impact

Life Expectancy: No Impact

Mental Health: Positive

The report acknowledges the link between poverty and poor mental wellbeing and contains recommendations relating to the need to improve access to and awareness of support for those experiencing poor mental health.

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: No Impact

Economic/Financial Sustainability / Security & Equipment: No Impact

Social Impact / Safety of Staff & Clients: No Impact

Technological / Business or Service Interruption: No Impact

Environmental: No Impact

Legal / Statutory Obligations: No Impact

Organisational / Staffing & Competence: No Impact

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.

**ITEM No ...14.....**

**REPORT TO:** CITY GOVERNANCE COMMITTEE – 21 APRIL 2025

**REPORT ON:** SUPPORTING LOW INCOME FAMILIES THROUGH FOOD LARDERS AND CAFES

**REPORT BY:** EXECUTIVE DIRECTORS OF CITY DEVELOPMENT AND CORPORATE SERVICES

**REPORT NO:** 110-2025

**1 PURPOSE OF REPORT**

- 1.1 The report updates members on measures to assist low-income families, through an updated approach to funding for Council owned property.

**2 RECOMMENDATION**

- 2.1 It is recommended that the Committee:
- a approves the provision of grants as set out in the 2025/26 budget
  - b instructs the Executive Director of Corporate Services to provide grant to support existing tenants in existing council owned properties for third sector organisations

**3 FINANCIAL IMPLICATIONS**

- 3.1 The Council's commercial property portfolio currently leases properties to six third sector organisations for the use of food larders and other food-poverty related uses. These are offered at concessionary rentals and generate a total of £18,000.
- 3.2 The 2025/26 budget included an allocation of £20,000 to support the provision of grants to third sector organisation for the provision of food poverty related uses. The funding is for 1 year duration and it is intended that these grants will be used to cover the costs of the concessionary rental payments in financial year 25/26, allowing the Council to offer further rebates whilst complying with its obligation to secure best value from its commercial property portfolio.

**4 BACKGROUND**

- 4.1 Neighbourhood Services operates a number of food related larders and cafes, including the undernoted list of Community Centres where food larders are operated by the local management groups. It is understood that rental is normally not charged for any of them.
- a Menzieshill Community Hub (Larder);
  - b Charleston Community Centre (Larder);
  - c Ardler Community Cafe (community café);
  - d Kirkton Community Centre (food larder and community café);
  - e Hilltown Community Centre (food larder and community café); and
  - f Douglas Community Centre (food larder and community café).

- 4.2 City Development operates a portfolio of commercial premises for the Council. This includes support for food related businesses and food larders etc. Third sector organisations often seek to lease commercial properties at less than market value. There are 6 premises leased on concessionary terms for food related businesses, either wholly or partially. These are set out in Appendix 1. In the interests of fairness in dealing with such applications/requests, these only are leased at a concessionary level when commercial tenants are not available
- 4.3 The current policy regarding commercial leases to third sector organisations is as follows:
- a the Council receives enquiries from third sector organisations seeking to let its vacant commercial properties at less than market value. In the interests of fairness in dealing with such applications/requests, these only are leased at a concessionary level when commercial tenants are not available.
- 4.4 It is proposed that these 6 leases could be provided with a grant during 2025/6 through Corporate Services covering the reduction of rental income.

## **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 and are in agreement with its content.

## **7 BACKGROUND PAPERS**

- 7.1 None.

Robin Presswood  
Executive Director of City Development

Author: Robin Presswood

Dundee City Council  
Dundee House  
Dundee

RP/HG

6 March 2025

**Appendix 1 Commercial Premises currently leased at a concessionary level to third sector businesses**

<b>Property Address</b>	<b>Organization Name</b>	<b>Lease Use Clause</b>	<b>Actual Use</b>
24 St Giles Terrace	Strathmartine Community Larder	Community Food Larder	Food Larder
26 St Giles Terrace	Strathmartine Community Larder	Community Shop for the sale/exchange of second hand clothing and related items	Community Shop for the sale/exchange of second hand clothing and related items
5 Whorterbank	Lochee Community Larder and Cafe	Community Larder	Storage
7 Whorterbank	Lochee Community Larder and Cafe	Community Larder and Cafe	Storage
11 Whorterbank	Lochee Community Larder and Cafe	Community Larder	Community Shed
13-15 Whorterbank	Lochee Community Larder and Cafe	Community Larder and Cafe	Food Larder and Café

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**ITEM No ...15.....**

**REPORT TO:** CITY GOVERNANCE COMMITTEE – 21 APRIL 2025

**REPORT ON:** ATTAINMENT AND PROGRESS TRACKING SOFTWARE

**REPORT BY:** EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE AND CORPORATE SERVICES

**REPORT NO:** 133-2025

**1 PURPOSE OF REPORT**

- 1.1 The purpose of this report is to provide a further update on the development of a sourcing strategy for the tender process for Children and Families Service's Tracking and Monitoring System. Further to the approval at City Governance Committee on 24 June 2024 – (Article XI of the minute of meeting and report 181-2024 refers) to commence a tender process, this report now seeks approval to direct award a contract to a supplier currently on the Scottish Government Software Value Added Reseller Services (SVARS) in place of commencing a tender process.

**2 RECOMMENDATION**

- 2.1 It is recommended that the Committee:
- a Approves the commencing of procurement of the Tracking and Monitoring System in respect of the project described, based on the sourcing strategy, from Computacentre (UK) Limited.
  - b Delegates authority to the Executive Director of Corporate Services to direct award a contract to the selected supplier in compliance with the Public Contracts (Scotland) Regulations of 2015
  - c Approves expenditure on the project to the total value described in 3.1 below of £253,500.

**3 FINANCIAL IMPLICATIONS**

- 3.1 There are no direct financial implications associated with this report, other than the estimated cost of the contract to be awarded, the sum of which has already been approved in the relevant budget. From previous experience and market testing carried out, the total cost of the contracts awarded is anticipated to be £253,500 for the duration of the 3-year contract. Any material deviation from this sum, resulting from the tender process that is above the amount allowed for contingencies, will require further approval from this Committee, prior to the contract being awarded.
- 3.2 The total project cost will amount to £253,500 over three years, 5 years with an estimated cost of £422,500. The first-year funding, estimated to be £84,500, will be funded from Scottish Equity Grant Funding and thereafter the software will be funded from the Children and Families Service revenue budget.

**4 BACKGROUND**

- 4.1 Further to the approval at City Governance Committee on 24 June 2024 – (Article XI of the minute of meeting and report 181-2024 refers) to commence a tender process, this report now seeks approval to direct award a contract to Computacentre (UK) Limited, a supplier on the Scottish Government Software Value Added Reseller Services (SVARS), in place of commencing a tender process.

- 4.2 Following market evaluation and consultation with other local authorities, the Computacentre (UK) Limited software system is deemed to be the most appropriate tool to meet Children and Families Service requirements.
- 4.3 Computacentre (UK) software has been designed to meet the Children and Families Service requirements, following pilot and implementation phases in a neighbouring local authority. Through partnership working, officers in the Children and Families Service have been part of the development of the bespoke system for Dundee. In addition, this supplier's system is now being used in a number of other Local Authorities, including Tayside. This supports the ability to share learning and benchmark performance.
- 4.4 This supplier's cloud-based software system will provide a platform which allows all users to track, monitor and analyse pupils' attainment and achievement data and report to parents on this progress. This system will also support narrowing the attainment and achievement gap by allowing access to relevant data to identify appropriate interventions in learning and teaching. The toolkit, due to its seamless integration with other management information systems (e.g., SEEMiS), will also track pupils' attendance and will allow all data to be analysed in several ways in a timeous manner, including the impact of attendance patterns on achievement.
- 4.5 This report supports the Council's IT Strategy which was approved at the City Governance committee on 4 March 2024 (Article VIII of the minute of meeting and Report 62-2024). The Councils IT strategy sets out to deliver secure, robust, and affordable IT platforms. Helping to enable digital services, mobile and flexibly accessible services through a cloud first approach.
- 4.6 This report also supports the Children and Families Service improvement plan priority on Improving Education outcomes for all and narrowing attainment and achievement gaps which was approved by City Governance Committee on 4 September 2023 – (Article III of the minute of meeting and report 185-2023).
- 4.7 It is anticipated the contract length will be 3 years with the option to extend it for a further two years and it is expected to cost in the region of £253,500 over the three-year period. 5 years' estimated cost £422,500.
- 4.8 The service is currently using a bespoke in-house system which requires significant officer time to provide and manipulate the necessary data. The current system requires data which has been saved in multiple different platforms to be collated three times a year and then analysed by a central team. This is shared with schools which provides a static view of the information relating to the young person.
- 4.9 The new system will be more automated and will provide easily accessible, instant, user-friendly information for all key stakeholders e.g. parents, teaching staff, Senior Leadership teams in schools and central officers, in real time. This new system will also allow schools to set up their own bespoke campaigns which should improve the tracking of any interventions and facilitate more effective use of their Pupil Equity Funding.
- 4.10 An implementation plan, which is expected to take three years, has been developed by the Performance Improvement Strategy Group. This plan covers necessary training to ensure the benefits the new system has can be maximised by all key stakeholders.

## **5 SOURCING STRATEGY SUMMARY**

- 5.1 This sourcing strategy seeks approval to progress with the purchase of Pupil Tracking from a supplier available on the Scottish Government Software Value Added Reseller Services (SVARS).
- 5.1 Using the Scottish Government Software Value Added Reseller Services (SVARS) will ensure the successful supplier was subject to rigorous checks and meet the criteria to ensure compliance of price/quality ratio.

## 6 RISK ANALYSIS

- 6.1 There are four standard risks in any procurement and for public sector regulated procurements, a fifth is added, that of the procurement exercise itself breaching the public contract regulations and leaving the Council open to a legal challenge.

Description of Risk	Probability (L/M/H)	Impact on DCC (L/M/H)	Actions required to manage Risk
<b>Commercial Risk</b> – That either the price objectives are not achieved up front or there are other costs that arise during the contract and diminish the overall benefits.	Medium	Low	Price charged is the standard rate, comparisons with other authorities is difficult as those spoken to have all provided support in developing the tool or support with the procurement process. Market competition to ensure value for money has been achieved.
<b>Technical Risk</b> – This concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the specification	Low	Low	Pre-tender engagement has been undertaken with the market to further Dundee City Council (DCC) in developing the technical specification. Evaluation process will seek the provider has the capability to meet DCC specific requirements.
<b>Performance Risk</b> – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	Low	Low	A clear specification will be communicated in the tender documents. Appropriate monitor arrangements will be put in place to monitor supplier performance
<b>Contractual Risk</b> – Being able to remedy the 's shortcomings in the contractor's performance without severely damaging the contract and about avoiding reliance on the contracted supplier as the contract develops.	Low	Low	Bidder capability will be evaluated as part of the ICT process
<b>Procurement Risk</b> – where a procurement is found unsound in law, through the public procurement rules	Low	Low	Standard DCC terms and conditions for ICT Software  A purchase order will be granted in line with Procurement Regulations

## 7 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 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 CONSULTATIONS**

- 8.1 The Council Leadership Team have been consulted in the preparation of this report and are in agreement with its content.

## **9 BACKGROUND PAPERS**

- 9.1 None.

Paul Fleming  
Executive Director of Corporate Services

Audrey May  
Executive Director of Children and Families Service