

City Chambers DUNDEE DD1 3BY

13th June, 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, 23rd June, 2025 following the meetings of the Children, Families and Communities and Neighbourhood Regeneration, Housing and Estate Management 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 <u>www.dundeecity.gov.uk/live</u> 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@dundeecity.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 <u>all</u> 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 MEETING OF PERSONNEL APPEALS SUB COMMITTEE - Page 1

(The minute of meeting of Personnel Appeals Sub Committee held on 19th May, 2025 is submitted for noting).

3 ENERGY PRICING

This Item has been placed on the agenda at the request of Councillor Anderson who will ask that Committee ask that the Leader of the Council write to the UK Government to seek action on energy pricing.

4 COUNCIL PLAN 2022/2027 – PROGRESS REPORT FOR 2024/2025 - Page 3

(Report No 189-2025 by the Chief Executive, copy attached).

5 FAIRNESS AND LOCAL CHILD POVERTY ACTION PLAN – ANNUAL REPORT FOR 2024/2025 - Page 81

(Report No 191-2025 by the Chief Executive, copy attached).

6 HEALTH AND CARE (STAFFING) SCOTLAND ACT 2019 – STATUTORY ANNUAL REPORT - Page 133

(Joint Report No 207-2025 by the Executive Director of Children and Families Service and the Executive Director of Dundee Health and Social Care Partnership, copy attached).

7 IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND SERVICE USERS - Page 169

(Report No 184-2025 by the Chief Executive, copy attached).

8 LOCAL CODE OF CORPORATE GOVERNANCE - Page 185

(Report No 168-2025 by the Executive Director of Corporate Services, copy attached).

9 COMMUNITY WEALTH BUILDING STRATEGY AND ACTION PLAN 2025/2030 -

Page 199

(Report No 141-2025 by the Executive Director of Corporate Services, copy attached).

10 TENDER FOR STRATEGIC MANAGEMENT SUPPORT SERVICES - Page 255

(Report No 186-2025 by the Executive Director of Corprate Services, copy attached).

11 SOURCING STRATEGY AND PROPOSED TENDER AWARD FOR TREASURY SERVICES - Page 259

(Report No 190-2025 by the Executive Director of Corprate Services, copy attached).

12 DUNDEE CITY COUNCIL FRAMEWORK FOR DOMESTIC CARPETS AND FLOOR COVERINGS - Page 263

(Report No 195-2025 by the Executive Director of Corprate Services, copy attached).

13 ESTABLISHMENT OF RECESS SUB COMMITTEE (AN22–2025)

It is reported that the Council's Recess commences on Saturday, 28th June, 2024 and ends Saturday, 9th August, 2024.

To facilitate the smooth, continuous conduct of the Council's business, it is proposed that a Recess Sub-Committee of the Council be set up to deal with matters of an urgent nature which the Chief Executive or Head of Democratic and Legal Services believe cannot wait for the next ordinary meeting of the Committee concerned during that period and that its operating arrangements be as follows:-

- (i) Membership 5 members of the Administration, 3 members of the Labour Group and 1 member of the Liberal Democrat Group.
- (ii) Chair Leader of the Administration or nominee.
- (iii) Substitutes in terms of Standing Order No 45(3) it shall be competent for substitutions to be intimated and effected for individual meetings.
- (iv) Quorum 3 members.

- (v) Dates to be arranged when required.
- (vi) Remit to deal with any urgent business arising during the recess period.
- (vii) Power full delegated powers to deal with business laid before it.

Notwithstanding the above, it may be necessary in view of its quasi-judicial nature to arrange meetings of the Personnel Appeals Sub-Committee.

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At a MEETING of the **PERSONNEL APPEALS SUB-COMMITTEE** held at Dundee on 19th May, 2025.

Present:-

COUNCILLORS

Stewart HUNTER Roisin SMITH

Pete SHEARS

Councillor Stewart HUNTER, Convener, in the Chair.

Unless marked thus * 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 APPEAL AGAINST DISMISSAL

It was reported that an appeal against dismissal from an employee of City Development had been submitted.

The Sub-Committee heard Council's representative and witnesses and, thereafter, the Appellant, their representative and their witnesses.

After questions had been put and answers given by both parties to each other and the witnesses and by members of the Sub-Committee, the parties withdrew.

Thereafter, following careful consideration of all the information, the Sub-Committee agreed that the grounds of the appeal had not been substantiated and the appeal be not upheld.

Stewart HUNTER, Convener.

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ITEM No ...4.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 23 JUNE 2025

REPORT ON: COUNCIL PLAN 2022-2027 - PROGRESS REPORT FOR 2024/25

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 189-2025

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDATIONS

- 2.1 It is recommended that Committee:
 - a notes the progress made in 2024/25;
 - b remits the report to the Scrutiny Committee for further consideration; and
 - c remits the Council Leadership Team to monitor progress and implement improvements as necessary to deliver the outcomes agreed.

3.0 FINANCIAL IMPLICATIONS

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

4.0 BACKGROUND

- 4.1 The <u>Council Plan 2022-2027</u> was agreed by the Policy and Resources Committee on 5 December 2022 (article II of the minute refers). The Council Plan 2022 - 2027 is the strategic plan for Dundee City Council as a corporate entity. It aims to set out the main corporate approaches, priority targets and actions, and key strategies for the purposes of public accountability on delivering on our priorities.
- 4.2 In line with the Council's performance management framework, the City Governance Committee receives an annual and six-monthly progress report on the Council Plan. The annual report (attached at appendix 1) aims to capture progress during 2024/25 on the Plan's main priority themes, actions, and targets.
- 4.3 The report tracks performance with the indicators set in the plan, compared to the previous 2 years, and compared to the year 3 targets. It also includes progress made on each of the actions in the Plan.
- 4.4 The two reports per year aim to maintain focus and pace on delivering the Council's priorities. The next report, due in November 2025, will be providing the mid-year report, which will include some annual data for 2024/25 not available for this report.
- 4.5 Each service also sets out in more detail how they aim to support the delivery of the City and Council Plan priorities within their Service Plans being brought forward to Committees after summer recess.
- 4.6 Key strategic partners, Dundee Health & Social Care Partnership and Leisure and Culture Dundee, both make significant contributions to the delivery of the City and Council Plan priorities. They have separate reporting and governance arrangements but will bring forward reports to City Governance Committee to note their progress as appropriate.

4.7 After approval of this year's report, a one-page summary will be produced which will include key points from the report in an accessible and easy to read document. This will be published alongside the full report on the Council's <u>Dundee Performs</u> webpage.

5.0 PERFORMANCE AND PROGRESS

- 5.1 The Council Plan annual report shows the Council is focused on tackling its key priorities as well as contributing to those agreed in the Dundee Partnership's City Plan 2022-2032. It is building on over a decade of transformation in the city's economy and quality of life in neighbourhoods. The increased focus on reducing child poverty and inequalities and tackling climate change addresses two areas from the evaluation on the previous Plan and the Council's Best Value Audit.
- 5.2 The summary of Council Plan performance by priority theme in the table below shows that, overall, 64% of the performance indicators in the Council Plan are on or within 5% of the target. This is the same as 64% of performance indicators that were on or within 5% of the year 1 target in last year's annual report. Notably, the Reduce Child Poverty and Inequalities theme has seen the Council now within 5% of the target for 5 out of 6 of its performance indicators. The table also shows that 68% of performance indicators have improved over the previous year, a decrease from 77% of performance indicators in last year's annual report. All themes have achieved improvement in at least 60% of its performance indicators, except for Tackle Climate Change and achieve Net Zero Carbon Emissions by 2045 which has a lower improvement rate of 25%.

Priority Theme	Within 5% of target	Improved over previous year	Total Indicators
Reduce Child Poverty and Inequalities in Incomes, Education and Health	5 (83%)	5 (83%)	6
Deliver Inclusive Economic Growth including Community Wealth Building	3 (75%)	3 (75%)	4
Tackle Climate Change and achieve Net Zero Carbon Emissions by 2045	3 (75%)	1 (25%)	4
Build Resilient and Empowered Communities	4 (80%)	4 (80%)	5
Design a Modern Council	0 (0%)	2 (67%)	3
TOTAL	14 (64%)	15 (68%)	22

Council Plan 2024/25 or latest indicators:

5.3 The purpose of this type of reporting is to ensure focus on delivering the levels of improvement on key measurable outcomes. The Council Leadership Team reviews all areas to ensure all plans help towards the priority outcomes. Looking across the total number of indicators in the appendix, the most improved indicators and the areas for improvement are noted below. The areas for improvement will be a focus during the next year to get on track towards the target.

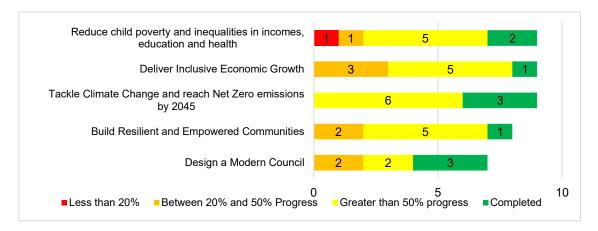
The indicators showing the **most improvement** are:

- Percentage of care experienced young people in positive destinations (41% increase).
- Number of Dundee Citizens contributing to local community plan outcomes (39% increase).
- Percentage of Council budget allocated by participatory budgeting processes (31% increase).
- Number of Council and Registered Social Landlord housing completions (29% increase).
- Percentage of Dundee City Council Procurement spent with Dundee based organisations (20% increase).

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The indicators highlighted as areas for improvement are:

- Positive destinations for all young people and young people living in SIMD 1 areas.
- Average total tariff for SIMD.
- The Council's corporate emissions (carbon footprint).
- Energy consumption in Council buildings.
- Town Vacancy Rate.
- Total number of opportunities provided to young people.
- 5.4 The summary of progress on the 42 actions in the Council Plan for the Council's 5 priorities shows that 33 actions are now over 50% complete or completed:



6 actions have been completed since last year's annual report for 2023/24:

- Deliver on the Mainstreaming Equalities Report Action Plan.
- Promote the uptake of concessionary travel scheme for young people.
- Develop a citywide Local Area Energy Plan (LAEP) and Local Heat & Energy Efficiency Strategy in partnership with the Dundee Climate Leadership Group.
- Maximise participatory budgeting in all forms.
- Increase digital learning, teaching of new working methods and developing the skills of our employees.
- Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs.
- 5.5 Appendix 1 attached is the full report setting out in detail our progress. It includes the following sections:
 - An introduction by the Leader of the Council and Chief Executive and Background (pages 3 6).
 - An overall summary of performance, and areas for improvement (pages 7-9).
 - A section on each theme covering priorities, a performance scorecard, and some key highlights and activity for the next six months:
 - Reduce child poverty and inequalities in incomes, education, and health (pages 10- 22).
 - Deliver inclusive economic growth including community wealth building (pages 23-35).
 - Tackle climate change and achieve net zero by 2045 (pages 36-47).
 - Build resilient and empowered communities (pages 48-59).
 - Design a modern council (pages 60-70).

6.0 POLICY IMPLICATIONS

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

7.0 CONSULTATIONS

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

8.0 BACKGROUND PAPERS

8.1 None.

GREGORY COLGAN CHIEF EXECUTIVE DATE: 9 JUNE 2025

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ANDREA CALDER HEAD OF CHIEF EXECUTIVE'S SERVICES



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Annual Progress Report 2024-25

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Introduction

by the Leader of Dundee City Council and the Chief Executive

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

Together with the Dundee Partnership we are focused on the delivery of the vision for Dundee. We are a caring city and tackling the root cause of poverty head on is one of the biggest challenges we face, especially as we continue our recovery from the pandemic and tackle the impact of the cost-of-living crisis on many of our citizens.

We are **reducing child poverty and inequalities in incomes, education and health** by working to give every young person the best start in life. Closing the attainment gap is a key part of tackling the effects of child poverty and the average attainment for pupils from the most deprived areas has increased over the past five years, demonstrating progress towards this aim. We continue to work on reducing the cost of the school day and to help families and children the cost of school meals were frozen again in the 2025/26 budget. The budget also included £2m of additional funding for Children's Services and £500,000 cost of living support. The Linlathen Local Fairness Initiative, which provides an open door for advice and support in one of the most disadvantaged areas of the city, has been recognised by winning the Association of Public Service Excellence award for Best Collaborative Working with others in the Public and Third Sector.

We are **delivering inclusive economic growth** to create jobs and opportunities for all by keeping Dundee in the spotlight as a place to invest. The Waterfront development continues to attract and retain jobs. Latest data available (for 2023/24) shows Dundee has 10,000 jobs within the tourism sector. Employment levels in the sector have risen for the first time since the pandemic, suggesting positive steps towards recovery. BT took occupancy of their new premises earlier this year and a range of projects set out in the City Centre Strategic Investment Plan are well underway. 'A Step Change on Positive Destinations for Young Dundonians' continues the concerted effort to improve opportunities for everyone. Last year, 100% of care experienced young people were supported into positive destinations upon leaving school.

We are **tackling climate change** and making Dundee greener, and our low emissions zone within the city centre has been in place for since May 2024 with penalty charge notices being issued to drivers of non-compliant vehicles onwards from this date. This will improve air quality and reduce emissions in the city centre. The Council has received a number of awards over the year for its drive to net zero and use of electric vehicles (EVs).

We are **building resilient**, **empowered communities** through local community planning and investing in the areas of the city which need it most. In 2024/25 a total of 341 new Council and Registered Social Landlord houses have been completed, once again, the number of completions has exceeded our annual target of 200. August will see the opening of the Drumgeith Community Campus, which includes a new secondary school Greenfield Academy to serve both pupils and communities by providing a modern facility for a range of community, library, leisure, and sports facilities. Communities are routinely consulted on a range of community priorities, and the number of Dundee Citizens contributing to local community plan outcomes increased by 39% between 2023/24 and 2024/25. The Council has exceeded the 1% of revenue budget target for participatory budgeting, with 11,063 citizens taking part in several participatory budgeting exercises.

Local government continues to face a very challenging situation. Demand for our services has never been higher at the same time as the financial forecast is for a real-terms reduction. Once again, the Council has achieved a balanced budget, but we need to **Design a Modern Council** that can be sustainable for the long term. We are moving forward with plans to rationalise our properties and redesign some services to be leaner yet able to meet people's needs. In living our values, and striving to deliver on our key priorities, we will be open and honest. We will let the data on performance targets and progress on our plans speak for themselves. Through progress reports on this Plan, and our other key plans, we will show our commitment to be inclusive, innovative and constantly learning about where we can improve.



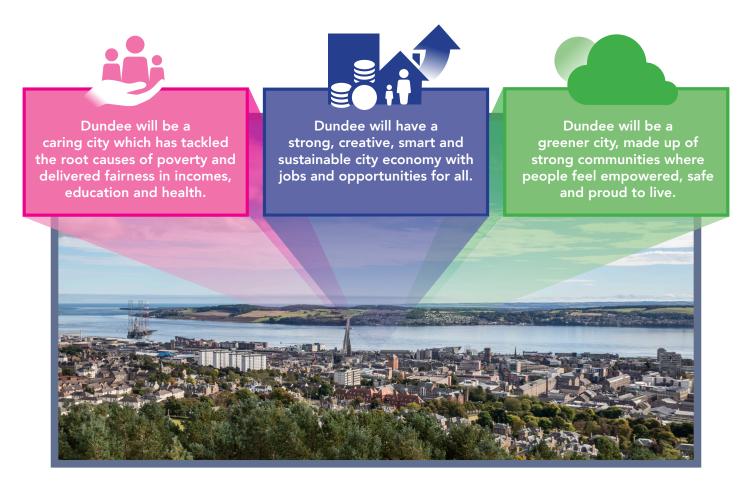
Councillor Mark Flynn Leader of Dundee City Council



Gregory Colgan Chief Executive

Background

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



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



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

At this stage in the year some of the annual data for 2024/25 is not available yet. Where this is the case, the report uses the annual data in relation to the target and improvement over the year before. Where possible, in year measures have been developed so we can use monthly or quarterly data to comment on the current performance to target and improvement.

The plan sets targets for year one 2022/23, year three 2024/25, and year five 2026/27.

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Progress Summary 2024-2025

Table 1 (below) shows that, overall, 64% of the performance indicators in the Council Plan are on or within 5% of the target. This is the same as 64% of performance indicators that were on or within 5% of the target in last year's 2023/24 annual report. This is positive, especially as data available for 2024/25 is now being measured against the year 3 target which, for many of the indicators, has increased from the year 2 target. The Reduce Child Poverty and Inequalities in Incomes, Education and Health theme has seen the Council now within 5% of the target for 5 out of 6 of its performance indicators. However, 0 out of the 3 indicators in the Design a Modern Council theme are within 5 % of the target. The table also shows that 68% of performance indicators have improved over the previous year, a decrease from 77% of performance indicators in last year's annual report. All themes have achieved improvement in at least 67% of its performance indicators, with the notable exception of Tackle Climate Change and achieve Net Zero Carbon Emissions by 2045 which has a lower improvement rate of 25%.

Table 1:

Priorit	y Theme	Within 5% of target	Improved over previous year	Total Indicators
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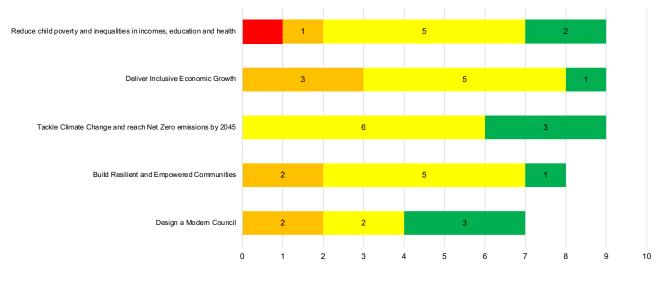
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Graph 1 shows that all actions are in progress, which means someone has been assigned, briefed and already taken some steps towards achieving an action plan or the target. The percentage complete is a self-assessment of the progress on priorities in each theme and is defined in the Table 2 below. Responsible officers are advised to use the following definitions to help assess percentage complete. Ten actions are now complete, including six which have been completed since the last annual report for 2023/24.

Table 2:

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

Graph 1: Council Plan Actions progress



Less than 20% Between 20% and 50% Progress Greater than 50% progress Completed

Areas for Improvement

This report highlights areas for improvement in the year ahead based on the performance indicators furthest away from the target and with no improvement on the year before.

Areas for improvement

The areas on which we need to concentrate next year to maintain a focus on the Council Plan's ambitious targets on the key priorities are.

- 1. **Positive Destinations** remains a key area of improvement for Dundee for all 16–19-year-olds, including those young people living in SIMD 1 areas. The percentage of young people participating in positive destinations fell by 1% from the previous year. Dundee remains one of the local authorities with one of the lowest participation rates in positive destinations for 16–19-year-olds in Scotland.
- 2. The **average total tariff for SIMD1** has increased from 577 to 593 over the last year. However, closing the attainment gap for children from the most deprived areas is a key objective both locally and nationally and Dundee remains at the bottom of its family group for this group of young people.
- 3. The **Council's corporate emissions (carbon footprint)** rose from 24,400 to over 27,000 during the last year. Whilst the long-term trend is improving, if the Council is to meet its ambition of net zero by 2038 in accordance with the Net Zero Transition Plan, there should be a reducing trend for emissions year on year.
- 4. The Council's target is to **reduce energy consumption in Council buildings** by 5% per annum. However, this has increased over the last year and as above, the expectation is there will be a reducing trend year on year if the Council is to meet its responsibility to tackle climate change.
- 5. Town vacancy rate continues to be a challenge for the Council. Despite a slight improvement in the most recent data for empty retail units from 18% in 2022/23 to 17.7% in 2023/34, this remains above the target of 12.4%. The Council remains committed to bringing vacant spaces in town and district centres back to life to make Dundee a vibrant city centre. The Council's City Centre Strategic Investment Plan sets out our ambitions for the development of the city centre up to 2050. The Council is making significant strides to improving public spaces, including pedestrian areas and green spaces to make the city centre more attractive.
- 6. The total number of opportunities provided to young people declined over the last year from 199 to 181 against a target of 297. Although there has been an increase in the number of graduate apprenticeship new starts from 2 to 5 between 2023/24 and 2024/25, there have been fewer modern apprenticeship new starts, decreasing from 36 in 2023/24 to 16 in 2024/25.

Reduce Child Poverty and Inequalities in Incomes, Education & Health



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

Dundee Plans

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

- Local Child Poverty Action Plan including our wider fairness work
- Children and Families and Chief Executive's Service Plans
- Equalities Mainstreaming Reports
- Not Just a Roof housing options and homeless strategy and Rapid Rehousing Transition Plan
- Discover Work Strategy & Action Plan 2022 2027
- Positive Destination Improvement Plan

Strategic highlights from last year

- Closing the poverty-related attainment gap is a key part of tackling the effects of child poverty. The most recent year shows an increase in the average tariff score for school leavers living in the most deprived communities within the city. The latest tariff score of 593 for 2023/24 is an improvement of 16 points from the previous year. However, trends should be treated with caution due to the different assessment methods used during the pandemic. Whilst there is improvement, Dundee remains at the bottom of the LGBF family group for SIMD1 attainment.
- Latest data shows that the improving trend of school attendance levels for all children and young people living in SIMD 1 is continuing. Attendance levels have been increasing by 1% per annum over the last 3 years.
- Take up of free school meals for children and young people in P1-S6 has improved over the last three years and at 58.6%, has now surpassed the current year's target of 54%.
- Although the percentage of 16–19-year-olds living in SIMD 1 areas participating in
 positive destinations fell by 1% from the previous year, 'A Step Change on Positive
 Destinations for Young Dundonians' continues the concerted effort to improve
 opportunities for everyone. New measures include the appointment of a senior
 leader within each secondary school to lead a multi-agency group and be responsible
 for ensuring that all 16–19-year-olds in the school's community achieve a positive
 destination.

- Latest data reveals that 100% of care experienced young people have been supported into positive destinations.
- The take up of free concessionary travel continues to increase, with 79% of 5-21-yearolds holding an NEC card which includes a free bus pass.

National Performance Framework

(Aligning global, national and local aims)



The UN Sustainable

The National Performance Framework

We are well educated, skilled and able to contribute to society

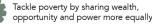
We grow up loved, safe and respected so that we realise our full potential

We are healthy and active

We protect human rights and live free from discrimination

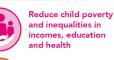


We are creative and our vibrant diverse cultures are expressed and enjoyed



We live in communities that are inclusive, empowered, resilient and safe

Council Plan **Key Priority**





Design a Modern Council

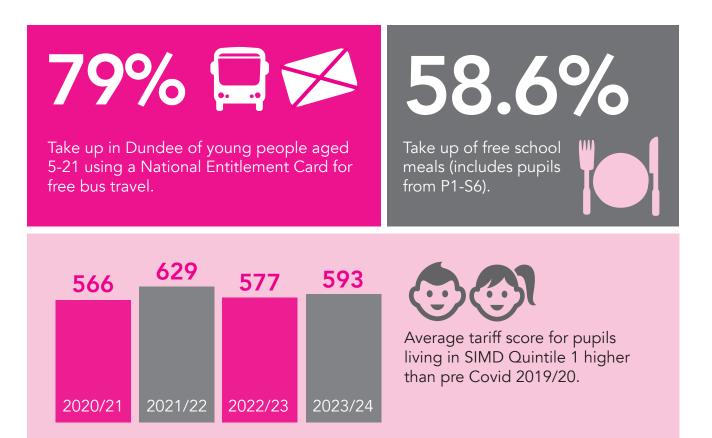
Actions completed 2024/25

- Deliver on the Mainstreaming Equalities Report Action Plan
- Promote the uptake of concessionary travel scheme for young people.

Actions in progress for completion 2025/26

There are no actions due for completion in the year ahead. The remaining eight actions have due dates of 2027 and beyond. Of those, five are over 50% complete. These are:

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



Priorities in Action

Reducing the Cost of the School Day

In 2024/25, the Council implemented several measures to reduce the cost of the school day and support families: The Council maintained the cost of school meals at the same level as the previous year for all primary and secondary school children. This decision directly helps families manage daily expenses.

An additional £2 million was allocated to Children's Services, which includes support for educational and welfare initiatives that can help reduce hidden costs associated with schooling.

The Council committed £500,000 to broader cost of living support, which may include initiatives that indirectly benefit school-aged children and their families.

Over £3.5 million was invested in improving school facilities during 2024/25, with a further £2.1 million allocated for 2025/26. While this is more infrastructure-focused, it contributes to a better learning environment and may reduce the need for parents to cover costs related to school resources.

The most recent figures from Tayside Contracts show that 58.6% of P1 - S6 pupils have taken the Free School Meal entitlement, which is up 6% on the previous year.

The Council was invited as part of the 'All Age Childcare' funding bid for 2024/25 to include proposals for scoping childcare needs with families with children under 3 in targeted areas. The bid was successful and planning for engagement with families who have children under 3 and who are not entitled to funded Early Learning and Childcare is well underway.

Two Early Years Family Workers, funded as part of the bid, are engaging with families during a range of family learning activities to informally gather information from parents regarding their childcare needs. Family activities include Come and Play and Postnatal Peep, Community Chattertots, Peep, Art at the Start, Buggy Walks, Peep for Babies, and Peep for Toddlers. Other routes to engagement include working with Health Visiting Early Years Support Workers to co-deliver family support sessions, librarians who run facilitated Bookbug sessions and other groups working with parents/young children in each targeted community.

Welfare Support Grants to Children and Families

Collaborative working continues. Access to advice in Morgan Academy has proved very successful with further expansion into Braeview, Baldragon and Craigie schools having been subject to an ongoing test for change. Income Maximisation gains from all four schools stands at £1,305,694 which includes access to the various welfare support grants available.

Income maximisation initiatives across the city are ensuring citizens are receiving all benefits and support payments they are entitled to. This focused approach has generated around £13.6m in income. In Stobswell West, greater money and benefit advice is being provided in partnership with the Stobswell Forum at the Connect shop, greater community and intergenerational activities, and efforts to tackle quality in private rented properties in the area.

The Promise

The Our Promise Annual Report submitted to Elected Members in October 2024 illustrated significant progress in the balance of family-based versus residential care and in outcomes for care experienced children and young people. The service continues to build capacity across kinship, foster care and local residential care options. The Fostering, Adoption and Continuing Care Service recently improved inspection grades across all 3 categories. Three of the 7 Children's Houses have recently been inspected and 2 were Good and Very Good. The other had experienced challenges and the team continues to receive support.

Local Fairness Initiatives

The Linlathen Local Fairness Initiative continues to mature with services and community activities expanding. The Initiative was the winner of the Association of Public Service Excellence award for Best Collaborative Working with others in the Public and Third Sector. The award recognised efforts by the council and its partners in tackling poverty and inequalities in one of the most disadvantaged areas of the city. Residents of Linlathen have benefited from this partnership due improved access to advice and support, enhanced opportunities for families to participate in free activities, access to further education at Dundee and Angus College for young parents and access to free childcare to reduce barriers to employment.

Planning for the delivery of external wall insulation as a major measure to reduce fuel poverty is progressing. Tenders from contractors have been received and the procurement process is underway.

The employability approach that proved successful in Linlathen is now being extended to Mid-Craigie and Douglas. Progress in the Stobswell West Local Fairness Initiative is accelerating following a Columba 1400 planning event and the appointment of a co-ordinator for the year 2025/26. The first drop-in session for local people to access benefits /employability/housing and other advice and support was held in the Dundee International Women's Centre on 30 May 2025.

Budgeting

Despite the challenging budget situation every effort has been made to protect and prioritise work to support families and tackle child poverty when managing the Council's budget. This year's budget has again frozen the cost of school meals.

The 2025/26 budget sees a commitment of £7.5m worth of additional funding for Children's Services and £500,000 cost of living support. An additional £652,000 Scottish Welfare Funding was distributed in late November 2024, increasing the support to families in crisis or to support people to remain in their homes.

The Council is dedicated to supporting customers remain in their tenancies via the Discretionary Housing Payment fund. £4m of Discretionary Housing Payments/Local Authority Hardship Fund Payments have been awarded to tenants (2024/25 provisional figure).

To help families and children the cost of school meals frozen again in the 2025/26 budget.

Free bus travel for Under 22s

There are now 24,309 under 22-year-olds with an NEC card with the free bus travel on it. That is 79% of the Dundee 5-21 population. Systems are now in place to increase and maintain the take up of NEC by Under 22s for free bus travel. In addition to the Scotland wide Get Your NEC, specific application routes in Dundee include:

- Customer Services Face to Face by appointment or over the telephone and they can drop off evidence in support of their application
- Parents Portal adopted and rolled out in Dundee
- Schools offer support to apply but issue a strong message to use GYNEC and Parents Portal. Reaching out to entitled young people that have not yet acquired a free bus pass will continue.

Mainstreaming Equality

Overall, Dundee City Council made good progress in mainstreaming its equality outcomes for 2021- 2025 into its everyday practice. Of the 87 individual specific actions 78 have been fully completed with the remaining nine actions having a completion rate of between 40% and 85%. The outstanding actions will all be incorporated and progressed within the new 2025-2029 plan.

The Council prioritises its equalities outcomes. We take a human rights approach in tackling inequalities, having particular regard to the UN Convention on the Rights of the Child (UNCRC). 100% of schools in Dundee are now engaging in the Rights Respecting schools' programme. During 2024, both St Ninian's RC Primary School and Rowantree Primary School received gold awards from UNICEF UK's Rights Respecting School Programme, while Craigiebarns Primary won the SportScotland Gold School Sport Award.

Positive Destinations for Young People 16-19

The second phase of progress with the Council's new single Corporate Employability Service has progressed. With full implementation due in the very near future. The Council's new approach will complement the outcome of the Challenge Fund and further the vision and goals outlined in the Discover Work Strategy & Action Plan 2022 – 2027. In addition, elements of All in Dundee's service offer are to be scaled up following the award of additional No One Left Behind funding for Specialist Employability Support. Information on performance of the Employability Pathway programme for 2024/2025 is being prepared and will be included in a report for the Fair Work, Economic Growth, and Infrastructure Committee from June 2025. A summary of performance will be provided within this report.

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

The Council has again supported the Career Ready initiative by giving young people paid internships to let them see the potential work opportunities in a local authority. Over four weeks in summer 2024 nine senior secondary pupils experienced different aspects of services during their internships across council and health and social care partnership teams. The young people benefited from one-to-one support and guidance from a volunteer council mentor over the 18-month total period of the programme. In addition to the work experience itself the students benefited from their involvement in several other joint activities. They demonstrated real teamwork to help reorganise the donation point at the premises of Dundee Starter Packs. The students also gained certification after attending a life-saving training course provided by Heartstart Discovery.

Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
Reduce Child Poverty and Inequalities in Incomes, Education and Health	2	5	1	6	5 (83%)

Most Improved PI's 👄	Most Deteriorating Pl's 🗢
% of care experienced young people in positive destinations	% of 16–19-year-olds living in SIMD 1 areas participating in positive destinations
% Take up of free school meals entitlement P1 - S6	
% of 5-21 population who have a free bus concession NEC smartcard	

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
		Data	Data	Data	Target	Target			
	Overall school attendance of all children and young people living in SIMD 1**	86%	87%	88%	95%	96%			Attendance from the start of academic year 2024/25 up to March 31st.

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Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
	Average Total Tariff for SIMD 1*	629	577	593	605	805			There have been different approaches to awarding in sessions since 2019/20. Comparisons of attainment between years should be treated with significant caution and do not allow for conclusions to be drawn on changes in education performance during this time.
	Percentage of 16–19-year- olds living in SIMD 1 areas participating in positive destinations ***	84.1%	87.3%	86.3%	90%	100%			Mid-year data from Skills Development Scotland Interim Participation Snapshot.
	Percentage of care experienced young people in positive destinations	83%	71%	100%	93%	100%	•	•	Key workers in the youth employability service are continuing to support CEYP across Dundee and support them into positive destinations.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
	% Take up of free school meals entitlement P1 - S6	48%	53%	58.6%	54%	60%			This plan previously measured take up of means-tested free school meals for pupils in P6-S6. However, this data is no longer supplied, so this replacement indicator measures take up of free school meals for all primary pupils and now includes the P1-P5 group who have universal entitlement to free meals.
	Percentage of 5-21 population who have a free bus concession NEC smartcard	69%	75%	79%	82%	99%	\bigcirc	•	Previous years' data has been revised due to a correction in the data source. There has been a continuation of increasing trend between 2023/24 and 2024/25 following on from previous years.

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

** Latest figure data is March 2025. Current year target shown is target for 2024/25

*** Latest figure data is mid-year. Current year target shown is target for 2024/25

Performance Indicator Key									
Status		Short	Term Trend	Long Term Trend					
	More than 5% away from Target	\bigcirc	Improving	\bigcirc	Improving				
	Within 5% of target	8	Maintaining	8	Maintaining				
	On Target		Deteriorating	\bigcirc	Deteriorating				



Progress on Key Actions

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Deliver on the Mainstreaming Equalities Report Action Plan	100%	31st March 2025	Equalities Mainstreaming Action Plan (2025-29) approved at City Governance Committee on 21 April 2025	CEX
	Promote the uptake of concessionary travel scheme for young people, ensuring quick and easy access to entitlement	100%	31st March 2027	This indicator will continue to be monitored and reported on via the service plan for the Chief Executive's Service.	CEX
	Continue work to reduce the cost of the school day	85%	31st March 2027	The Welfare Officer Pilot in the Morgan Cluster expanded to the Baldragon, Braeview and Craigie schools.	CF
	Implement the recommendations of The Promise to deliver the Scottish Government's commitment to care for Scotland's most vulnerable children and give them the best possible childhood.	85%	31st March 2032	The Council has made significant progress in the balance of family-based versus residential care and in outcomes for care experienced children and young people.	CF
	Prioritise welfare support grants to children and families.	80%	31st March 2027	Income Maximisation gains from Morgan, Baldragon, Braeview and Craigie schools stands at £ 1,305,694	CS
	Monitor progress of the Local Fairness Initiatives to ensure support and engagement across council services, as well as implementing changes to services or policies, as appropriate.	75%	31st March 2027	The employability approach that proved successful in Linlathen is now being extended to Mid-Craigie and Douglas.	CEX

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Maintain momentum in energy efficiency and wall insulation programmes to reduce fuel poverty for children and families	60%	31st March 2027	Procurement process for the first phase of the Linlathen Retrofit project is underway.	NS
	Increase and enhance employment pathways, in particular supporting around 11,000 unemployed or economically inactive people towards job seeking and 16–19-year-olds into positive destinations	40%	31st March 2027	The Council's single Corporate Employability Service will complement the outcome of the Challenge Fund and further support the vision and goals outlined in the Discover Work Strategy & Action Plan 2022 – 2027.	CD
	Build on the United Nations Convention on the Rights of the Child #MakeltRight campaign encouraging young people to know about their rights under the UNCRC, and for adults and the public sector to help safeguard those rights.	30%	31st March 2027	All schools are audited in relation to the Rights respecting Award and are expected to achieve at least Bronze Award.	CF
	Expand our free early years education to all 1- and 2-year-olds, starting with children from low-income households.	10%	31st March 2027	Early Years Family Workers have built positive relationships with families who have children under 3 and who are not entitled to funded Early Learning and Childcare. Families are now engaged in a wide range of family learning activities.	CF

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



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



Deliver Inclusive Economic Growth and Community Wealth Building



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

Dundee Plans

- Tay Cities Regional Economic Strategy & Action Plan
- Tay Cities Regional Deal Document
- Tay Cities Skills Investment Plan
- Tay Cities Region Tourism Strategy
- Dundee City Centre Events Strategy
- Dundee Local Development Plan
- City Centre Strategic Investment Plan
- 2001-2031 Waterfront Masterplan
- Community Wealth Building Strategy

Strategic highlights from last year

- Since it opened, Michelin Scotland Innovation Parc has become a centre for innovation and skills. It includes an Innovation Hub and Labs and a Skills Academy led by Dundee and Angus College. The Parc has also supported 53 new businesses through its Innovator Accelerator programme, creating more than 80 jobs elsewhere. Advanced textiles manufacturer Wilkie has become the major shareholder planning to invest up to £50 million and triple its workforce to 600.
- The development of the new BT Dundee office is complete, with BT taking occupancy in early 2025. The development is equipped with the latest state-of-the-art technology, features a range of communal and collaborative spaces and areas for colleagues to socialise in as well as a games area and an in-house coffee shop.
- Significant progress is being made on James Thomson House, a £26million development in the Waterfront which will provide 52,600 square feet of Grade A office accommodation when completed later this year.
- Latest data available (for 2023/24) shows Dundee has 10,000 jobs within the tourism sector. Employment levels in the sector have risen for the first time since the pandemic, suggesting positive steps towards recovery.

- A number of projects in Dundee are set to receive a share of £20 million of UK Government funding. The city was allocated the cash by the former Levelling Up Partnership, which is now named the Community Regeneration Partnership (CRP) under the Ministry of Housing, Communities and Local Government (MHCLG). Projects are grouped under one of three themes: Accelerating Dundee's Business Ambitions, Enhancing the City Centre and Bridging the Divide.
- Removing Barriers to Employability: DFN Project SEARCH Ninewells, a partnership project including the Council received the SURF Award for Best Practice in Community Regeneration. This project supports young people with diverse additional needs into meaningful employment.

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

The National Performance



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Framework

ķ	A globally competitive, entrepreneurial, inclusive and sustainable economy
ķ	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)

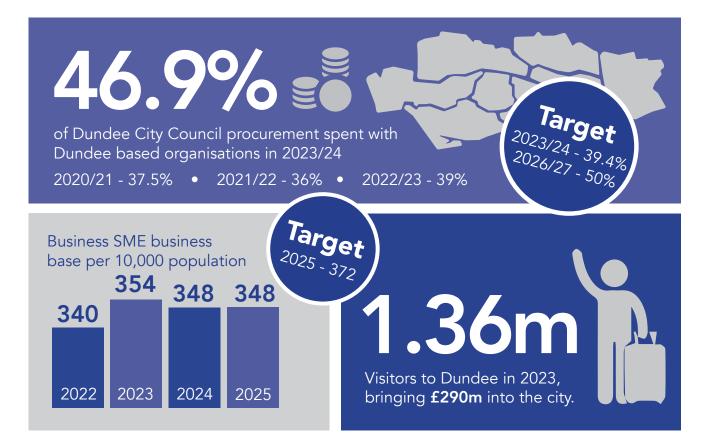
Actions completed 2024/25

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

Actions in progress for completion 2025/26

There are no actions due to be complete in the year ahead but there are five that have assessed as 50% complete. These are:

- Increase the percentage of care experienced young people in positive destinations.
- Continue to raise the profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to businesses, investors, developers and visitors.
- Increase the number of start-ups and SMEs in the city and support their expansion.
- Maximise apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice.
- Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations.



Promoting The City

The Council works closely with the city's Tourism Leadership Group to deliver coordinated city marketing activity which encourages people to come to Dundee and stay longer to explore its attractions, green spaces and hospitality venues. The flagship Do It All in Dundee campaign proved hugely successful in 2024, running in spring and summer across a range of digital platforms and far exceeding industry benchmarks. An evolution of the Put Dundee on your Map branding launched following the Covid pandemic. It primarily used short videos to showcase the city's tourism offering. These were shared via YouTube, Facebook, Instagram and TikTok. Key themes included walking, cycling and other outdoor activities, eating out and hospitality and Dundee's range of public art. Analysis of the campaign phase showed that the videos were viewed around 1.7million times in the space of a few months, and there was strong follow through in terms of people clicking onto the campaign web pages to find out more.

Visitor numbers to the city have increased to 1,357,000. Visits to cultural attractions totalled more than 979,000 over the last year

The Invest in Dundee platform has been refreshed with new content, and the dundeewaterfront.com and investindundee.com websites have been merged into a single, streamlined site: investindundee.com. The updated website includes a Meet the Team section, offering a more personal and accessible approach for those looking to connect with us. Beyond the website, the Invest in Dundee team is actively promoting the city, with LinkedIn as the primary platform for engagement. Additionally, a programme of company engagement activities has been launched, including business visits, event sponsorships, and attendance at key industry events.

More visitors are attracted to the city, with the latest data showing that Dundee welcomed 1,357,000 visitors during the last year.

Waterfront Development

The Construction of the new James Thomson House continues and is due for completion in 2025. The Council has engaged with prospective tenants for the office space and ground floor commercial units. Once complete the building will provide 51,600 square feet of Grade A office accommodation.

The new BT building is one of the most sustainable offices in the city with features like EV chargers and a brown roof that self-vegetates from windblown and bird seed dispersal ensuring the buildings' impact on the environment will be minimal. The office will also help to encourage active travel, supporting colleagues who chose to cycle to work with showers and clothes drying facilities.

The Council is developing proposals for Dundee Marina/Bluescape area of the Waterfront which includes a detailed business case for Tay Cities Regional Deal funding.

The corner site of Dock Street and Gellatly Street (formerly the Department for Work and Pensions building), is being converted into residential apartments by developer Cater Group. Cater Group and Hillcrest Homes have agreed a contract for a mix of 49 newly converted and new build apartments within Dundee's city centre up-and-coming waterfront area. This is Cater Group's first social housing build contract with Hillcrest Homes.

A further £13m residential development, being constructed by Cullross Ltd and Enevate Homes on behalf of Hillcrest Homes, will deliver 119 affordable waterfront apartments close to Dundee city centre. The development is utilising a pioneering method of construction with a number of benefits from more efficient use of construction materials, reduced construction waste, less demand on raw materials, and overall construction time drastically reduced.

Supporting Start Up Businesses and SMEs

Business Gateway Tayside Service continues to meet or exceed performance targets. The positive position reported in last year's annual progress report has been maintained with just under 350 small and medium enterprises per head of 10,000 working age population.

The Shared Prosperity Fund (UKSPF) for 2025/26 has awarded £2.44m to the Council. This investment is designed to drive forward economic development in Dundee and support ongoing initiatives like employment programmes and assisting commercial companies spinning out from biomedical research. The funding has also been used to provide digital supports to SMEs, provide grant support (Dundee Business Growth and Innovation Grant; SME Development Grant; Overseas Market Development Grant); provide SME skills support via Dundee & Angus College and to support delivery of a Digital Accelerator programmer. Two Community Advisers have also been employed using UKSPF to offer outreach support to start-ups and SMEs.

The Michelin Innovation Parc has supported 53 new businesses through its Innovator Accelerator programme, creating more than 80 jobs elsewhere. Advanced textiles manufacturer Wilkie has become the major shareholder planning to invest up to £50 million and triple its workforce to 600. This will be in addition to just under 200 staff already on site.

Employment pathways for unemployed people and 16-19 positive destinations

There has been a significant increase in the proportion of people entering a positive destination after engaging with the local employability pathway. Sector-based work academies (SBWAs), initiated by the Discover Work Partnership are playing a growing role in supporting unemployed people in Dundee back into work. An increase in the frequency, variety and volume of these initiatives has been a contributing factor in a significant and sustained performance. In the last two years, SBWAs have been delivered with Discovery Flexibles, Social Security Scotland, NHS Tayside, Hillcrest, Dundee City Council (Parking Attendants and Social Care Officers), BT Group, Tayside Contracts, Sense Scotland and Ember.

There has been a marginal decrease in the most recent data for the percentage of all 16-19-year participating in positive destinations, from 90.5% to 89.9%. Positive destinations remain a key area of improvement for Dundee.

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

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

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

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

The plan has progressed significantly over the last year and the Council has continued to develop various projects within the city centre, including a shopfront improvement pilot, a new policy relating to commercial waste storage, securing design funding for the pedestrianisation of Union Street, a night-time economy pilot, lighting of key buildings, events planning, and traffic calming measures for Commercial Street. Stakeholder engagement and growing awareness of the plan has also generated significant interest from investors and developers, leading to multiple in-person presentations, discussions and site visits. All of this work contributes to the delivery of the plan's vision, ambitions, strategic outcomes and actions. The developments/projects include:

- Housing developments at Thorter Loan, Gellatly Street, Murraygate, Seagate/Trades Lane and Crichton Street.
- Douglas Street Purpose Built Student Accommodation (PBSA). Phase 1 is complete, and Phase 2 is under construction. Construction also continues on the Brown Street PBSA.
- GIS mapping of development opportunities in and around the city centre has been completed and is being monitored.
- Discussions are ongoing with the owners of the Wellgate Centre and Dundee and Angus College regarding the redevelopment of the Wellgate Centre into a new College Campus.
- Work on cruise ship offer and visitor welcome continues. New printed map highlighting attractions in City Centre and Broughty Ferry developed for use.
- A new Tourism Strategy has been developed for the next 5 years, and an action plan is being finalised.
- A strong pipeline of events, conferences and meetings for 2025/26 is being developed, including some active enquiries for 2027 bookings already.
- The Bell Street Sustainable Transport Hub continues to progress on site with project completion set for 2025/26.
- The Active Travel Freeway Network recently secured £745k of external funding from Transport Scotland to develop the technical design of the Lochee and Arbroath Road Corridors during 2025/26, with both routes connecting to the city centre's active travel proposals.
- The Union Street pedestrianisation technical and detailed design stage is now complete. A funding bid was submitted to Transport Scotland's Tier 2 Active Travel Infrastructure Fund for construction stage funding in 2025/26, with the outcome expected June 2025.
- The Sustainable Transport Delivery Plan has been finalised.
- The Take Pride in Your City 'City Centre Community Clean-up' took place in March 2025. During the three days, Council teams from the Environment Service, City Centre Management and Community Justice Services carried out additional works such as the removal of litter and debris, cleaning around bins as well as graffiti removal. City centre stakeholders, such as local businesses, also got behind the initiative by carrying out clean-up activities in and around the city centre area. A litter pick, led by McDonalds, and gardening activities also took place each day.

Community Wealth Building

The Council's Procurement Strategy and Meet the Buyer events helped to create opportunities and maximise the benefits for communities in the city. The Procurement Team was recognised as a finalist at this year's prestigious Government Opportunities (GO) Awards 2024, highlighting the team's commitment, expertise, and impactful work within public sector procurement. The GO Awards are among the highest accolades in the public procurement sector, celebrating innovative approaches, outstanding results, and valuable contributions to the community. Although the team did not take home the top award this time, a finalist position reaffirms the Council's dedication to delivering value and supporting Dundee City Council's goals through best-in-class procurement practices. Procurement spend on local enterprises was 46.9% in 2024, a rise of 8% from the previous year. The Council's Community Wealth Building Strategy and Community Wealth Building Action Plan is being submitted to City Governance Committee for approval in June 2025.

The Council's Community Wishes portal was launched in 2024. The portal connects local community groups with business contractors to foster collaboration and enhance community development by increasing community voice and benefitting local communities. Community Groups get support for small projects, maintenance, clean ups or more. In turn, contractors fulfil community benefit requirements by selecting moderated projects relevant to their expertise, interest and organisational goals.

Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
Deliver Inclusive Economic Growth	2	3	1	4	75%

Most Improved PI's 👄	Most Deteriorating Pl's 🗢
Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations	Increase the percentage of all 16-19-year participating in positive destinations
Visitor numbers to Dundee per 1,000 population	
SME Business base per head of 10,000 working age population Businesses	

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
		Data	Data	Data	Target	Target			
	Increase the percentage of all 16-19-year participating in positive destinations**	89.4%	90.5%	89.9%	92%	95%			Mid-year data from Skills Development Scotland Interim Participation Snapshot, shows figure of 89.9%. Dundee is ranked 30th out of 32 local authorities

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
	Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations*	36%	39%	46.9%	39.4%	50%			2023/24 data shows Dundee is exceeding Council Plan target. Dundee is also exceeding LGBF benchmark, as our family group average is 30.2%. Spend Data for 2024/25 available in July 2025.
	SME Business base per head of 10,000 working age population Businesses	353.8	347.6	347.7	372	400	•	•	There are currently 3,450 businesses with fewer than 250 employees in Dundee.
	Visitor numbers to Dundee (,000s) *	650	1,249	1,357	682	1,058	\bigcirc	•	Latest visitor numbers from STEAM Report 2024

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

** Latest figure data is mid-year. Current year target shown is target for 2024/25

Performance Indicator Key									
Status Short Term Trend Long Term Trend									
	More than 5% away from Target	\bigcirc	Improving	\bigcirc	Improving				
	Within 5% of target	θ	Maintaining	8	Maintaining				
	On Target		Deteriorating	\bigcirc	Deteriorating				



Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs	100%	30th November 2024	A comprehensive action plan focusing on key activities across the 5 pillars of Community Wealth Building will be presented to City Governance Committee in June 2025.	CS
	Increase the percentage of care experienced young people in positive destinations	80%	31st March 2032	Key workers in the youth employability service continue to support CEYP across Dundee and support them into positive destinations.	CF
	Continue to raise the profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to businesses, investors, developers and visitors	70%	31st March 2027	The Invest in Dundee team continues to actively promote the city, with LinkedIn as the primary platform for engagement. A programme of company engagement activities has been launched, including business visits, event sponsorships, and attendance at key industry events.	CD
	Increase the number of start- ups and SMEs in the city and support their expansion	60%	31st March 2027	UK Shared Prosperity Funding has been used to provide digital supports to SMEs, provide grant support, provide SME skills support via D&A College and to support delivery of a Digital Accelerator programmer.	CD
	Maximise apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice	55%	31st March 2027	Children & Families and Learning & Organisational Development continue to work in partnership, working in all secondary schools with vocational learning advisers to support writing of CVs, application forms and interview techniques with young people	CS

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations	55%	31st March 2027	Procurement spend with Dundee based suppliers continues to increase. Procurement team continue to engage with local suppliers with over 350 attending the Meet the Buyer event in March 2025.	CS
	Continue to grow the number of jobs within Dundee Waterfront	40%	31st March 2027	Construction continues at James Thomson House. The BT development is complete and proposals for Dundee Marine/Bluescape area are being developed.	CD
	Increase and enhance employment pathways, in particular supporting around 11,000 economically inactive people towards job seeking and 16–19-year-olds into positive destinations	40%	31st March 2027	Elements of All in Dundee's service offer are to be scaled up following the award of additional No One Left Behind funding for Specialist Employability Support.	CD
	Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre	30%	31st March 2027	A range of developments continue to progress towards completion on sites in and around the city centre.	CD

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



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



Tackle Climate Change and Achieve Net Zero by 2045



Dundee Plans

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

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

Strategic highlights from last year

- Two key strategies that will drive Dundee towards being a net zero city by 2045 have been approved by councillors. The Local Heat and Energy Efficiency Strategy was approved in April 2024, and the Local Area Energy Plan was approved in September 2024.
- The Council is improving air quality in the City Centre with the enforcement of the Low Emission Zone in May 2024.
- Dundee has made key developments in sustainable and active transport in the past year, with construction commencing on the ambitious Bell Street Green Transport Hub, work towards sustainable transport corridors along the Lochee and Arbroath Road arterial routes, and the further roll out of bike storage and EV chargers across the city.

- The Council is supporting Dundee to be a recycling city, with an increase in recycling rates, and an all-time low landfill rate. The Council's own brand of Discovery compost has received PAS 100 Quality certified recognition for the seventeenth year in a row.
- £171,000 of Nature Restoration Funding has been used to support a range of projects across to city to increase biodiversity and make Dundee a cleaner, greener, brighter and healthier place to live in. This is being supported by a number of community projects and participation.

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



The UN Sustainable

Framework
We value, enjoy, protect and

enhance our environment

The National Performance



Tackle Climate Change and reach Net Zero emissions by 2045

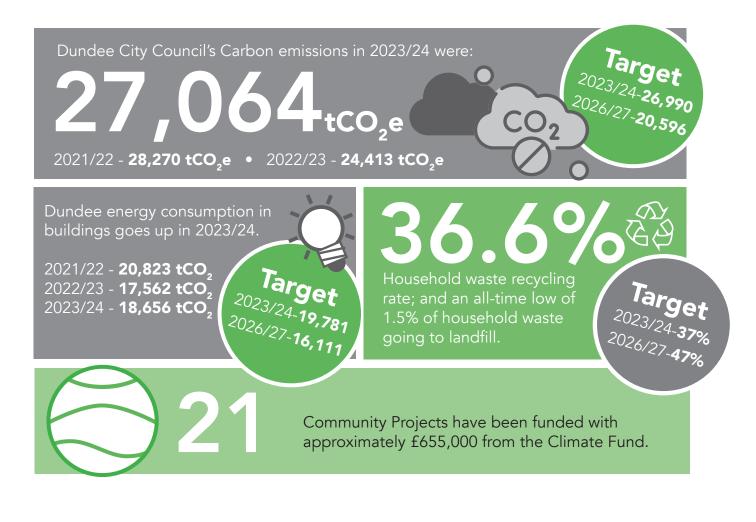
Actions completed 2024/25

- Develop a citywide Local Area Energy Plan (LAEP) and Local Heat & Energy Efficiency Strategy in partnership with the Dundee Climate Leadership Group
- Expand the rollout of 'safer school streets' initiative

Actions in progress for completion 2025/26

There are no actions due to be complete in the year ahead but there are six that have assessed as 50% complete. These are:

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



Low emission zone delivery

Dundee City Council's Net Zero Transition Plan outlines the Council's organisational approach and emissions reduction programmes to achieve its goal of becoming a net-zero organisation by 2038 or sooner. It includes key actions structured around 4 themes of Net Zero Emissions, Climate Resilience, Engagement and Circular Economy and implements a carbon accounting process that will embed delivery across all our Services.

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

The LHEES identifies opportunities for energy efficiency improvements, heat decarbonisation and priority areas suited for developing heat networks for buildings across Dundee. The LHEES Delivery Plan outlines 39 deliverable actions in relation to: stakeholder engagement; overarching actions; heat decarbonisation; fuel poverty; energy efficiency; and heat networks. It has identified five prioritised heat network zones; City Centre, Baldovie, Caird Park, Ninewells Hospital and Lochee. The first steps towards a heat network delivery model were taken in September as Councillors agreed a sourcing strategy to secure specialist legal advice to appraise options for the city and make recommendations about the most appropriate model which should be adopted to unlock heat network deployment.

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

Improving Air Quality

The Dundee Low Emission Zone was introduced on 31 May 2022. The two-year grace period ended on 30th May 2024, and the scheme is now being enforced with penalty charge notices being issued to drivers of non-compliant vehicles onwards from this date. There had already been improvements in air quality due to the behaviour change of those who have taken proactive measures ahead of commencement coming in, and enforcement will further improve air quality.

An Air Quality report in June 2024 showed Air Quality in Dundee had met all the targets in the six locations where it continuously monitors nitrogen dioxide (NO2) and 11 locations where it continually monitors particulate matter (PM). It outlined that Dundee's 2023 NO2 concentration levels were in compliance with the annual mean NO2 air quality objectives for Scotland and that PM10 and PM2.5 levels in 2023 showed a reduction in the annual mean levels for the common air pollutant when compared with 2022.

Sustainable and Active Travel

The latest data measuring the number of people who cycle shows this is 32% in Dundee. However, this data from 2023/24 will not be updated until next year as this is a biennial indicator. This measure of 32% is below our current target of 36%, however, a number of projects are underway to improve cycling infrastructure throughout Dundee and create safe and useful routes to encourage more people in Dundee, and hopefully this indicator will have increased when it is next updated.

Dundee City Council has been awarded £745,000 in grant funding from Transport Scotland to develop design plans for a 'sustainable transport corridor' along the Lochee and Arbroath Road arterial routes. This new design will integrate previous concepts for active travel and bus priority. The technical design is scheduled for completion by March 2026. These are two of the City's six key strategic corridors with development of concept designs for high-quality Active Freeways aimed to encourage more people to walk, wheel and cycle. These two routes in particular were identified by the Tayside Bus Alliance as being key bus corridors that would benefit from bus priority measures.

Construction has commenced on the Green Transport Hub at the Bell Street multi-storey car park, which is on programme for completion in 2025/2026. This redevelopment will make a significant contribution towards our goal of creating a greener city and cut down on carbon emissions, and works include:

- Installation of Electrical Vehicle Chargers supported by a solar panel array on the roof with a battery storage system.
- A full mechanical and electrical upgrade, as well as the installation of new feature cladding and construction of a ground floor cycle storage and bike reuse centre
- Enhanced landscaping with active travel routes designed with consideration of future active travel connections and development

Bike storage across Dundee has now expanded to three locations: 1) Greenmarket: 32 standard cycles + 2 adapted cycles. 2) Olympia: 22 standard cycles + 2 adapted cycles. 3) Lansdowne Court: 25 standard cycles + 2 adapted cycles.

Dundee City Council has received a number of awards over the year for its drive to net zero and use of electric vehicles (EVs). These included Logistics UK: Van Decarbonisation Winner; EVIES Awards: Public Sector Infrastructure Strategy of the Year; Solar & Energy Awards: Best Accessibility Strategy/Project; London EV Show Awards: Sustainability Award Winner; Greenfleet Awards: Public Sector Commercial Fleet of the Year & EV Champion 2024. In addition, in the past year, Dundee has installed 18x7kW Urban Fox retractable chargers for public use. 2x7kW chargers have also been installed at Kingspark School and the depot chargers at Clepington Road are now live with 25x7kW, 2x50kW and 1x100kW chargers to support Construction Services.

Reduce waste, and reuse or recycle more

In an approach to reach the ambitious recycling target and turnaround the rate of recycling in the city, the Council is progressing with its updated Waste and Recycling Strategy Action Plan 2025-30 to reduce waste as well as improve recycling and reuse. The recycling rate has increased in the previous year from 35.6% to 36.6%, and landfill rates are now at an all-time low with just 1.5% of all residual waste going to landfill and the remainder being used to provide energy through the Council's energy from waste facility.

Discovery Compost is produced by the Council from the garden waste taken from brown bin collections, the same materials brought to the city's recycling centres and from green waste produced from local parks and commercial landscapers; this helps to minimise our carbon footprint as well as making a valuable product. Dundee City Council has recently received PAS 100 Quality certified recognition for its compost for 2025/26, the seventeenth year in a row. This also follows an investment in acquiring a Green Waste Shredder for the city's Riverside Composting facility to enable more control and flexibility in delivering the composting service while bringing revenue savings.

36.6% of household waste was recycled in Dundee in 2023, a 3% increase from 2022.

Supporting Biodiversity

Seven parks in the city successfully attained a Green Flag award in 2024/25, by submitting a Management Plan and hosting a site visit by an external assessor. Last year Dundee was awarded £171,000 of Nature Restoration Funding. This funding was used to enhance the existing Nature Network and improve Nature Network links to protect species at risk. Projects included:

- Removal of 6,000 square metres of invasive laurel shrub in Camperdown Park woodland and replacement with native trees and shrubs.
- Further improvement work at the new climate resilient woodlands near Clatto, including path upgrades, wildflower sowing and deer fence removal.
- Path repairs and wildflower area creation in storm damaged areas at Templeton Woods.
- 450 native trees and shrubs were planted at Riverside Nature Park to reduce litter blowing from the recycling centre.
- An area of dune grassland at Broughty Ferry Local Nature Reserve was fenced off to allow for natural grassland regeneration.
- 30 large street trees were planted in empty tree pits across the city.
- Four new biodiversity grassland areas were created along Lochee and Coupar Angus Road.
- 36 Swift boxes were purchased and erected on Council and University of Dundee buildings.
- 100 amphibian ladders were installed in roadside gully pot drains in two amphibian hotspots in the east of the city.

Pedestrianisation, pocket parks & empowered communities

Work is progressing on pedestrian and public realm improvements to Lochee High Street with development works expected to complete by summer 2025. The Council have continued to work in partnership with Sustrans and the local community at Stobswell with the creation of pocket parks in the area and a collaborative concept design has been developed for the next planned pocket park at Eliza Street.

Following the publication of Dundee's City Centre Strategic Investment Plan during 2023, consultants have been appointed to assist with the creation of an Eastern Quarter masterplan. The consultants are working with the Council on the preparation of the masterplan in order to deliver the strategic outcomes of the strategy and to establish a programme of deliverable public realm projects which will inform future capital investment in the Eastern Quarter of the city centre. A wide variety of considerations are being factored into the masterplan and proposed projects, including opportunities to enhance public spaces and active travel through green and blue infrastructure.

The Council also recognises the ability of supported communities to be partners and leaders on local plans and initiatives which diversify greenspaces and make the city a cleaner, greener, brighter and healthier place. To that extent, Local Community Planning Partnerships have actions in their Local Community Plans to focus on the opportunities that local green and open spaces present locally which further the wider biodiversity and community food growing aspirations of the city. Initiatives include garden maintenance, art and cultural projects, recreational and environmental enhancements. An entry into RHS Britain in Bloom awards by Bonnie Dundee, a city-wide network of community groups, organisations, the Council, businesses, schools, and individuals, was awarded a Silver Gilt in the City category. Ninewells Community Garden also picked up the RHS Health & Wellbeing Award.

The Urban ReLeaf citizen science project was launched in July. This project in collaboration with the University of Dundee invited residents to share their perceptions of the city's greenspaces, and valuable data from their feedback will help the Council to achieve its aims for air pollution, health and wellbeing, and biodiversity. Over 500 responses have been collected to date and data will be used to inform Open Space Strategy and Local Development Plan.

Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
Tackle Climate Change and Reach Net Zero Emissions by 2045	2	3	1	4	1 (25%)

Most Improved PI's 👄	Most Deteriorating Pl's 🗢
Increase the percentage of waste arising recycled within the city	Measure of cycling in the city
	Reduce Dundee City Council's corporate emissions (Carbon Footprint) towards net zero tCO2e
	Reduce energy consumption in Council buildings tC02

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
		Data	Data	Data	Target	Target			
	Reduce Dundee City Council's corporate emissions (Carbon Footprint) towards net zero tCO2e*	28,720	24,413	27,064	26,990	20,596			Compared to the previous year, there was an increase of 10.8% in 2023/24. This was due to increases in Stationary and Transport emissions. The Waste sector, on the other hand, saw a slight reduction in emissions this year.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
	Reduce energy consumption in Council buildings tC02 (5% reduction pa)*	20,823	17,562	18,656	19,781	16,111	•	•	90% of the increase can be attributed to 3 properties i.e. Olympia, Dundee House and City Square which are returning to normal operation following maintenance.
	Increase the percentage of waste arising recycled within the city*	32.6%	35.6%	36.6%	37%	47%			36.6% is the official figure for 2023 reported by SEPA, with 22,456 tonnes recycled out of total generated waste of 61,396 tonnes. Although this is an improvement from the previous year, and performing well against the internal Council target, this remains below the LGBF family group average of 40.4%.
	Measure of cycling in the city**	26%	32%	28%	32%	40%	•	0	This is the most up to date data we have, from the recently published Dundee Walking & Cycling Index 2023.

 $^{\ast}\,$ Data is a year behind i.e. latest figure data and current year target is for 2023/24 $\,$

** Data for this indicator is biennial. Latest figure data is for 2023/24.

Perfo	Performance Indicator Key										
Status		Short	Term Trend	Long Term Trend							
	More than 5% away from Target	\bigcirc	Improving	\bigcirc	Improving						
	Within 5% of target	9	Maintaining	8	Maintaining						
	On Target		Deteriorating	\bigcirc	Deteriorating						

Status	Actions in the plan	Progress %	Due Date		Lead
	Deliver the Low Emission Zone to improve air quality (LEZ)	100%	31st May 2024	Dundee's Low Emission Zone enforcement commenced on the 30th May 2024. There is an ongoing statutory requirement for DCC to annually report on the performance of the LEZ	NS
	Develop a city-wide Local Area Energy Plan and Local Heat & Energy Efficiency Strategy in partnership with the Dundee Climate Leadership Group	100%	31st March 2024	The Local Area Energy Plan (LAEP) was agreed by Committee on 23rd September 2024, and the Local Heat and Energy Efficiency Strategy was approved by Committee and published in April 2024.	CD
	Expand the rollout of 'safer school streets' initiative	100%	31st March 2027	Completed March 2025. Active Travel officers continue to support School Streets with a variety of behaviour change measures at 13 schools which are taking part.	CD
	Develop and implement a Net Zero Transition Plan and Carbon Budget for DCC	85%	31st March 2027	Net Zero Transition Plan approved by committee November 2023, and 1st annual report agreed by committee in January 2025 with a full update on actions and emissions reduction.	CD
	Deliver Scotland's first council-led green participatory budgeting initiative – Dundee Climate Fund	85%	31st March 2027	Dundee Climate Fund Round 3 is underway, voting closes on the 17th March. Reclaiming of underspend funds from Round 1 is underway, this will be reallocated to projects from Round 3.	CD
	Embed a Cycle Network Plan within the Local Development Plan	75%	31st March 2027	The Sustainable Transport Delivery Plan is currently being updated to reflect additional active travel projects.	CD

Status	Actions in the plan	Progress %	Due Date		Lead
	Provide further opportunities for pedestrianised areas, pocket- parks and support empowered communities to be partners and leaders on local plans and initiatives to develop biodiversity, local food growing and community spaces	60%	31st March 2027	This action promotes further development of pedestrianised areas (former roads now restricted to pedestrians) alongside other initiatives that transform spaces from car to community, social and biodiversity use. Projects included in this are outlined above (see pedestrianisation, pocket parks and empowered communities).	NS
	Deliver the action plan to reduce waste, and reuse or recycle more	60%	31st March 2027	Work is progressing on the updated 2025 -2030 Waste Strategy Actions plan. This will reflect new and emerging legislative and regulatory obligations and will set out how these will be met over the next 5 years. The plan will include updated key objectives and actions.	NS
	Support the Scottish Government's plans to invest £500 million nationally over the next 5 years to support walking, wheeling and cycling infrastructure	60%	31st March 2027	Continuing to pursue external funding to deliver active travel schemes as identified within the Council's Sustainable Transport Delivery Plan 2024-2034.	CD

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



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



Building Resilient and Empowered Communities



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

Dundee Plans

- Strategic Housing Investment Plan 2025-30
- Empty Homes Strategy 2024/27
- Rapid Rehousing Transition Plan
- Tenant Participation Strategy
- Community Learning & Development Plan 2024/27
- Dundee Community Safety Outcome Improvement Plan
- Local Community Plans 2022-2027
- City Centre Strategic Investment Plan

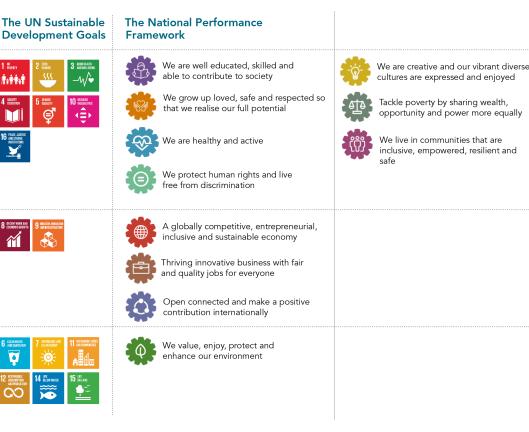
Strategic highlights from last year

- Dundee City Council has made significant progress in housing in 2024/25. A total of 341
 new Council and Registered Social Landlord houses have been completed, exceeding
 our annual target of 200. In addition, Dundee's Empty Homes Strategy 2024/27 has been
 approved by councillors which puts in place a strategic framework to ensure that empty
 houses can instead be provided as homes.
- An updated Community Learning and Development Plan 2024/27 was approved by councillors in September 2024. This will co-ordinate the provision of CLD by the Council and our partners to empower people, individually and collectively, to make positive changes in their lives and their communities, through learning.
- Dundee City Council continues to engage with our communities through encouraging participation. Communities are routinely consulted on a range of community priorities, and the number of Dundee Citizens contributing to local community plan outcomes increased by 39% between 2023/24 and 2024/25. The Council has exceeded the 1% target for participatory budgeting, with 11,063 citizens taking part in several participatory budgeting exercises.

- The new East End Community Campus has been named the Drumgeith Community Campus, with the new secondary school on site being named the Greenfield Academy. The campus will serve both pupils and communities by providing a modern facility for a range of community, library, leisure, and sports facilities.
- Anti-social behaviour in the city has maintained at a similar level between 2023/24 and 2024/25. There were 1,314 complaints in 2024/25, compared to 1,302 in 2023/24. We are currently below our 2024/25 target of 1,432. This follows a decreasing trend in recent years from 1,522 in 2021/22.

National Performance Framework

(Aligning global, national and local aims)



Council Plan Key Priority



Reduce child poverty and inequalities in incomes, education and health



Resilient and



Design a Modern Council



Deliver Inclusive Economic Growth (including Community Wealth **Building**)



Tackle Climate Change and reach Net Zero emissions by 2045

Actions Completed 2024/25

• Maximise participatory budgeting in all forms.

Actions in progress for completion 2025/26

• Kirkton Community Hub Trial (95% complete, due 30th June 2025).

In addition, four actions due for completion in 2026/27 are already more than 50% complete. These are:

- Working with the Scottish Government on a Local Democracy Bill to further empower councils and communities.
- Increase community ownership of Council owned assets.
- Invest a further £80+ million in new and improved schools (Western Gateway and East End Campus).
- Build affordable houses that meet community needs.



Priorities in Action

Building Quality Social Housing

A key priority within the Council Plan is the delivery of more social and affordable housing. The aim is the delivery of 1,000 homes over a 5-year period or the target of 200 per annum which is being delivered through the Strategic Housing Investment Programme (SHIP). The Plan includes additional accessible housing for adults with either learning disabilities, physical disabilities or mental health disabilities, to allow them to receive the appropriate care and support that they need within their local community. This is funded through the Scottish Government's Affordable Housing Supply Programme.

There was a total of 341 of new Council and registered social landlord housing completions in 2024/25 which is the highest level of annual house completions in more than a decade, and a 29% increase from 2023/24. There has been a total of 706 completions since the start of the Council Plan, so the Council is making good progress to achieve the 1,000-home target by 2027.

The Council's Empty Homes Strategy 2024/27 was approved by the Neighbourhood Resources, Housing and Estate Management Committee in October and outlines a strategic framework and action plan to use the 1,067 unoccupied houses in the city to provide accommodation. This will be on top of the 132 empty homes which have already brought back into use and currently provide accommodation. This strategy will contribute to alleviate the increasing housing demand of a growing population in Dundee and help to address and prevent homelessness.

In addition to new and affordable houses being built, the Council continues to maintain and improve the existing Council housing stock. Housing and Construction Services presented the Relet and Repairs Recovery Plan to the Neighbourhood Regeneration, Housing and Estate Management Committee in May 2024 which set out to reduce the number of Relets from 545 to 200 within 20 weeks. This was achieved by October 2024 and Construction Services are now concentrating resources on housing repairs.

Local Community Planning

Our 8 Local Community Planning Partnerships continue to work towards their respective Local Community Plans to reduce inequalities in their communities. The five broad Community Priorities within each plan were identified from listening to community members. These are: empowering communities, the cost of living, health & wellbeing, children & families, and climate change.

During the year 2024/25, 12,201 people responded to events and surveys, a 14% increase from 10,729 in 2023/24. Communities are routinely consulted on a range of community priorities, but the increase in numbers is in large part due to communities being consulted for the Neighbourhood Capital Fund. There was a 39% increase in the number of Dundee Citizens contributing to local community plan outcomes increasing from 708 to 983

between 2023/24 and 2024/25. Citizen contribution to Local Community Planning is now well embedded within our structures. The Council's and Dundee Partnership's strategic priority to reduction in inequalities for children and in health inequalities in one of the main drivers of current work and high numbers of volunteers continue to contribute to anti-poverty work in the city. The rise in numbers has also been a result of emerging neighbourhood action groups, and an increase in the number of peer support groups being established, especially men's groups and recovery support.

The Community Learning and Development (CLD) Plan 2024/27 was approved by councillors in September 2024. This outlines 6 key priority outcome areas in line with the City Plan priorities, as well as key actions within each of these outcome areas. This will build on the success of the previous iteration of the CLD Plan 2021/24 which included collaborative approaches to tackle poverty and inequalities with Local Fairness initiatives (LFI) in Linlathen and Stobswell West, What Matters to You Initiatives in Kirkton and Charleston, responding to the cost-of-living crisis with the city-wide Open Doors programme, targeted work with young people and Humanitarian Responses to the war in Ukraine.

The Community Wishes Portal was launched in August 2024 and has since been operating to connect local community groups with business contractors to foster collaboration and enhance community development.

Participatory budgeting

Participatory Budgeting is one of the key drivers of community empowerment giving citizens the power to decide on public sector budgets. The COSLA participatory budgeting target for Local Authorities is defined as 1% of total estimated expenditure. For Dundee in 2023/24, this target was £3,658,270. Participatory budgetary spend in 2023/24 was £4,321,717 which was 1.18% of total estimated expenditure, marking the first time that Dundee City Council has met this Participatory Budgeting target. The final figure includes spend from projects such as the Community Regeneration Fund, Dundee Climate Fund and the District Centre Fund. 11,063 citizens took part in Participatory Budgeting exercises in 2023/24.

The Dundee Climate Fund includes a total of £750,000 to support community-led climate change projects that is awarded in several rounds. The first two rounds have already awarded approximately £655,000 to projects chosen by public vote and have benefitted 21 community projects ran by 18 local groups and organisations. Applications for the 3rd round were voted on between January and March 2025, and the successful applications will be given this funding in the upcoming year.

The Dundee Alcohol and Drug Partnership has devolved over £80,000 to Local Community Planning Partnerships, ensuring that people with lived experience are on decision-making panels and helping to deliver initiatives that meet our City Plan priorities.

Dundee's Voice is developing into one of the main channels for open dialogue with citizens and community involvement that will influence and shape developments in Dundee including the Community Regeneration Fund, Climate Fund, Neighbourhood Capital Fund.

11,063 citizens had a say in participatory budget exercises in Dundee in 2023/24

Community Hubs

The Drumgeith Community Campus project remains on programme for completion by Summer of 2025 with the new campus opening in August 2025. The campus will host the Greenfield Academy secondary school, where Braeview Academy and Craigie High School will relocate to as these are closed and are part of a demolition plan. The Campus will serve as a modern and vibrant central hub for the north and east of the city for both pupils and the community to use. It will provide specialist pupil support provision, as well as music and performing arts, community, library, leisure, and sports facilities for use by the wider community.

Dundee City Council will manage the facility, and a service level agreement will be established for all partners, while Leisure and Culture Dundee will provide services such as sport, leisure, and library activities. The Campus will also provide services redistributed to it from The Hub Library and Community facility and Whitfield Library which will close following the opening of the new Campus. This was agreed by elected members following the consideration of feedback from a public consultation ran by the Council in partnership with Leisure and Culture Dundee over a 6-week period in November and December 2024.

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

Turning vacant to vibrant

Town Vacancy Rates continues to be a challenge for the Council, despite a slight decrease in the most recent data for empty retail units from 18% in 2022/23 to 17.7% in 2023/34. However, the Council is committed to bringing vacant spaces in town and district centres back to life to make Dundee a vibrant city centre. The Council's City Centre Strategic Investment Plan sets out our ambitions for the development of the city centre up to 2050. The Council is making significant strides to improving public spaces, including pedestrian areas and green spaces to make the city centre more attractive.

The City Centre Strategic Investment Plan will deliver a £2m Investment Programme to the city centre. Current and planned developments for the city centre include: City Streets – Commercial Waste Pilot is now permanent as of 1st March 2024 ; Façade Enhancement Grants in Union Street and £1m Capital Works announced for Eastern Quarter (Murraygate & Seagate). City Dressing to create distinct city centre spaces in key streets. Shop improvement treatments continue on a number of vacant units. City Lights, preliminary works complete at McManus and a City Centre Lighting Masterplan is being developed.

Performance Scorecard

Prio	rity	On Target		Not on Target	Total	Improved or the same as last year (% of total)
Build	Resilient and Empowered Communities	3	3	2	5	4 (80%)

Most Improved PI's 👄	Most Deteriorating Pl's 🗢
The percentage of Council budget allocated by participatory budgeting processes	Number of antisocial behaviour complaints
Number of Council and Registered Social Landlord housing completions	
Empty retail unit rate	

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
		Data	Data	Data	Target	Target			
	The percentage of Council budget allocated by participatory budgeting processes*	0.66%	0.9%	1.18%	1%	1%			Our PB work has been widespread with involvement in this work across council services.
	Town vacancy rate*	13.3%	18%	17.7%	12.4%	10%	\bigcirc		Filling vacant units is part of the City Centre Investment Plan to deliver a vibrant City Centre

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
	Number of Council and Registered Social Landlord housing completions	101	264	341	200	200	\bigcirc	\bigcirc	Completions for 2023/24 have exceeded target. A reduced grant in the next year will impact on future completions
	Number of antisocial behaviour complaints	1,470	1,302	1,314	1,432	1,244			Work is ongoing to continue to reduce the number of reports of antisocial behaviour. This includes a high level of preventative measures, early intervention, and engagement, and working collaboratively with both internal and external partners.
	Number of Dundee Citizens contributing to local community plan outcomes	502	708	983	750	1,000	\bigcirc	\bigcirc	This includes a number of emerging initiatives within communities where citizens are taking the lead on delivering outcomes.

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

Perfo	Performance Indicator Key										
Status		Short Term Trend			Term Trend						
	More than 5% away from Target		Improving	\bigcirc	Improving						
	Within 5% of target	8	Maintaining	8	Maintaining						
	On Target		Deteriorating		Deteriorating						



Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Maximise participatory budgeting in all forms	100%	31st March 2027	Completed October 2024. Participatory Budgeting is embedded across different services and budgets in DCC. The principles of providing opportunities for citizens to express their views on how resources are spent is central to our Council's way of working and is not seen as a stand- alone activity undertaken by a central team. Council's Leadership Team oversees the opportunities for new budget areas in their service to be subject or identify where they are already Participatory Budgeting.	NS
	Kirkton Community HUB trial	95%	30th June 2025	The work to re-locate groups and services from Kirkton Community Centre has been completed and the centre closed to all users on 28 April 2025. The building is being prepared for demolition. All Local Management Group activities are taking place in temporary locations until building works are completed to their proposed new locations. Services being delivered as part of our community campus approach in Baldragon and St Paul's have successfully moved. Work has been completed on building modifications in St Paul's, and the library service for the community and the school is now operational. Monthly updates are provided to an officers' working group who are overseeing the implementation of the community campus approach in Kirkton and at Drumgeith.	CF

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Increase community use and ownership of Council owned assets	75%	31st March 2027	3 pre-applications for Community Asset Transfer (CAT) and a full CAT request from Mid-Linlathen have been received. A task and finish group in Communities has been established to review the support materials.	NS
	Work with Scottish Government on a Local Democracy Bill to further empower councils and local communities.	50%	31st March 2027	A cross-sector Democracy Matters steering group was formed in December 2024. It is made up of representatives from COSLA, Local Councils, Health Board and organisations representing communities. The group will conclude its work by spring 2025 with the aim of agreeing models in principle and how to progress these through to the next stage of Democracy Matters.	CEX
	Invest a further £80+ million in new and improved schools (Western Gateway and East End Campus)	50%	31st March 2027	The construction of East End Campus remains on track for completion, with the anticipated handover in August 2025. Braeview Academy & Craigie High School will be closed on Friday 27th June, both buildings will be handed over in late July to commence work for demolition.	CF
	Build affordable houses that meet community needs	50%	31st March 2027	As at the end of financial year 2024/5 a total of 341 social rented houses were completed. This is well in excess of the Council Plan target of 200 units	NS
	Incorporate the 20 Minute Neighbourhood concept into the forthcoming the Local Development Plan	30%	31st March 2027	The review of the Local Development Plan has been underway over the previous year, with the Council engaging on topic papers outlining evidence of the extent to which different parts of Dundee could function as 20-minute neighbourhoods. This engagement is now complete, and evidence report is programmed for Fair Work, Economic Growth and Infrastructure Committee in Autumn 2025.	CD

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Help reanimate vacant places in the city centre and other retail areas	20%	31st March 2027	We continue to pitch all vacant units to potential users. City Centre and Overgate continue to have new openings including Korean BBQ, Sostrene Grene, Gumnam and more planned in the next quarter at Overgate. We have met property agents to discuss how to work collaboratively.	CD

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

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

Design a Modern Council



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

Dundee Plans

- Long Term and Medium-Term Financial Strategy
- Capital Plan
- Investment Strategy
- Transformation Programme
- Our People and Workforce Strategy
- Best Value Assurance Report and Self-Assessment Improvement Plan
- Communications Strategy
- Property Asset Management
- Digital Strategy

Strategic highlights from last year

- The impact of the Local Government Financial Settlement required the Council to identify upwards of £10m of savings to balance the overall budget. Despite these financial pressures, Dundee City Council has set a balanced budget for the 2025/26 financial year which included resources to tackle the Cost-of-Living Crisis.
- The Council's Transformation Programme is progressing well, with a number of projects being delivered to redesign our processes and services to be modern, based on the needs of their users, and financially sustainable. This will be key to achieving a balanced budget in the coming years. Key themes within the programme include:
 - a) The Council's property portfolio continues to be reviewed and rationalised.
 - b) The Council continues to be digitally innovative with the provision of a wide and increasing range of online services. As well as for our citizens, the Council remains digitally proactive in providing the best use of technology for our employees. Modules on the best practice of M365 are now fully rolled out to maximise the use of the package, including modules such as SharePoint and Teams to ensure the most effective means of document sharing and collaboration.

- A Best Value Thematic Review on Dundee City Council's workforce innovation in 2024 found that the Council's Strategic Workforce Plan 2023-28 responds to workforce challenges through building capacity, increasing productivity and innovation. This review outlined several actions which have been appropriately assigned and are currently underway.
- The Best Value Thematic for 2025 is on Transformation and the report with findings and recommendations will go to Scrutiny Committee.

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



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Actions completed 2024/25

• Increase digital learning, teaching of new working methods and developing the skills of our employees.

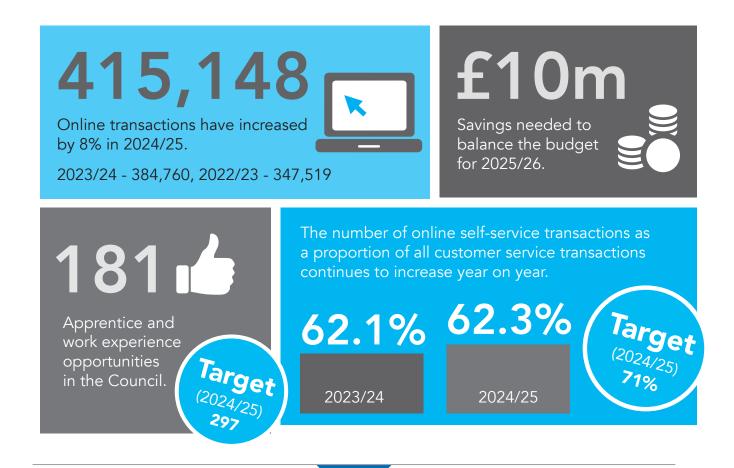
Actions overdue

• Deliver a programme of service redesign reviews to embed the digital and community empowerment changes. (50% Complete, due 31st July 2024).

Actions in progress for completion 2025/26

There are no actions scheduled for completion in 2025/26; however, two actions are above 50%:

- Deliver options to balance the Council's budget each year.
- Deliver a programme of service redesign reviews to embed the digital and community empowerment changes.



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Priorities in Action

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

Balancing the budget

City Governance Committee on 28th October 2024 agreed a Budget Strategy and Financial Outlook 2025/26 (Report No 288-2024). This strategy noted the key financial challenges facing the Council but also aimed to provide sufficient resources within services to meet the Council's strategic priorities. This report also outlined the Medium-Term Financial Strategy (Agreed 4 September 2023 by City Governance Committee (Report No 230-2023)), which includes the principles with which the Council's budget is developed.

A budget consultation survey ran for 4 weeks from 29th November to 29th December 2024 where citizens were invited to share their views on a range of specific savings options put forward by officers, either online or by completing a paper form. There was regular promotion of the consultation undertaken during this period to encourage feedback, and there was a total of 3,571 responses to the questionnaire, a 228% increase from 1,088 responses the previous year.

Report No 14-2025 to City Governance Committee on 6 January 2024 outlined the impact of the Local Government Financial Settlement which required the Council to identify £10m of savings to balance the overall budget. The 2025/26 Revenue Budget was approved by City Governance Committee on 27 February 2025 (report 55-2024 refers). This included an 8% increase in Council Tax to help close the budget gap and support Council services. As part of this budget, the Council will invest £500,000 to tackle the Cost-of-Living Crisis, £160,000 for Economic Development and £300,000 to improve neighbourhoods and environments. Work is underway to assess likely deficit for 2025/26, and options will be identified to address this.

Transformation Programme

Delivery of the sixth phase of the transformation programme will continue to support future financial plans. The 2025/26 Revenue Budget outlined that the best-case projected budget gap would require £32.8m of savings to made by 2027/28 to achieve a balanced budget each year. This is on top of over £171m savings realised since the financial crisis of 2008. The transformation of services will be essential in contributing to these savings.

Areas in which we are redesigning the Council include:

- rationalising property
- digital by design
- redesigning services
- sharing services with other Councils and third sector partners and
- looking at what we pay for and where we can create new income streams.

The Design a Modern Council priority provides the branding for the transformation programme up to 2027. Delivering on the Council Plan requires a more radical redesign of services to meet changing demographics, levels of poverty, community wealth building, community empowerment and embracing modern technology and new ways of working.

Long term service redesign and digital transformation will be ways in which long term transformations will be realised, where services change due to the changing nature of how customers want to engage based on the technological developments taking place. The Council will be looking for where transformation both improves the service and leads to a long-term reduction in the sustainable cost basis for delivering the service. There is a Change Fund to support projects that can deliver improvements and/or deliver financial savings. Developing more applications and ideas for the Change Fund is a key part of the programme. Further detailed updates on key workstreams are:

Property Rationalisations - The Council has achieved a significant reduction in costs for occupied property in recent years, but further transformation will be required in the future to meet budgetary challenges and create a more sustainable property portfolio, modernised and suitable for the needs of the people of Dundee. The Property Asset Management Plan 2025 – 2030 was approved by Fair Work, Economic Growth and Infrastructure Committee on 18th November (Report No 320-2024) and summarises the purpose, performance and plans for the council's non-residential property portfolio.

This includes the leasing of property to external organisations, particularly third sector organisations. Dundee City Council currently leases over 50 properties to third sector organisations, and a key development this year has been the 99-year lease of Riverside Pavilion to Yusuf Youth Initiative (YYI). Dundee House is actively being marketed as office space having previously hosted BT during this year. Balfour Beatty/SSEN have agreed Heads of Terms for floor 1 in Claverhouse following the relocation of Council teams to other Council owned offices.

In addition, operational property is continually evaluated against need. Where it can be shown that the Council no longer requires operational use of property, there are a range of possible outcomes, including demolition. A reduction in revenue cost pressures was realised through the recent demolition programme including the old sawmill at Camperdown Park, Law Nursery, former housing offices at 101 Whitfield Drive, Weigh Bridge and Wash Bay at Marchbanks Depot. Further demolition proposals include MOT buildings at Marchbanks Depot, Contracts Services House Clepington Road, part of old Baldovie Depot Plant and the two high schools at Craigie and Braeview which are being merged and moved into the new East End Community Campus.

Digital by Design - Progress is being made in online self-service transactions. The volume of total online transactions is up 8% over the previous year and up 19% over the previous 2 years. The proportion of transactions complete by customers as self-service has maintained over the previous year, remaining at 62%. The Council continues to expand self-service options, with 31 licence application forms currently being redesigned as self-service forms using Granicus. Of these, 20 are now live, and the remaining are in final testing.

The Parents Portal was launched across all Dundee schools in 2023/24, and uptake of this has increased during 2023/24 with 8,788 Parents and 11,936 young people now registered to use the portal as of March 2025, an increase of 74% and 81% respectively on the previous year. The portal, which can be downloaded as a mobile app, makes it easier for parents and young people to communicate directly with schools especially where approvals and sign-ups are required. A Tenants Portal is also continuing to progress.

The Dundee MyBins App continues to attract new users and inform residents about all Dundee waste & recycling matters. The app can be downloaded, free of charge for both Android and IOS users and has over 11,500 users as of March 2025.

We have made significant strides in our digital initiatives. We have also ensured fibre connectivity to all Dundee schools. A new digital governance process has been established and new project working documentation has been created with efforts currently focused on centralising digital project reporting. Intent has been defined for 17 digital projects at various stages of their lifecycle. A policy for AI use and data storage has been drafted.

To support our users, we have conducted seven workshops and masterclasses, and M365 modules for staff now developed and delivered and will continue to be evaluated to ensure that these meet the needs of our workforce. The Digital Skill Progress Plan is now developed and aligned to Digital Skills Strategy and includes key actions. This will be monitored with ongoing feedback via the Digital Board. Staff who are members of the Council's internal 'Digital Champions' network continue to provide support to each other and colleagues out with this network to enrichen digital skills and innovation within the workforce.

We will consult with vendors regarding our business continuity plans, particularly in the area of cyber resilience. We aim to complete SharePoint adoption across the Council and launch workshops to service areas for 'thinking digitally'. Furthermore, we will deliver the Digital Leadership Conference and initiate the project to roll out a Council-wide reporting suite.

Our People

The Council's approach to leading, managing and developing its people is set out in Our People Strategy 2023-28. The core aim of the strategy is that our people's wellbeing will be supported and that they will be valued for what they do in making a difference. Hybrid working has now been rolled out across the council and all employees have the necessary equipment. The induction process ensures that new starts understand how to use their equipment and the software for their role. Digital skills are promoted through the Digital Workplace on One Dundee.

A Best Value Thematic Review report on Dundee City Council's workforce innovation was issued in August 2024, outlining whether the Council is responding to workforce challenges through building capacity, increasing productivity and innovation. The report confirmed that the Council's Strategic Workforce Plan 2023-28 ensures it has a skilled, flexible, high performing, motivated and well managed workforce support the delivery of its strategic objectives, and that detailed service-level workforce data is provided to services to assist with workforce planning. However, this report also outlined that the Council needs to ensure that the Workforce Plan aligns with its service plans and digital strategy. As part of the review, 7 recommendations were agreed and are being implemented and monitored by colleagues in Corporate Services via their service plan:

- Alignment of Strategic Workforce Plan 2023-28 and service plans
- Impact of greater use of digital technology
- Establishment of Digital Leadership Board
- Digital skills survey
- Reliance on casual workers
- Joint working with partners
- Measuring the impact of workforce planning

Increasing opportunities for young people

There has been an increase in the number of graduate apprenticeship new starts from 2 to 5 between 2023/24 and 2024/25. However there have been fewer modern apprenticeship new starts, decreasing from 36 in 2023/24 to 16 in 2024/25. During this period, ERI funding and MA funding has been stopped due to changes in funding criteria.

During the period April 2024 - 31 March 2025, the youth employability service had 181 new young people accessing employability support. During the period 67 young people moved into jobs, 7 into Modern Apprenticeships and 34 into FE/training. This equates to a 59.6% outcome rate. During 2024/25 there has been an ongoing restructuring of the Council's employability service. The team leadership is now in place, and team members have been establishing presence in communities and are heavily involved in the delivery of key actions from Step Change for Young Dundonians programme.

Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
Design a Modern Council	0	0	3	3	2 (67%)

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

Statu	s Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Year 5 (26/27)	Short Term Trend	Long Term Trend	Notes
		Data	Data	Data	Target	Target			
	The number of Council transactions that are digital self- service (order, request, payment)	347,519	384,760	415,148	440,000	500,000	\bigcirc	\bigcirc	Number of transactions has increased by 8% between 2023/24 and 2024/25
	The percentage of customer services customers using self- service options	60.8%	62.1%	62.3%	71%	99%	\bigcirc	\bigcirc	Slight increase over the previous year. Monthly values vary between 60% and 65%

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Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Year 5 (26/27)	Short Term Trend	Long Term Trend	Notes
	The total number of opportunities provided to young people (e.g. modern apprenticeships, trainees)	117	199	181	297	297			During this period the youth employability service have been going through a review of employability services, ERI funding and MA funding has been stopped due to changes in funding criteria.

Perfo	Performance Indicator Key								
Status		Short Term Trend			Term Trend				
	More than 5% away from Target	\bigcirc	Improving	\bigcirc	Improving				
	Within 5% of target	9	Maintaining	9	Maintaining				
	On Target		Deteriorating		Deteriorating				



Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Long-Term Financial Strategy to be updated to reflect new Council Plan priorities	100%	31st March 2024	Completed March 2024. A Long-Term forecast for projected budget funding gaps up to and including 2033/34 was presented in the Revenue Budget and Council Tax 2024/25 report to City Governance Committee in February 2024,	CS
	Roll out hybrid working across the Council	100%	1st April 2025	Completed April 2024. Hybrid working has now been rolled out across the council and all employees have the necessary equipment. The review of hybrid working is an action in the Corporate Services Service Plan 2023 to 2027.	CS
	Increase digital learning, teaching of new working methods and developing the skills of our employees	100%	1st April 2024	All M365 modules now developed and delivered. Currently being evaluated. Digital Skill Progress Plan now developed and aligned to Digital Skills Strategy, with key actions. Scrutiny and ongoing feedback via Digital Board.	CS
			31st March 2027	Officers provided sufficient options to members to agree a balanced budget for 2025/26, and this was agreed by City Governance on 27 February 2025. Works will now commence to prepare a revenue budget strategy for 2026/27 that will aim to do the same.	CS
	Delivering a programme of service redesign reviews to embed the digital and community empowerment changes	50%	31st July 2024	Following the approval of remits for delivery boards for the main themes of the Transformation Programme, further discussions are required around service design i.e., use of data to identify potential areas for service redesign. An approach is still to be developed and agreed.	CEX

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	The roll out of a digital transformation programme	25%	31st March 2027	Over the past five months, we have made significant strides in our digital initiatives (see Digital by Design above). We have several key actions planned for the next few months, including consult with vendors regarding our business continuity plans, complete SharePoint adoption across DCC, launch workshops to service areas for 'thinking digitally', and deliver the Digital Leadership Conference.	CS
	Increase the uptake of modern and graduate apprenticeships	25%	31st March 2027	During the period April 2024 - 31 March 2025 the youth employability service had 181 new young people accessing employability support. During the period 67 young people moved into jobs, 7 into Modern Apprenticeships and 34 into FE/training. This equates to a 59.6% outcome rate.	CS

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

Action p	rogress symbols and progress percentage explained
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	80% - Majority of actions achieved/ agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule.
	Overdue – Action is still progressing; however, it has exceeded its due date.
	Completed - Action has been completed, and objectives have been achieved.



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

REPORT TO: CITY GOVERNANCE COMMITTEE – 23 JUNE 2025

REPORT ON: FAIRNESS AND LOCAL CHILD POVERTY ACTION PLAN – ANNUAL REPORT FOR 2024/25

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 191-2025

1. PURPOSE OF REPORT

1.1 This annual report presents the combined Fairness and Local Child Poverty Action Plan Report showing progress during 2024/25. It also highlights key actions to be taken in 2025/26.

2. **RECOMMENDATIONS**

- 2.1 It is recommended that Committee approves:
 - a the Dundee Fairness and Local Child Poverty Action Plan Annual Report for 2024/25 which is attached as Appendix 1; and
 - b the actions as set out for the next phase of the Action Plan for 2025/26 onwards.

3. FINANCIAL IMPLICATIONS

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

4. BACKGROUND

- 4.1 The Child Poverty (Scotland) Act 2017) places a duty on local authorities and health boards to jointly report annually on activity they are taking, and will take, to reduce child poverty. The Local Child Poverty Action Plan Reports are required to be produced *'as soon as reasonably practicable after the end of each reporting year.'*
- 4.2 This report satisfies the requirements for the LCPAR and includes the partnership working and planning associated with the Dundee Fairness Strategy. Community Planning partners have collaborated accordingly, and the eighth combined report is presented in Appendix 1 for approval. As requested by the Scottish Government, this combined report sets out a statistical analysis of poverty and deprivation in the city.
- 4.3 The Child Poverty (Scotland) Act 2017 introduced a series of statutory income targets to measure reduction in child poverty in Scotland by 2030. While these targets do not apply locally, they inform Dundee's Fairness and Child Poverty ambitions. The only indicator which is currently available at a local level is the most recent child poverty estimates by End Child Poverty which were just published in June 2025 and are based on data for the period 2023/24. They estimate that the percentage of children living in poverty after housing costs in Dundee is 26.1% compared to a national rate of 23% across Scotland. For Dundee this has reduced from 28.2% in 2022/23. End Child Poverty have advised that caution should be taken when interpreting year on year change. Officers will interrogate these figures further to consider any implications for future planning and target setting.

5. PROGRESS

5.1 The annual report tracks performance with the indicators set in the Fairness Plan, compared to the previous 3 years, and compared to the year 3 target. It also includes progress made on each of the actions in the Plan. It shows that the Dundee Partnership continues to take extensive action to reduce poverty and mitigate the impact experienced by families, children, individuals, and communities.

5.2 The summary of the Fairness and Child Poverty Plan performance by priority theme in the table below shows that, overall, 24% of the performance indicators in the Fairness Plan are on or within 5% of the target. The table also shows that 72% of performance indicators have improved over the previous year.

Theme	Indicators on or within 5% of current target	Indicators that have improved over previous year	Total number of indicators
Social Inclusion and Stigma	2 (67%)	3 (100%)	3
Work and Wages	1(20%)	2 (40%)	5
Benefits and Advice	1 (33%)	3 (100%)	3
Attainment and Child Poverty	1 (17%)	5 (83%)	6
Health and Inequalities	0 (0%) *	2(67%)	3
Housing and Communities	1 (20%)	3 (60%)	5
Total	6 (24%)	18 (72%)	25

*Please note 2 of the 3 performance indicators within the health and inequalities theme are data only indicators and therefore have no targets.

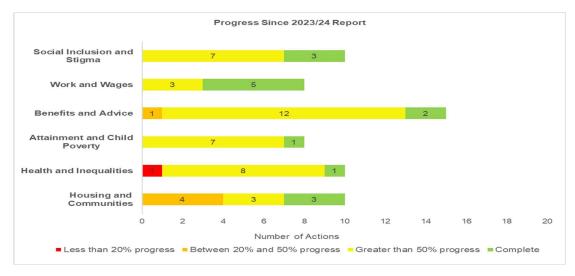
5.3 Looking across the total number of indicators in the appendix, the most improved indicators and the areas for improvement are noted below. The areas for improvement will be a focus during the next year to get on track towards the target.

The indicators showing the most improvement are:

- number of council and registered social landlord housing completions (increased by 29.2%).
- percentage point gap in literacy in p1-p7 between pupils living in SIMD 1 areas and SIMD 5 areas (decreased by 16.6%); and
- number of children living in temporary accommodation (decreased by 13.4%).

The indicators needing further improvement or focus are:

- number of workless households.
- number of applications assessed as homeless or threatened with homelessness; and
- percentage of primary 1 children classified as obese or overweight.
- 5.4 The following summary of progress on the actions in the Fairness Plan shows that all actions have made progress since the 2023/24 annual report. The chart shows that 1 action (2%) was marked as being less than 20% complete, 5 actions (8%) were marked as being between 20% to 50% complete, 40 actions (66%) were marked as being greater than 50% complete and 15 actions (25%) were marked as being 100% complete.



- 5.5 Appendix 1, attached, is the full report setting out our progress in detail. It includes the following sections:
 - Key Infographics (page 2).
 - an Introduction by the Leader of the Council and the Chief Executive on behalf of the Dundee Partnership (pages 3).
 - a summary of National and local targets and performance (pages 4-7).
 - an annual statement from the Dundee Fairness Leadership Panel (page 8).
 - a breakdown of key statistics giving and Understanding Poverty and Inequality in Dundee (pages 9-10); and
 - a section on each of our Fairness Themes covering priorities, performance, strategic highlights, and action progress:
 - Social Inclusion and Stigma (pages 11-16)
 - Work and Wages (pages 17-21)
 - Benefits and Advice (pages 22-28)
 - Attainment and Child Poverty (pages 29-33)
 - Health Inequalities (pages 34-39)
 - Housing and Communities (pages 40-44)

6. POLICY IMPLICATIONS

6.1 The progress presented in this report and all actions in the Fairness Plan for Dundee will make an impact on reducing the levels of poverty experienced by people in Dundee. The Integrated Impact Assessment for previous years' reports continues to be accurate. Article VIII of the Minute of the Policy & Resources Committee on 26 June 2023 refers to the original report and IIA.

7. CONSULTATIONS

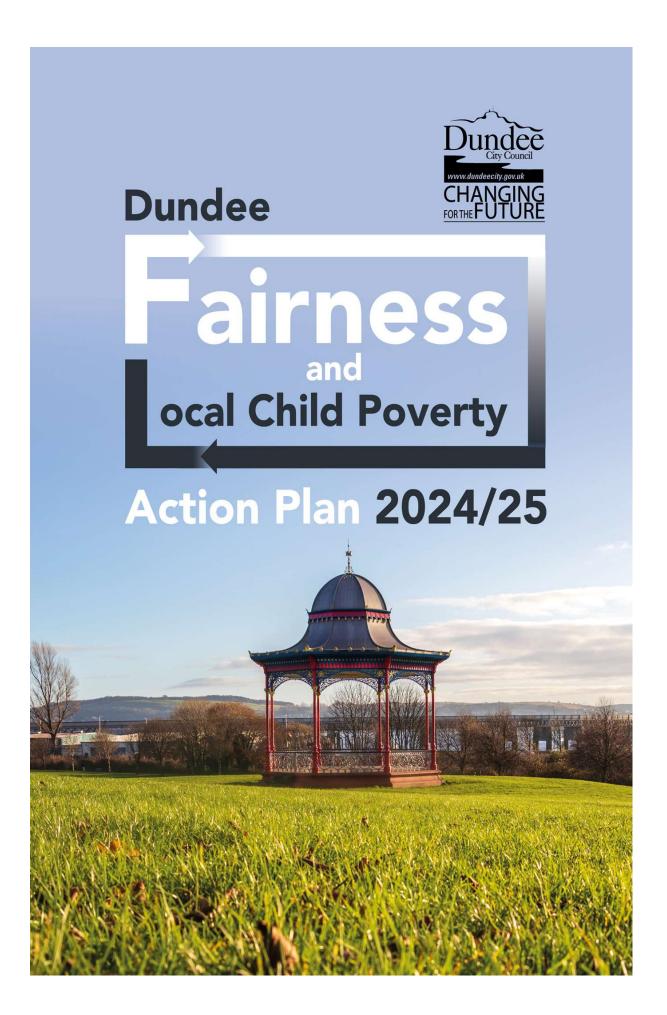
7.1 The Council Leadership Team, community planning partners and members of the Fairness Leadership Panel have been consulted in the preparation of this report.

8. BACKGROUND PAPERS

8.1 None.

GREGORY COLGAN CHIEF EXECUTIVE DATE: 9 JUNE 2025

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KEY INFORGRAPHICS



Fuel Bank Fund energy grants for households on pre-payment meters applied for by Dundee **Energy Efficiency Advice** Project in 2024/25. (Source: DCC Corporate Services)



calls and 12,087 applications for Crisis Grants and Community Care Grants to The Scottish Welfare Fund who paid out £1,939,010 in awards.

(Source: DCC Corporate Services 2024/25)



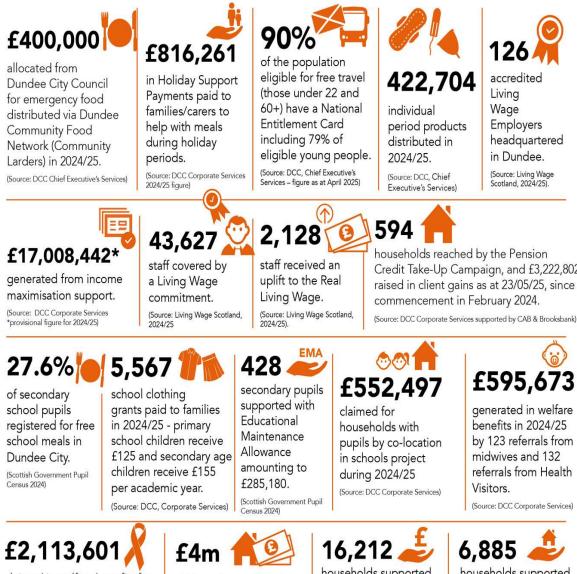
people on average accessing emergency food support through community larders, cafes and community cupboards/ fridges (excluding Dundee & Angus Foodbank).

(Source: DCC Chief Executive's Services 2024/25)



number of patients in Dundee who can now access a co-located welfare rights officer in their GP Practice for help with benefits, debt and energy costs in 2024/25.

(Source: DCC Corporate Services)



claimed in welfare benefits for those suffering from cancer and their families, helped by the Council's Macmillan Welfare Benefits Service in 2024/25.

(Source: DCC Corporate Services)



Hardship Fund Payments awarded to tenants.

(Source: DCC, Corporate Services 2024/25)

households supported with Council Tax Reduction to help manage their payments. (Source: DCC, Corporate Services 2024/25)

Credit Take-Up Campaign, and £3,222,802

(Source: DCC Corporate Services supported by CAB & Brooksbank)



by 123 referrals from

households supported with Housing Benefit to help manage rent payments.

(Source: DCC, Corporate Services 2024/25)

1. INTRODUCTION

This is Dundee's eighth Fairness and Child Poverty Report (Our Local Child Poverty Action Report (LCPAR) for national reporting). In it, we set out the action we have taken over the last year to reduce the impact of poverty and the many inequalities that remain a large part of life in the city. While data shows that levels of child poverty in Dundee remain stubbornly high, this report presents the major efforts that partners in Dundee took in 2024/25 to change that for children, families and communities. We are determined to improve the lives of more than 7,000 young people and their families who are vulnerable to the damage that poverty and inequality can do.

This is an important time to reflect on the impact of the work we have done locally to support the Scottish Government's ambitious targets to reduce child poverty by 2030. The Scottish Government is expected to publish its final delivery plan for 2026-2031 by Spring next year. They will present the measures they intend to take to meet their 2030 targets. This will undoubtedly shape that way that local authorities, health boards and their community planning partners play their part alongside the communities they serve.

As a result, the current version of the Dundee Fairness and Child Poverty Plan will be extended to March 2027. This will give us a year from the publication of the national delivery plan to consider its proposals, review our existing approach and commitments, revise our local targets and then create our new action plan for 2027 onwards. This timescale also provides us with the opportunity to align our Fairness and Child Poverty Plan with any changes made to Dundee's City Plan 2022-2032 when the 5-year review is initiated for 2027 too. Thereafter, both plans will drive co-ordinated action to reduce child poverty and inequality as part of our collective long-term vision for a fairer Dundee.

Following constructive feedback from the Fairness Leadership Panel and other partners, this year's report is streamlined to make it more accessible. It focuses on performance and progress to detail what is changing and how we are delivering on the commitments we have made across our six Fairness themes: Social Inclusion and Stigma; Work and Wages; Benefits and Advice; Attainment and Child Poverty; Health Inequalities; and Housing and Communities. We give a brief description of each action and an estimate of progress towards the deadlines we set. Many of these are revised in line with the extended life of this plan. As in previous years, this report is augmented by an updated poverty profile of the city and communities and a collection of case studies.

We are delighted to note the ongoing development and contribution of the Dundee Fairness Leadership Panel and the members of Dundee Fighting for Fairness. Their work was recently commended by the Joseph Rowntree Foundation as an excellent example of *putting the voices of people who have lived experience of poverty and inequality at the centre of efforts to tackle these issues.* The Panel's latest report was endorsed by the Dundee Partnership and Dundee City Council who agreed that the Panel's recommendations on Mental Health and Isolation; Pressures on 3rd Sector Projects Tackling Poverty; and Fair Housing will be added to this action plan and reported on in future annual reports. Every year we want to improve this report and are grateful to Dundee Fighting for Fairness, the Improvement Service and other partners for their feedback. We are incorporating many of the suggested improvements.



Councillor Mark Flynn Chair of the Dundee Partnership Forum



Gregor Colgan Chair of the Dundee Partnership Management Group

2. NATIONAL TARGETS AND LOCAL PERFORMANCE

a. Dundee Fairness and Child Poverty Approach

Since the adoption of the first Fairness strategy for Dundee in 2012, the Dundee Partnership has taken a broad approach to reducing child poverty and improving outcomes for individuals and families in the city. Our performance indicators and action plan commitments demonstrate a coherent cross-cutting look at the range of outcomes for people experiencing socio-economic disadvantage. These are shaped by the outcomes presented below.

Social Inclusion and Stigma	Increase social and digital inclusion	Reduce stigma and discrimination of people living in poverty and people with protected characteristics	Improve resilience, aspirations, and purpose for people in poverty	
Work and Wages	Increase wage levels and Scottish Living Wage Accreditation	Increase learning, skills, and employment opportunities for people in poverty	Reduce persistent and rising levels of unemployment and underemployment	
Benefits and Advice	Maximise income from social security and benefits in kind	Reduce household costs, debt, and fuel poverty	Improve access to advice services for all households	
Attainment and Child Poverty	Reduce the poverty-related attainment gap	Reduce the number of children living in poverty	Improve engagement of priority families with support services	
Health Inequalities	Reduce health gaps caused by social inequality	Improve physical and mental health and wellbeing for people in poverty	Reduce the causes and consequences of substance misuse	
Housing and Communities	Build social capital, connectedness, and trust in disadvantaged communities	Promote safe and supportive environments at home, at work, and in the community	Ensure access to basic human necessities including food, heat, medicine, and hygiene products	

b. Targets and Progress

Dundee set itself the ambitious goal of matching the Scottish Government's overall national target of reducing child poverty to less than 10% of children living in relative poverty by 2030 from an existing rate of 26.1%. Our efforts are directed by the combined fairness and child poverty outcomes explained above.

2023/24 child poverty estimates by End Child Poverty were published in June 2025. These estimate the percentage of children in poverty after housing costs and show that 26.1% of children in Dundee City were living in poverty in comparison to 23% across Scotland. The following table shows how the percentage of children in poverty after housing costs has changed in Dundee City during the period 2014/15 to 2023/24.

2014/	2015	2016	2017	2018/	2019/	2020/	2021	2022	2023
2015	/2016	/2017	/2018	2019	2020	2021	/2022	/2023	/2024
23.8%	25.0%	26.4%	27.0%	26.2%	26.8%	22.5%	27.1%	28.2%	26.1%

Source: End Child Poverty- Child Poverty in your area 2014/15-2023/24 (Published June 2025) Due to changes in methodology caution should be taken when looking at changes over time

c. Dundee Performance

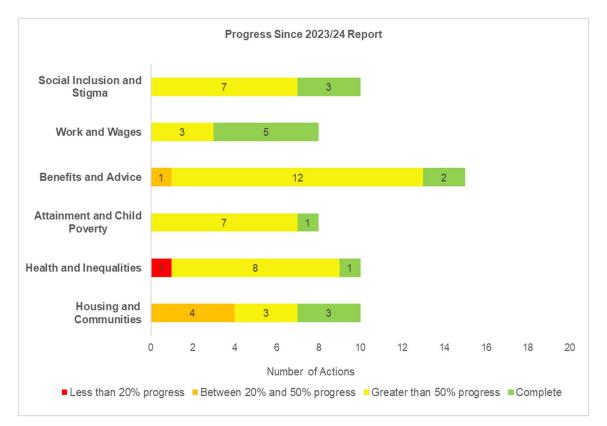
The Dundee Partnership supports the Scottish Government's aspiration to make Scotland the best place for children to grow up, and tackling poverty will contribute a large part of achieving this. Local Authorities and Health Boards have a joint duty to publish a joint annual report on activities undertaken at a local level to contribute to meeting the child poverty targets shown above.

The latest data on the Fairness Plan is summarised below for each priority theme. This shows a final tally for each priority shown in the table below. 72% of performance indicators across the priority theme scorecards in the Plan have improved when comparing the latest figures to the previous year.

Theme	Indicators on or within 5% of current target	Indicators that have improved over previous year	Total number of indicators	
Social Inclusion and Stigma	d 2 (67%) 3 (100%)		3	
Work and Wages	1(20%)	2 (40%)	5	
Benefits and Advice 1 (33%)		3 (100%)	3	
Attainment and Child 1 (17%) Poverty		5 (83%)	6	
Health and Inequalities	0 (0%) *	2 (67%)	3	
Housing and Communities	1 (20%)	3 (60%)	5	
Total	6 (24%)	18 (72%)	25	

*Please note 2 of the 3 performance indicators within the Health and Inequalities theme are data only indicators and therefore have no targets

The chart below shows how Dundee is progressing on its actions to reduce child poverty and povertyrelated socio-economic impacts on vulnerable groups



Overall Progress – Progress of Completed and Ongoing Actions since the 2023/24 Report

Fairness Theme Progress

As explained in the introduction to this report, the timescale for the current Dundee Fairness and Child Poverty Plan will be extended to March 2027 to accommodate the Scottish Government's forthcoming delivery plan and align with the next Dundee City Plan. This may impact on the % of progress stated for our actions across our Fairness themes. Where this is the case, these have been adjusted to take account of the slightly longer timescale. Monitoring will continue to be as open and rigorous as ever and from this year forward, this report will include updates from partners on the actual work carried out over the last year to implement the actions we have published.

Legend	
<u> </u>	Unassigned - The action has been created on the system, but hasn't yet had the required relevant officers assigned to it.
	In Progress - Action is progressing well, on target for achieving all objections set in the initiation phase.
	20% - The task is defined and agreed by relevant partners/stakeholders
	40% - Necessary tasks planned and implementation in early stages
	60% - Number of key actions achieved/agreed process or improvement taking shape or in place or underway
	80% - Majority of actions achieved/ agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule
0	Overdue – Action is still progressing; however, it has exceeded its due date.
0	Completed - Action has been completed, and objectives have been achieved.
×	Alternative Action Identified - When the action will not reach its due date or/and an alternative has been initiated

d. Areas for Improvement

While the Partnership continues to develop and implement actions to mitigate the impacts of poverty in Dundee, we acknowledge that there are still areas where greater progress is needed and must be pursued. The following table shows the performance indicators which were highlighted as areas for improvement in the **2023/24** Local Child Poverty Action Plan Annual Report. The latest figures available have been shown to record improvements achieved in these areas.

Performance Indicator	Latest Position		
Percentage point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas	The latest figures available for this indicator are for the period 2023/24. The literacy attainment gap decreased from 19.9% in 2022/23 to 16.6% in 2023/24. This indicator is contained within the Local Government Benchmarking Framework (LGBF). Dundee has a smaller attainment gap than the family group average benchmark of 17.1% and maintained its ranking as 4 th in the family group. Dundee is ranked 7 th nationally.		
Children aged under 16 years and living in relative low-income families (before housing costs)	The figures used to populate this indicator are sourced from the <i>DWP Children in Low Income families before</i> <i>housing costs</i> publication. Figures for the financial year ending 2024 which were published in March 2025 stated that the methodology used to calculate these figures had been changed and due to this change DWP also revised the historical data.		
	Provisional figures for 2023/24 estimated that 18.7% of children (aged under 16) in Dundee City (4,476) were living in relative low-income families before housing costs. This is a reduction from the 21% or 4,934 children who were reported to be living in relative low-income families (before housing costs) in the period 2022/23.		
% of young people 16 to 24 who are unemployed	Latest statistics published on the NOMIS website reported in the period January to December 2024 the youth unemployment rate in Dundee City decreased to 28.9% from the 31.7% reported for the period January to December 2023.		

Based on an analysis of performance against targets set in the Dundee action plan for **2024/25**, the following performance indicators are the furthest away from target and with no improvement on the year before. The relevant Dundee Partnership's Child Poverty and Inequalities strategic leadership group will be charged with investigating the reasons for this and taking action to address and close these gaps. The action taken and the results will be reported in next year's report.

- Number of workless households in Dundee
- Number of applications assessed as homeless or threatened with homelessness
- Percentage of Primary 1 children classified as obese or overweight

3. Dundee Fairness Leadership Panel Annual Statement

The Fairness Leadership Panel is a collective response to poverty and inequality in Dundee. It brings together people with lived experience and representatives from local organisations working together to ensure that those who are vulnerable and facing disadvantage in our city have a voice. The Panel works to address the impact of external challenges by focusing on areas where it can influence change. Members are committed to asking difficult questions and holding services to account.

Here are a few highlights of the Panel's work during 2024/2025:

The Dundee Fairness Action Plan

A Panel subgroup has continued to review and critique each section of the Plan and given honest insight into how these proposed actions will or won't help the community. The group have shared ideas about how to widen and deepen the impact of the actions outlined in the Plan. As the Action Plan is constantly being updated, the Panel are part of a rolling review programme, making sure that actions are realistic and achievable, and are genuinely taken forward.

Hearing from our Communities

In early 2024, the Panel agreed to look further into three common challenges that the community had identified the year before. These challenges were: Mental Health and Isolation; Pressures on Third Sector Projects Tackling Poverty; and Fair Housing. Between February 2024 and January 2025, the Panel investigated deeper into these issues, spending time listening to people in local communities, front line staff and managers within relevant services, and local funders. They spoke to community members across more than twenty different community projects and more than ten services relating to these issues.

The Panel has produced a report with thirteen recommendations to strategic partners across the city that would improve these three challenges faced by communities.

Annual Fairness Conference

The panel held its third Annual Conference in November 2024. These conferences help the Panel share key issues they have focused on over the past year and hear from a cross section of sectors about current issues and concerns. The importance of the subject was reflected in the excellent attendance from local communities; local and neighbouring councils; NHS and Public Health; local employability services; third sector organisations and charities; local housing associations; Scottish Government; Social Security Scotland; faith communities; further education; and the Arts. There were also representatives from funders, the Robertson Trust and the National Lottery; and the local Northwood Charitable Trust.

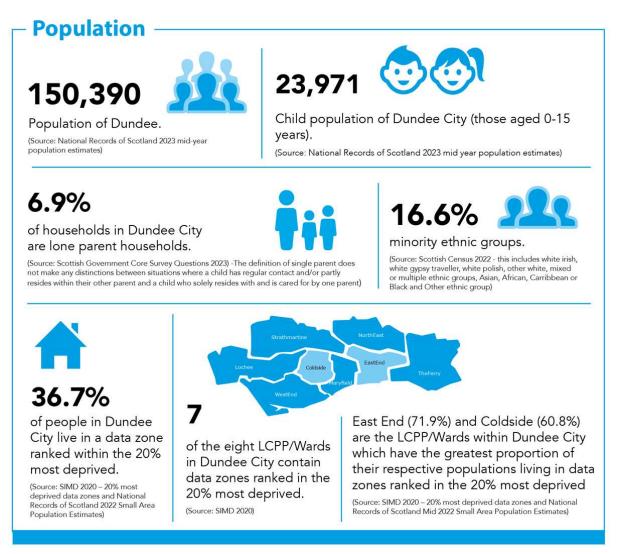
Leaders from the Joseph Rowntree Foundation presented the findings from the Independent Assessment they ran over a nine-month period to study the way the Panel works. They published a briefing called 'Alternative voice: inclusive decision-making empowering Dundee's community' in November 2024. The brief examines the Panel's 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.

4. Understanding Poverty and Inequalities in Dundee

a. Measuring Inequality in Dundee

The long-term trend of poverty levels in Dundee remains stubbornly consistent over time. As the prices of everyday essentials continue to increase, it is important that all available evidence continues to be monitored as this will allow us to identify the highest priority groups and local issues and monitor progress towards our child poverty targets.

The following summary shows the extent and range of poverty challenges which families and communities in Dundee face. A full and detailed Poverty Profile for Dundee can be found on the Dundee City Council website.



End Child Poverty – Percentage of Children in Poverty After Housing Costs

2023/24 child poverty estimates by End Child Poverty were published in June 2025. These estimate the percentage of children in poverty after housing costs and show that 26.1% of children in Dundee City are living in poverty after housing costs in comparison to 23% across Scotland. The chart below shows timeseries data for Dundee for the period 2014/15 to 2023/24.

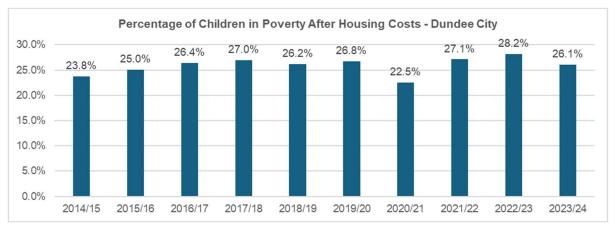


Figure 1: End Child Poverty – Percentage of Children in Poverty After Housing Costs

Source: End Child Poverty - Child Poverty in your area 2014/15-2023/24 (Published June 2025) Due to changes in methodology in how the figures are collected caution should be taken when looking at changes over time.

Percentage of children (aged under 16) living in relative low-income families before housing costs

The Department for Work and Pensions (DWP) publishes statistics on the percentage of children (aged under 16) living in relative low-income families before housing costs. A family must have claimed child benefit and at least one other household benefit (universal credit, tax credit or housing benefit) at any point in the reference year to be classed as low income within these statistics.

The latest provisional statistics from this publication estimated that in the period 2023/24 4,476 (18.7%) of children aged under 16 in Dundee City were living in relative low-income families before housing costs. Statistics for each ward showed the percentages varying across the City. The highest percentages were experienced in Coldside (27.7%), East End (26.7%), and Maryfield (23.2%). The lowest proportions occurred in The Ferry (6.6%) and West End (15.4%).

More detailed breakdowns of the 2023/24 provisional figures found that 52.9% of children aged under 16 living in relative low income families (before housing costs) in Dundee City were within lone parent families. It was also estimated that in Dundee City 33.5% of children aged under 16 living in relative low income families (before housing costs) were within non-working families.

Households in receipt of Universal Credit

The number of households receiving Universal Credit provides an insight into priority families in relative poverty. The table below shows the number and proportion of households in Dundee City receiving Universal Credit.

Universal Credit Households	Households	%
Total households in Dundee	69,855	
Total households on Universal Credit	17,464	25%
Households with children aged 1 and under*	1,045	6%
Single with children*	5,613	32%
Couple with children*	1,870	11%
Total Universal Credit Household with Children*	7,486	43%
Households with 3 or more children*	1,468	8%
Households with a disabled child element*	1,485	9%

Source: DWP Stat Xplore

Households on Universal Credit - as at November 2024

*% of all households in receipt of universal credit



SOCIAL INCLUSION AND STIGMA

17%



of Dundee City respondents in the 2023 Scottish Household Survey stated that their household doesn't manage well financially. This is higher than the Scottish proportion which stood at 9% (Source: Scottish Household Survey 2023)

73%



of Dundee City respondents in the 2023 Scottish Household Survey stated that they felt very or fairly strongly when asked their strength of feeling belonging to the community. At a Scottish level 82% of respondents felt this way

(Source: Scottish Household Survey 2023)



7,295

food vouchers issued from Dundee and Angus Foodbank.

(Source: Dundee and Angus Foodbank figures Jan-Dec 2024)



4,515

children fed via Dundee and Angus Foodbank.

(Source: Dundee and Angus Foodbank figures Jan-Dec 2024)

8,433



customer calls to the advice line, looking for help with benefits, debt and energy advice, dealt with by Welfare Rights, DEEAP and Connect in 2024/25.

(Source: DCC Corporate Services)

1) Strategic Highlights and Progress During 2024/25

- New opportunities are being created to enable those with convictions to access training.
- A new Senior Active Schools Coordinator is providing enhanced activities in the Local Fairness Initiatives in Linlathen and Stobswell West areas.
- Holiday programmes covering Easter, Summer and October breaks are being funded for lowincome priority groups in 20 schools.
- The Fairness Leadership Panel completed its research and produced a widely endorsed report with significant recommendations.
- Seven Cash First Community Guiders are supporting seeing older people, families and single adults who uses seven larders in five wards across the city. A further five are being trained in local food projects.

2) Performance Scorecard

Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Year 3 Target	Short Term Trend	Long Term Trend
Number of food vouchers issued from Dundee and Angus Foodbanks (Source: Dundee and Angus Foodbank)	6,979 (2021)	8,655 (2022)	8,261 (2023)	7,295 (2024)	5,984	1	1
Children fed via Dundee and Angus Foodbank (Source: Dundee and Angus Foodbank)	5,212 (2021)	5,961 (2022)	5,111 (2023)	4,515 (2024)	4,469	1	1
Employment rate for those with a disability (ONS Annual Population Survey)	43.7% (2020)	46.3% (2021)	52.5% (2022)	Not available	53.6%	1	1

When looking at the short-term and long-term trend: dash means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

3) Progress on Actions

Status	Action Title	Progress	Due Date	Latest Update
	Design and deliver training events responding to the stated learning needs of kinship carers.	100%	31-Mar- 2025	This year, the kinship team piloted an online parenting programme, supporting 9 kinship carers to participate. Psychologically/trauma-based parenting input is currently available via 2 clinical psychologists, both on an individual consultative basis for workers and kinship carers, and through group learning sessions. They also contribute to learning materials used with kinship families. This is a time-limited service due to funding constraints, although alternative sources of funding are being sought. There are links with other family-based care teams to share resources and training for foster carers/adopters as relevant/appropriate. Links are also in place with third sector organisations that provide individual and wider community supports to kinship families. These links continue to be developed and expanded.
	Undertake research to understand the stigma and challenges experienced by people struggling against in-work poverty	85%	31-Mar- 2027	The Fairness Leadership Panel conducted extensive research into poverty related issues including housing and mental health services. Its report has been approved by the Dundee Partnership and Dundee City Council. Members are scheduled to present their recommendations to a range of influential groups. The Panel's work has been recognised in research conducted by the Joseph Rowntree Foundation.
	Reduce the barriers to education, employment and volunteering for those with convictions by increasing referrals to Dundee employability, education support services and volunteering agencies from community justice partners	70%	31-Mar- 2027	Officers continue to seek ways to use 'Other activity' up to the legal maximum of 30% of hours to allow several online training courses run by the Open University to be included. Skills Development Scotland remains part of the Community Justice Partnership (CJP), and employability remains on the CJP agenda. Work is underway with Employability services to identify potential resources for service users.
	Improve offering from Active Schools Programme targeting children and young people from families on low incomes	90%	31-Mar- 2027	A new Senior Active Schools Coordinator has been appointed to enhance the provision of activities in the Local Fairness Initiative areas - Linlathen and Stobswell West. A comprehensive plan to increase resources and expand offerings is underway.
0	Develop youth activities via CLD youth workers teams	100%	31-Mar- 2025	CLD Youth Work teams have continued to develop youth activities in all areas of the city. We will review the position going forward to ensure that we are delivering relevant programmes that meet the needs of young people and the communities in which they live.

Status	Action Title	Progress	Due Date	Latest Update
	Develop activities and learning from Summer of Play	100%	31-Mar- 2025	The Whole Family Wellbeing Fund (WFWF) Holiday Programme Partnership awarded funding to 20 schools and 6 partner agencies to deliver activities and food to targeted children and families from the low- income priority groups as well as those children needing support to access to fun holiday activities and experiences in 2024. This includes Easter, Summer and October 2025. Improvements were made to the One Stop Shop 'What's On' resource for families to increase awareness of what was available across Dundee during the Summer 2024 Holidays and this was expanded, for the first time, for Easter 2025. Following the Holiday Programme Partnership Learning and Sharing Event in November 2024, a number of service improvements have been identified
	Implement actions for positive destinations for young carers who are particularly vulnerable	85%	31-Mar- 2027	and systems/process improvements made for 2025 applications. Young Carers, as a group identified as having Additional Support Needs (ASN), continue to be supported by MCR Pathways and are matched with mentors.
				In March 2025 the lead officer for ASN, met with Carer Centre staff and parent carers to share post-16 transition procedures. All school guidance teams were also briefed to ensure they were aware of the procedures to follow.
	Expand delivery of Dignity and Right to Food awareness sessions for service providers who work with clients facing food insecurity	70%	31-Mar- 2027	Dignity Principles and a Right to Food continue to form a key part of Cash First training facilitated by Faith in Community Dundee. This includes the Community Guiders Programme - a dedicated triage role to identify issues people present with, (from financial to housing and mental health and substance use) and help them access the support they need. There are currently seven Community Guiders trained across seven larders in five wards who are mainly seeing older people, families and single adults. A further five are being trained across five food projects. Cash First Training has also been carried out with frontline services across the city, including DCC Housing, NHS Dietetics, Dundee University Social Medicine Society at Ninewells Hospital, and members of the Local Employability Partnership.
				Cash First and bespoke signposting training sessions can be delivered as and when requested to food projects, organisations and frontline services

Status	Action Title	Progress	Due Date	Latest Update
				to improve their knowledge of local support, including dignified access to food, and how and where to signpost and refer.
	Increase opportunities for positive destinations for young people with Additional Support Needs (ASN), including complex needs, through transition planning and skills enhancement	95%	30-Jun- 2025	The partnership between the Children and Families Service and the City Development team is pursuing the best outcomes for positive destinations for young people with ASN. Joint school visits with Health and Social Care workers provide each secondary school has up-to-date information and enable data gathering.
				Collaboration with third sector partners, Skills Development Scotland (SDS), and Youth Employability, has resulted in a list of available resources to help young people make better choices when they leave school.
	Expand and scale up the Making Recovery Real Network approach in localities	90%	31-Mar- 2026	Peer 2 Peer training to support individuals and organisations across Dundee to strengthen their approach to peer support is being delivered. A more coordinated approach is being taken to build the capacity of other organisations to deliver both Peer 2 Peer training and Creating Hope Through Peer Support.
				A local peer support framework is being co-produced with 15 individuals from a range of organisations with the first meeting held in May 2025.Lived experience will be embedded through ongoing input from the Peer Supporters Network, ensuring the framework reflects the realities of peer support in practice. Partners are working alongside the Scottish Recovery Network (SRN) as they shape a national framework to ensure that local and national efforts are aligned and mutually supportive.
				Work on Recoverzine continues with the upcoming 10th edition, which will take a reflective look back at the journey of the publication so far. Developed in close collaboration with the editorial groups at the Lochee and Bella Centre, this celebratory issue offers an opportunity to recognise the creativity, voices, and stories shared through the magazine over time.
	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.	NEW	March 2027	

4) Case Studies (link)

- Strengthening family support through volunteering DVVA Programme
- Building confidence and belonging through creative community groups ScrapAntics Collective
- Empowering a young New Scot through leadership and creativity
- Reducing isolation and promoting wellbeing Lochee Friendship Group
- What Matters To You Targeted Group Work
- Connecting new parents through Douglas Pram Pushing Walk & Talk
- Promoting community-led suicide prevention Dundee Creating Hope Awards Pilot



WORK AND WAGES



12.0%*

of employees aged 18+ in Dundee City were earning less than the living wage

(Source: ONS Annual Survey of Hours and Earning 2024 *provisional figures)



Gross median weekly earnings for full time workers residing in Dundee City in 2024.

(Source: NOMIS - ONS Annual Survey of Hours and Earnings – Resident analysis)



of the population in Dundee City live in a data zone ranked in the 20% most deprived in the income domain.

(Source: SIMD 2020 20% Most Deprived data zones in the income domain and National Records of Scotland Mid 2022 Small Area Population Estimates)



Survey – households by combined economic activity status Jan-Dec 2023)



Youth Unemployment rate (aged 16 to 24). (Source: NOMIS ONS Annual Population Survey – Jan-Dec 2024)



of people aged 16-64 years and economically active in Dundee City were in employment.

(Source: ONS Annual Population Survey Jan-Dec 2024)

1) Strategic Highlights and Progress During 2024/25

- Joint working between the Discover Work Partnership and the Fairness Leadership Panel has shaped employability principles that are now being implemented across services.
- The Child Poverty / Employability Pathfinder has expanded from Linlathen to Mid-Craigie, Douglas and Stobswell West, supporting the development of multi-agency advice hubs.
- A new Employability Development Officer (Child Poverty) post has been created to increase the ways parents can access employment and improve the incomes of priority family groups, as well as to progress new projects aimed at reducing inequalities in employment and income.
- Despite economic challenges, the number of Living Wage accredited employers in Dundee continues to grow, supporting efforts to reduce in-work poverty.

2) Performance Scorecard

Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Year 3 Target	Short Term Trend	Long Term Trend
% of employees in Dundee earning less than the real living wage (Source: ONS Annual Survey of Hours and Earnings)	10.2% (2021)	7.2% (2022)	9.8% (2023)	12% (2024 provisional)	10.3%	ţ	•
Gross weekly pay for full time employees living in the area (Source: ONS Annual Survey of Hours and Earnings – Resident Analysis)*	£575.00 (2021)	£586.70 (2022)	£624.80 (2023)	£673.30 (2024)	£665.63	1	1
Number of workless households in Dundee (Source: ONS Annual Survey of Hours and Earnings Resident Analysis)*	9,500 (2020)	10,500 (2021)	10,300 (2022)	14,300 (2023)	8,145	•	ŧ
% of young people 16 to 24 who are unemployed (Source: ONS Annual Population Survey)*	22.1% (2021)	21.7% (2022)	31.7% (2023)	28.9% (2024)	18.7%	1	↓
The total number of opportunities provided to young people (e.g. modern apprenticeships, trainees) (Source: DCC Corporate Services)	280 (2021/22)	117 (2022/23)	199 (2023/24)	181 (2024/25)	297	↓ ↓	1

When looking at the short-term and long-term trend: dash means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

*The Scottish Government's Chief Statistician highlighted concerns about the reliability of economic data from the Annual Population Survey, citing issues such as reduced sample sizes, especially since the pandemic. While the data remains usable, caution is advised when interpreting the statistics.

3) Progress on Actions

Status	Action Title	Progress	Due Date	Latest Update
	Develop opportunities for care experienced young people (CEYP) to improve their skills for work	100%	31-Mar- 2025	Key workers continue to support CEYP in Dundee by providing one-to-one sessions to develop work skills. Bespoke support includes access to employability services' training academies and job shops, which provide hands-on experience and skill development; application support, mock interviews, and job matching; referrals to additional training providers for further qualifications and skills.
0	Increase positive destinations for care experienced young people and those with Additional Support Needs through the Young Persons Guarantee	100%	31-Mar- 2025	The Youth Employability Service supports young people with Additional Support Needs (ASN). Support includes assistance with college applications, job applications, CV creation, applying for training, accessing funding and aftercare to help clients sustain their outcomes. They also have access to academies, job shops, and work experience opportunities.
	Implement the new Employability Pathway Programme for 2024-29 once the Corporate Employability Review has concluded	70%	31-Mar- 2027	70% of support provided by the new Employability Pathway programme commenced as planned from April 2024 as a result of Discover Work Challenge Funding to All in Dundee – a consortium of Third Sector Employability Providers led by ENABLE Works in partnership with Alexander Community Developments, Barnardo's, Helm, One Parent Families Scotland, Street League, Volunteering Matters. Following progress in September 2024, the Council's new Corporate Employability Service is expected to be fully implemented the very near future. In addition, elements of All in Dundee's service offer were scaled up from April 2025 following the award of additional No One Left Behind funding for Specialist Employability Support. Information on performance of the Employability Pathway programme for 2024/2025 will be reported to the Fair Work, Economic Growth, and Infrastructure Committee from June 2025.
0	Develop opportunities for care experienced young people (CEYP) to improve their skills for work	100%	31-Mar- 2025	Key workers continue to support CEYP in Dundee by providing one-to-one sessions to develop work skills. Bespoke support includes access to employability services' training academies and job shops which provide hands-on experience and skill development; applications support; mock interviews and job matching; referrals to additional training providers for further qualifications and skills.
0	Maximise the use of Child Poverty Employability Funding to support Priority	100%	31-Mar- 2025	All Child Poverty Employability Funding channelled via No One Left Behind has been allocated to the All in Dundee consortium. Performance

Status	Action Title	Progress	Due Date	Latest Update
	Family Groups and other families/communities based on local need			information on support to priority groups will be reported to Council Committee from June 2025.
	Continue to work in partnership with the Fairness Leadership Panel and Dundee Fighting for Fairness to ensure Employability Providers uphold commitments to the new principles for Discover Work and respond fully to pre-existing Fairness Commission Recommendations	80%	31-Mar- 2025	The Fairness Leadership Panel was briefed by lead officers in April 2025 with an update on progress on the co-created principles for Discover Work and responses to the earlier Fairness Commission recommendations. The Panel was particularly interested in the recent review of Dundee City Council's employability teams and the ongoing efforts to co-locate services where possible. Employability pathway providers (All in Dundee and DCC) have offered to give a joint presentation to the Fairness Leadership Panel about their work later in 2025/26 depending on the panel's priorities for this financial year.
	Support the Local Fairness Initiatives through the provision of employability services delivered alongside others in any place-based approaches	80%	31-Mar- 2025	Discover Work is supporting the Local Fairness Initiatives on an ongoing basis. All In Dundee partners and the Council Employability Services are supporting multi-agency hub models in Linlathen and Douglas and are involved in planning for a new advice hub in Stobswell West. Discover Work is also supporting engagement plans to reach priority groups and customers in Stobswell West, as well as monitoring customers registered onto the Employability Pathway through these initiatives.
0	Establish the post of Employability Development Officer (Child Poverty) to support wider activity delivered to address inequalities relating to employment, income and poverty	100%	31-Dec- 2025	Discover Work appointed the Employability Development Officer (Child Poverty) in July 2024. This role supports ongoing targets to address inequalities in employment, income, and poverty. The officer collaborates with NHS Tayside Employability and Public Health Directorates, DCC Community Learning and Development, and the community-based Adult Learning Network. The role also aligns with the aims of "A Step Change in Positive Destinations for Young People," focusing on improving engagement with priority family groups and progressing new projects for priority customers. New actions in this plan will outline this post's ongoing work to better engagement of priority family groups and progress new projects for priority customers.
	Facilitate and resource 'Discover Together' – NHS Tayside Family Friendly Employment	NEW	31-Mar- 2027	
	Facilitate a Local Childminder Recruitment Programme	NEW	31-Mar- 2027	
	Develop a Single Gateway / Directory for Attainment and Employment Pathways	NEW	31-Mar- 2027	

4) Case Studies (link)

- Supporting young people into employment Employability Pathfinder (LFI Linlathen)
- Overcoming Barriers to Work Employability Pathways
- Safe Housing Enabling Employment Housing & Communities Team
- Inclusive Careers in Healthcare NHS Tayside Healthcare Academy



BENEFITS & ADVICE

32%*



of households receiving universal credit in Dundee City were single person households with children

(Source: DWP Stat Xplore figures as at November 2024) *figures are provisional. 52.9%*

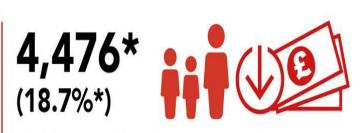
of children in low income households (before housing cost) are within lone parent families.

(Source: DWP Stat Xplore – children in low income families in relative poverty data set 2023/24) *figures are provisional



take up rate of pupils eligible for free school meals.

(Source: Dundee City Council, Children & Families Service P1-S6)



of children aged under 16 years are living in relative low income families (before housing costs).

(Source: DWP Children in low income families local area statistics UK financial year 2023/24 – figures are provisional*)

1) Strategic Highlights and Progress During 2024/25

- Increasing numbers of pupils taking up free school meals
- Outreach advice and benefit support to parents through schools has expanded from Morgan to Braeview, Baldragon and Craigie
- Gendered-sensitive Scottish Welfare Fund advice is being offered in Dundee Women's Aid, the Women's Hub and Aberlour.
- A Pension Credit uptake campaign secured £2.8 million for clients

2) Performance Scorecard

Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Year 3 Target	Short Term Trend	Long Term Trend
Children aged under 16 years and living in relative low income families (before housing costs) Source: DWP Children in Low Income Families	19.1% (2020/21)	19.4% (2021/22)	21.0% (2022/23)	18.7% (2023/24)	16.6%	1	
% of children who are in low-income households (before housing costs) and within lone parent families Source: DWP Stat Xplore Children in low income families data set	48.1% (2021/21)	48.1% (2021/22)	54.2% (2022/23	52.9% (2023/24)	41.2%	1	•
The % take up of free school meals (data is P1-S6) Source: DCC Children and Families Service	46.2% (2021/22)	48.4% (2022/23)	52.5% (2023/24)	58.6% (2024/25)	54%	1	1

When looking at the short-term and long-term trend: dash means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

Due to changes in methodology historical data has been revised for all of the PIs in the above table – the targets were also recalculated based on the updated historical figures

3) Progress on Actions

Status	Action Title	Progress	Due Date	Latest Update
	Deliver training to Support Workers in partnership with Welfare Rights to provide advice within their teams	70%	31-Mar- 2027	An online video has been developed that informs support workers how to make direct referrals for their clients to Council Advice Services via a newly built Firmstep form. Support provided includes income maximisation, debt and energy advice.
	Work in partnership with the Scottish Prison Service (SPS) and Department of Work and Pensions (DWP) to ensure prisoners have access to their appropriate benefits on release	90%	31-Mar- 2027	Prison Link Centres continue to remain open to visiting agencies to facilitate preparation for release. An update on pre-release benefit assessment will be sought by the Community Justice Service (CJS). Short-term prisoners are offered voluntary throughcare by Community Justice workers and the National Throughcare Service. Long-term prisoners have a pre-release Integrated Case Management (ICM) where issues are discussed. All prisoners are offered a same day appointment with CJS on the day of release. Positive Steps works with prisoners throughout their time in custody, before release and then on the day of liberation, which ensures access to benefits.
	Focus on take up of free school meals, free transport and free after-school activities as a means of reducing the cost of living with a city wide communication approach adopted with information about these cost reducing initiatives	55%	31-Mar- 2027	Tayside Contracts and schools promote free school meals and each primary pupil attending secondary school induction days in June are provided with a free snack at break and lunch. Schools also involve young people in menu developments. Secondary schools continue to encourage free meal take up and figures supplied by Tayside Contracts show this is increasing. In primary pupils it rose from 59.5% in 2023/24 to 65.01% in 2024/25. For secondary pupils it also rose from 47.95% in 2023/24 to 49.24% in 2024/25.
				Free travel initiatives are in place and well embedded across the city. Recent figures reported that 79% of Dundee's 5-21 years population currently have a National Entitlement Card with free bus travel included. Children and Families service continues to work with Active Schools to promote after school activities. In academic year 2023/24, 7,494 pupils participated in school sports activities, representing 39.9% of the total school enrolment. Additionally, there was an 11% increase in pupil visits to
				clubs compared to last year. The latest figures available up to term 2 in academic year 2024/25 reported that there were 7,271 distinct pupils

Status	Action Title	Progress	Due Date	Latest Update
				participating in Active Schools equating to 38.5% of the school role. The number of children in SIMD 1 and 2 participating increased from 35% in 2022/23 to 40% 2023/24.
				Children and Families service continues to work with Active Schools to promote after school activities. In academic year 2023/24, 7,494 pupils participated in school sports activities, representing 39.9% of the total school enrolment. Additionally, there was an 11% increase in pupil visits to clubs compared to last year. The latest figures available up to term 1in academic year 2023/24 reported that there were 6,955 distinct pupils participating in Active Schools equating to 37% of the school role. The number of children in SIMD 1 and 2 participating increased from 35% in 22-23 to 40% 2023/24. One of our key goals was boosting participation among Primary 1 to 3 children, in this area there has been an increase in participation by 27%.
	Work with partners to devise a fuel poverty strategy for the City	60%	31-Mar- 2027	Ongoing data analysis of the current profile of the different wards in Dundee is being utilised to identify gaps in provision including differentiation between building fabric and income deficiency as the key factor.
				The Advice Service Team continues to work with the Research and Information Team and the Climate change team on this data analysis. Additional work is continuing to map DEEAP's (Dundee Energy Efficiency Advice Project) current work to inform strategy on which fuel cost mitigation work contributes best to reducing fuel poverty and how this compares with/complements income maximisation.
	Prioritise current year interventions aiming to tackle fuel poverty	80%	31-Mar- 2027	Over the last year the priority has been on identifying additional fuel voucher monies to tackle fuel poverty, identify customers disconnected/at risk of disconnection and on those with high fuel arrears. There have been several practice improvements identified. Dundee Citizens Advice Bureau (CAB) and SCARF partnerships continue to be reviewed. Attempts are being made to revive the Warmth Matters app for Dundee and Tayside residents with the help of NHS.
0	Set up a support hub within Morgan Academy where services can do outreach to support families e.g. money advice,	100%	31-Mar- 2025	Between April 2024 and March 2025, the support hub continued to operate at Morgan Academy and was extended to Baldragon Academy from August 2024. Over the course of the year, a total of 104 clients were supported across both schools, with 72 achieving financial gains. The project secured

Status	Action Title	Progress	Due Date	Latest Update
	employability etc. This will include a trial of welfare rights supports also			over £552,497 in financial gains for families and made 42 outbound referrals to a range of services, including employability, Dundee Energy Efficiency Advice Project (DEEAP), Cosy Bairns and Welfare Rights.
	Agree a detailed business plan with all advice agencies to allow the new Advice Strategy to be implemented across all partners	80%	31-Mar- 2027	The current business plan has been agreed, which is supported by regular bi-monthly Advice Workers Forum meetings. Mechanisms are in place to identify emerging trends and develop take up campaign initiatives through these meetings.
				New 2025/26 advice contracts with Dundee Citizens Advice Bureau (CAB) and Brooksbank have been strengthened using Key Performance Indicators (KPIs) to identify further strategic goals.
	Expand outreach of advice provision in the community through colocation within health service, schools and grass-roots partner organisations	80%	31-Mar- 2027	The Council's Connect Service is now successfully operating from 15 community venues across Dundee, providing accessible advice and support to residents in local settings.
				In schools, advice services are currently available through different delivery models, i.e co-location at Morgan Academy and access to advice through established referral routes at Craigie and Braeview.
				Co-location within GP surgeries has also expanded, with services now embedded in 13 practices across the city—reaching nearly 100,000 patients. Work is ongoing to extend this model further in the coming years.
	Adopt gender-sensitive approach to service planning with regarding effects of welfare reforms on those impacted by substance use and women	100%	31-Mar- 2025	To support a gendered-sensitive approach to service planning, a Scottish Welfare Fund adviser has been co-located within Dundee Women's Aid and the Women's Hub 1 day per week, and a remote access device has been put in place within Aberlour's premises.
	Target efforts to increase uptake of pensioner benefits	80%	31-Mar- 2027	In partnership with Dundee Citizens Advice Bureau (CAB), an older people's Pension Credit uptake campaign was launched on 23 February 2024 with publicity provided via the Council's Communications Team. Within the first year a total of £2,844,811 of client gains was achieved. This equates to engagement with 550 pensioners each achieving an average annual Pension Credit gain per household of £4,403 (318 households). The take-up campaign will continue in 2025/26.
	Utilise Fuel Well data to target those most in need of support	60%	31-Mar- 2027	Following the end of Fuel Well Dundee 3, officers are working in partnership with Public Health Scotland and the Council's Research and Information

Status	Action Title	Progress	Due Date	Latest Update
				Team to analyse Fuel Well data at ward level. Data maps of fuel support across the city are being used to target future activity.
	Embed financial inclusion pathways and routes to sustained positive destinations with Care Experienced Young People's Service (CEYPS)	60%	31-Mar- 2027	A Welfare Rights referral pathway is to be embedded in CEYPS electronic assessment documentation, to promote financial inclusion/money maximisation for service users. Rollout has been delayed by challenges with data systems. Progress and training are due in May 2025. A coordinated initiative with Citizens Advice Bureau (CAB) and The Corner will result in a weekly drop-In session to streamline financial inclusion services for C&YPF.
	Increase referrals of "priority groups" who are at higher risk of poverty to money maximisation and parental employability services across maternity, health visiting, family nurse partnerships and paediatrics	40%	31-Mar- 2027	Support staff have been trained to recognise the six priority family groups more at risk of poverty. The training delivered with CAB to priority staff has supported this. The incorporation of financial wellbeing within electronic assessment documentation will facilitate the desired referrals.
	Increase in-patient referrals to money maximisation	80%	31-Mar- 2027	Work was undertaken to raise awareness of financial inclusion/money maximisation to frontline healthcare staff, in Primary & Secondary Care, as an intrinsic part of the holistic patient-needs assessment. Similarly, partnership working between NHS Tayside's Public Health Directorate and Tayside's Citizens Advice Bureau led to training to support healthcare staff to address financial wellbeing with patients on admission.
				Training was delivered in Ninewells to frontline nursing and midwifery staff and allied health professionals between June 24-Feb 25, including maternity, neonatal, paediatrics, family nurse partnership, health visiting and community-based practitioners in school health. Financial wellbeing is to be incorporated within patients' electronic
				assessment documentation.
	Co-produce actions to mitigate child poverty across the Women, Children and Families (WVF) division within NHS Tayside	60%	31-Mar- 2027	Tayside Public Health Directorate (PHD) has collaborated with CAB co- deliver training within maternity, neonatal & paediatrics and facilitating drop- in surgeries in NHS Tayside Advice Centre, NWH Neonatal Unit & The Corner YP Service.
				NHS Tayside Family Nurse Partnership & Energy Systems Catapult worked together to facilitate Warm Home Prescriptions.

Status	Action Title	Progress	Due Date	Latest Update
				The Tayside Infant Food Insecurity Pathway went live in February 2025. The pathway aims to provide a supportive resource to ensure parents and carers can access timely, sustainable support if they face food insecurity for their infant. The pathway has been developed in partnership with NHS Tayside, Angus Council, Angus HSCP, Dundee Council, Dundee HSCP, P&K Council, P&K HSCP and Social Security Scotland. Work to develop the pathway with 3rd sector and NHS Tayside staff and took place over the year with an open awareness session offered in April 2024 for feedback and discussion on the draft pathway from 3rd sector representatives. Social work, Health Visiting, FNP and maternity colleagues were consulted and from the feedback provided, the finalised pathway includes a way of contacting health visiting administrative team so that wrap around support at the end of the pathway is in place. Feedback from Welfare Rights and Social Work will be collected every 3 months. This will also help highlight if there are families who have used the pathway more than once.
				Links are being made with Maternal and Infant Nutrition grants.

4) Case Studies (link)

- Income Maximisation for a Young Family Connect Team
- Unlocking Support for Working Parents School-Based Advice
- Preventing housing insecurity through school-based advice
- Supporting expectant parents to access financial entitlements
- Improving financial stability for kinship carers
- Securing backdated benefits for an older resident



ATTAINMENT AND CHILD POVERTY

26.1%



373

of children in Dundee City are in poverty after housing costs. (source: End Child Poverty 2023/24 data published June 2025) care experienced young people in Dundee City, this represents 2% of the 0-17 years population.



(Source: Scottish Government – Children's Social Work Statistics 2023/24 looked after children – figures as of 31st July 2024)



10,208

children (aged 0-15 years) live in 20% most deprived data zones, this accounts for 43.4% of the children in that age group in Dundee City overall.

(Source: SIMD 2020 20% Most Deprived Data Zones and National Records of Scotland 2022 Small Area Population Estimates) The majority of Children (0-15 years) who live in East End (80.3%) Coldside (66.1%) and Strathmartine (49.4%) live in a data zone ranked in the 20% most deprived.

(Source: SIMD 2020 – 20% Most Deprived data zones and National Records of Scotland Mid 2022 Small Area Population Estimates)

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593

average tariff score for school leavers living in most deprived SIMD area.

(Source: Local Benchmarking Framework 2023/24)

4.2%

difference in school attendance between children living in most deprived SIMD areas and the average for those living in less deprived SIMD areas.

(Source: Dundee City Council, Children and Families Service 2024/25)

1) Strategic Highlights and Progress During 2024/25

1,088

living in least

average tariff score

deprived SIMD area.

for school leavers

- A partnership project with Education Scotland has seen attendance rise for targeted groups in five schools since October 2024.
- More pupils are participating in Active Schools and sports activities including increasing numbers of pupils vulnerable to child poverty.
- Community groups and activities have transferred from Kirkton Community Centre to St Paul's and Baldragon as part our community campus approach.
- Work on the Drumgieth Community is nearly complete and will open in August 2025.
- Schools are sensitively providing stigma-free access to cosy clothes and food larders.

2) Performance Scorecard

Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Year 3 Target	Short Term Trend	Long Term Trend
Children living in poverty to be reduced by half in 2030 Source: End Child Poverty	22.5% (2020/21)	27.1% (2021/22)	28.2% (2022/23)	26.1% (2023/24)	19.3%	1	
Children who live within the 20% most deprived data zones Source: SIMD 2020 and NRS Small Area Population Estimates	N/A	43.8% (SIMD 2020)	42.9% (SAPE 2021 and SIMD 2020)	43.4% (SAPE 2022 and SIMD 2020)	37.6%	ŧ	•
Percentage gap in attainment – Average scores between school leavers living in SIMD 1 areas or SIMD 5 areas (Source: DCC Children and Families Service)	51% (2020/21)	48% (2021/22)	49% (2022/23)	45% (2023/24)	43%	1	1
Percentage point gap in literacy in P1-7 between pupils living in SIMD 1 areas and SIMD 5 areas Source: DCC Children and Families Service	20.4% (2020/21)	19.9% (2021/22)	19.9% (2022/23)	16.6% (2023/24)	14.3%	1	1
Percentage point gap in numeracy in P1-7 between pupils living in SIMD 1 areas and SIMD 5 areas (Source: DCC Children and Families Service)	17.3% (2020/21)	13.6% (2021/22)	16.3% (2022/23)	14.3% (2023/24)	13%	1	1
Percentage point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5 (Source: DCC Children and Families Service) When looking at the sho	3.6 (2021/22)	4.3 (2022/23)	4.3 (2023/24)	4.2 (2024/25)	3.1	1	1

When looking at the short-term and long-term trend: dash means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

3) Progress on Actions

Status	Action Title	Progress	Due Date	Latest Update
	Implement CELCIS (Centre for Excellence for Children's Care and Protection) Programme addressing neglect and enhancing wellbeing	75%	31-Mar- 2026	The work has paused while GIRFEC (Getting It Right for Every Child) partners are regrouping. Work is scheduled to recommence by June 2025.
	Accelerate closure of the poverty attainment gap	70%	31-Mar- 2027	In February 2025, Insight (the senior phase benchmarking tool) was refreshed with national leavers' benchmarking data for the session 2023/24. This data showed that gaps between leavers in the most and least deprived SIMD quintiles in Dundee have increased for most measures since 2022/23.
				Some progress however was seen: the gap in complementary tariff points for the highest attaining 20% of leavers from SIMD quintiles 1 and 5 reduced from 390 last year to 347.
				The gap in the percentage of leavers from SIMD quintiles 1 and 5 attaining 5 or more awards at SCQF Level 6 or better narrowed from 34 percentage points to 31.
	Improve pupil attendance within primary and secondary sector	75%	31-Mar- 2027	Attendance for Session 2024/25 (up to 13th March) has been 86.2% for Secondary, up from 85.6% for the same period last session, and 92.9% for Primary, up from 91.9% for the same period last session.
				Improving attendance remains a key priority as one of our stretch aims for the Strategic Equity Fund. The Scottish Government is now producing fortnightly attendance data, published at local authority level and supplied to us at school level. We are supplying our schools with an analysis of the data to enable them to track absence and attendance.
				Education Scotland have been working with targeted stages in five schools on an attendance improvement project since October 2024. Initial analysis shows these stages have seen improvements in attendance this session compared to 2023/24.
	Reduce levels of exclusion across primary and secondary sector	80%	31-Mar- 2027	The primary exclusion rate for 2024/25 (as at end of February 2025) was 4.4 incidents per 1,000 pupils. This is up compared to the same period in the previous session which saw a rate of 2.7.

Status	Action Title	Progress	Due Date	Latest Update
				The secondary exclusion rate for 2024/25 (as at end of February 2025) was 36.9 incidents per 1,000 pupils. This is up slightly compared to the same period in the previous session which saw a rate of 34.1.
				There are a range of strategies in schools to reduce exclusion rates such as alternative to exclusion models, amended timetables and bespoke curriculum offers. There is still a legislative process for exclusion and the service is monitoring the level of exclusions regularly, addressing the reasons for exclusion and looking at trends to determine next steps. There is also a working group with representation from schools/Head Teachers, Dundee Educational Psychology Service, Trade Unions and other professionals to address the concerns of violence and aggression in schools, which often leads to the need for exclusion.
				All exclusions relating to CECYP are discussed with the relevant Education Manager and link Social Worker before going ahead. All exclusions result in a meeting with the young person and their parent/carer where a plan for return and strategies to address the reasons for exclusion are put in place.
	Increase uptake of Continuing Care by care experienced Young People	92%	31-Mar- 2027	32 young people are currently in continuing care placements - 4 in external residential, 6 in kinship, 15 external fostering and 7 internal fostering. This demonstrates stability in placements for children. The fostering team and through care team developed a leaflet for foster carers and children to explain continuing care processes.
	Refresh Cost of a School Day commitment for all schools	85%	31-Mar- 2027	A decision was made last session that all schools should be addressing the cost of the school day as a matter of course. There remains a lead officer who links with CPAG and shares CoSD initiatives with schools ensuring that schools are kept appraised of updates to resources. Schools continue to provide breakfast clubs, a 'wardrobe' of cosy clothes/uniforms as a means of helping reduce uniform costs as well as having 'give and/or take' larders available to families.
				Pupils at the new Greenfield Academy, due to open in August 2025, have been involved with the headteacher in deciding on a suitable school uniform.
	Ensure all school staff complete the Cost of a School Day e-learning module	100%	30-Jun- 2024	Schools will provide details of participation in the annual audit, which is completed in June each year.

Status	Action Title	Progress	Due Date	Latest Update
	Kirkton Community HUB trial	95%	30-Jun- 2025	The work to re-locate groups and services from Kirkton Community Centre has been completed and the centre closed to all users on 28 April 2025. The building is being prepared for demolition. All Local Management Group activities are taking place in temporary locations until building works are completed to their proposed new locations. Services being delivered as part of our community campus approach in Baldragon and St Paul's have successfully moved. Work has been completed on building modifications in St Paul's, and the library service for the community and the school is now operational. Monthly updates are provided to an officers' working group who are overseeing the implementation of the community campus approach in Kirkton and at Drumgeith.

4) Case Studies (link)

- Tackling poverty and increasing attainment in Longhaugh and St Francis' Primary Schools
- Closing the attainment gap through the Strategic Equity Fund



HEALTH INEQUALITIES



1) Strategic Highlights and Progress During 2024/25

- 355 frontline workers in the Dundee received training across a range of mental health issues including suicide awareness, recovery, poverty and mental health.
- Proposals to embed a welfare rights service for Care Experienced Young People have been agreed and are ready to implement.
- An application for the license needed to establish a Drug-Checking service in Dundee was submitted to the UK Home Office. Once received, a response will be considered by the Alcohol and Drug Partnership.
- Hope Point, the community wellbeing centre, has provided support to over 75 new people each month in 2024/25 with clients praising the availability of round the clock access and peer support.
- The AIM Anxiety in Motion AIM programme has offered support across seven secondary schools for S1/2 pupils who struggle to attend due to their mental health and wellbeing.

2) Performance Scorecard

Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Year 3 Target	Short Term Trend	Long Term Trend
Life Expectancy at birth (Males) Source : National Records of Scotland: Life Expectancy in Scotland publication	73.8 (2018- 20)	73.5 (2019- 21)	74 (2020- 22)	74.6 (2021- 23)	N/A	1	1
Life Expectancy at birth (Females) Source: National Records of Scotland: Life Expectancy in Scotland publication	79.4 (2018- 20)	79.1 (2019- 21)	79 (2020- 22)	79.2 (2021- 23)	N/A	1	1
Percentage of Primary 1 children classified as obese or overweight Source: Public Health Scotland – Primary 1 BMI Publication	N/A	26.6% (2021/22)	23.8% (2022/23)	25.1% (2023- 24)	21.1%	•	1

When looking at the short-term and long-term trend: dash means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

3) Progress on Actions

Status	Action Title	Progress	Due Date	Latest Update
	Develop Counselling service for young people in secondary schools	100%	31-Mar- 2025	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.
	Reduce teenage pregnancy and implement a Pregnancy and Parenthood in Young People Strategy	55%	31-Mar- 2026	The Tayside RSHP (Relationships, Sexual Health and Parenthood) Alliance continues to progress actions, including training for staff on Early Protective Messages for Early Years staff. The train the trainers module is in progress and will be offered to Early Years staff in the next school year. A reviewed PSE curriculum will be piloted in a secondary school in Dundee. Further development to consider this approach for a Primary setting is planned for the 2025/26 school year.
	Target and support groups of young people at risk from early initiation into alcohol/drug use	70%	31-Mar- 2026	The Alcohol and Drug Partnership (ADP) allocated one year's funding to the Planet Youth Project working within specific schools to support young people vulnerable to early onset of alcohol use. Additional funding was allocated to the Health Inequalities Team to continue with local communities-based prevention work. During 2025 this will be supported by the Protecting People Prevention officer with a focus on implementing the substance use Prevention Framework.
	Improve harm reduction service and responses to non-fatal overdoses (NFOD).	90%	31-Mar- 2026	The ADP supports the work of the NFOD multi-agency team. During 2024- 25 the Emergency Department at Ninewells joined the scheme and individuals are now referred from A&E to the daily meetings. The ADP continues to fund the assertive outreach service providing support within 72 hours. Work to develop a joint assessment / response to complex needs is underway. An application for a license to provide a Drug-Checking service was submitted to the UK Home Office and a response is awaited.
	Improve access to mutual-aid and peer support recovery groups to help people avoid relapse into harmful substance use	85%	31-Mar- 2026	Dundee Volunteer and Voluntary Action (DVVA) continues to lead this work on behalf of the ADP and a number of groups are supported. SMART Recovery Groups continue to be delivered from various locations in the city. A Mutual Aid group is also available for family members supported by Scottish Families.
	Increase Crisis and Suicide prevention training to front-line staff and communities	95%	31-Mar- 2026	Between October 2024 - February 2025, 154 people completed training at informed-level and 128 at skilled level. Within current capacity, training

Status	Action Title	Progress	Due Date	Latest Update
				delivery is likely to be maintained around this level over the coming months. The Suicide Prevention Training Forum is currently considering ways to streamline the local suicide prevention training offer and identify opportunities to further increase delivery capacity. A suicide prevention training framework has recently been adapted and approved for training school staff which will be activated in the coming months. Work is also underway to develop and pilot a suicide prevention course for parents/carers in conjunction with members of the Community Health Advisory Forum. The pilot session is scheduled for April with a plan for roll- out to be implemented shortly after. Learning from this development is being shared with national colleagues to inform wider support for parents/carers and children/young people.
	Re-model mental health and wellbeing community services by developing early intervention services and crisis care models, including services delivered from GP Practice and 'peer navigation' services within acute hospital and accident and emergency setting	90%	31-Mar- 2027	Hope Point has continued to provide support to over 75 new people each month with totals for each quarter varying between 227 and 320 new individuals accessing the service in 2024/25. Hope Point supported 1,078 individuals with a total of 6,015 supports carried out via drop-in, phone and text. An agreed pathway with Police Scotland became operational in October 2024. This allows for improved transitions for people requiring support due to distress, who do not meet the threshold for clinical input. The feedback continues to be overwhelmingly positive with Peer Support and 24/7 access regularly being cited as key factors for people. From 1 April 2025, Distress Brief Interventions (DBI) will be provided locally by the Health and Social Care H&SC Partnership and transition
				arrangements are underway. Navigators continue to provide support for part of the week in the A&E department and continue to provide crucial support. The Paramedic Mental Health Response Vehicle operates during peak times. Additionally, staff provide support and guidance to the 'standard' ambulance crews when working solo shifts, ensuring access to specialist mental health advice is available whenever possible. Within Primary Care, the Mental Health and Wellbeing Strategic Delivery Plan 2024-2027 is underway.

Status	Action Title	Progress	Due Date	Latest Update
				For services for people with severe and enduring and mental health (seen in Community Mental Health Teams), an accelerated redesign workshop is to take place.
	Extend the AIM (Anxiety in Motion) programme within all secondary schools to support attainment of targeted S1/S2 young people with mental health and wellbeing needs	80%	31-Mar- 2027	Provision for S1/2 pupils (and others) who struggle to attend school as a result of mental health and well-being concerns is currently in place in 7 of the 8 secondary schools. The model differs across schools. Some is provided in-school and others are community-based. All are staffed by a mix of support staff and teachers. The final school is working with the Accessibility and Inclusion Service to create provision. Emotional Based School Avoidance Career Long Professional Learning has been offered to schools and delivered twice this session. Tools to identify the reasons behind school avoidance are shared and support with implementation offered to help identify patterns and trends to ensure that schools can put the correct supports in place.
	Deliver a range of Mental Health Awareness Training including Mentally Healthy Workplace, Resilience and Wellbeing and Scottish Mental Health First Aid (This action replaces the previous actions: Increase delivery of mental health awareness training and NHS continues to offer its workforce opportunities to support financial wellbeing and resilience)	90%	31-Mar- 2027	 Nearly 100% of the mental health improvement training target was achieved in 2024/25. A total of 355 frontline workers in the Dundee City area received training across a range of mental health courses. These included Scotland's Mental Health First Aid, Suicide Awareness Informed Level (now known as SAFE), Mental Health and Wellbeing Awareness, Poverty and Inequality Practice, Sleep and Mental Health, Food and Mental Health, Recovery in Mental Health, and Alcohol, Substance Use and Mental Health. To further strengthen community and sector-wide capacity in Dundee, a Training for Trainers (T4T) programme was launched in early 2024. To date, 10 Scotland's Mental Health First Aid instructors/trainers and 9 Stigma and Discrimination instructors have been trained. This initiative was delivered in partnership with Public Health Scotland, See Me, The Discover Work Partnership, Dundee's Local Employability Partnership, Dundee and Angus College, Boomerang Community Centre, Dundee Volunteer and Voluntary Action (DVVA), and several local partners.
	Support Whole Systems Approaches that will focus on child health inequalities and child poverty	0%	31-Mar- 2027	A small group of staff within Directorate of Public Health undertook Whole Systems Approach training that would support the work of child healthy weight and inequalities with overlapping links with other related topics such as breastfeeding, child poverty, physical activity and mental health. The lead for the Child Healthy Weight programme and the Whole Systems Approach work has now left post so the work around this within Public

Status	Action Title	Progress	Due Date	Latest Update
				Health will be put on hold until it is known whether the post will be replaced and how this work can progress.
	Co-create all Mental Health and Wellbeing developments in the city 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.	NEW	March 2027	
	Inform and support third sector and community projects 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.	NEW	March 2027	

4) Case Studies (link)

- Promoting wellbeing and resilience in schools S2 Health & Wellbeing Group.
- Supporting mental health through community-led events Hilltown Community Centre.
- Increasing access to wellbeing activities Coldside's Wellbeing Wednesdays.
- Promoting Inclusive Employment Through Workplace Training.



HOUSING AND COMMUNITIES



31% of all households

in Dundee City were estimated to be fuel poor.

(Source: Scottish House Condition Survey: Local Authority Analysis 2017-2019)



households (including 227 children) in temporary accommodation in Dundee City

431

(Source: Dundee City Council – Neighbourhood Services figure as at 31st March 2025)



households with children or a pregnant woman in temporary accommodation in Dundee City.



Median rent for a 2 bedroom property in the private sector per month.

(Source: Scottish Government Private Rent Statistics – Scotland 2010 to 2024 – Dundee and Angus Broad Rental areas year to end of September 2024)



of households in Dundee are social rented properties. (2022 Census)



of households in Dundee are private rented properties. (2022 Census)

1) Strategic Highlights and Progress During 2024/25

- 43 tenants who were having difficulties with their landlords were supported to make referrals to the Housing and Property Chamber (HPC).
- The What Matters to You Initiative (WM2U) is operating in 3 communities and is to be expanded to all wards including Community Cafes and a Make it Happen Fund.
- The initial steps to provide additional secure door entries in Stobswell West have been taken.

2) Performance Scorecard

Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Year 3 Target	Short Term Trend	Long Term Trend
Number of applications assessed as homeless or threatened with homelessness Source: DCC Neighbourhood Services	1,010 (2021/22)	1,100 (2022/23)	1,106 (2023/24)	1,378 (2024/25)	922	ţ	ł
Number of children living in temporary accommodation Source: DCC Neighbourhood Services	215 (2021/22)	229 (2022/23)	262 (2023/24)	227 (2024/25)	196	1	1
Households with children or pregnant woman in temporary accommodation Source: DCC Neighbourhood Services	90 (2021/22)	92 (2022/23)	109 (2023/24)	97 (2024/25)	82	1	1
Number of council and registered social landlord housing completions Source: DCC Neighbourhood Services	100 (2021/22)	101 (2022/23)	264 (2023/24)	341 (2024/25)	200	1	1
Percentage of council dwellings that are energy efficient (EESSH) Source: DCC Neighbourhood Services	87.2% (2021/22)	90.7% (2022/23)	89.8% (2023/24)	86.4% (2024/25)	100%	Ŧ	Ŧ

When looking at the short-term and long-term trend: - dash means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

3) Progress on Actions

Status	Action Title	Progress	Due Date	Latest Update
0	Homelessness and Complex Needs - Implement a Lead Professional (LP) Model	100%	30-Sep- 2024	Action marked complete as this has now been superseded by the review being carried out under the Adults at Risk Committee with a sub group looking to develop a TATA (Team Around the Adult) model similar to the Lead Professional.
	Increase the number of accredited private sector landlords by 5%	80%	31-Mar- 2025	Landlord accreditation is a voluntary scheme that landlords agree to undertake. Currently there are 139 landlords accredited in the city. A total of 16,138 registered properties are managed by 9,215 landlords registered through landlord registration scheme. This equates to 30% of the properties where the property is operated by an accredited landlord or letting agent.
	Support to enable private tenants to making Repairing Standard referral to the First Tier Tribunal and Third Party Referrals	100%	31-Mar- 2025	The First Tier Tribunal, Housing and Property Chamber (HPC) are the statutory body tenants can approach if their landlord fails to maintain the property to the Repairing Standard. Where a tenant is having difficulty with their landlord we will provide support to enable them to submit a referral to the HPC. Where a tenant is unwilling or unable to make the referral themselves, we can make a Third Party Referral to the HPC on their behalf. This is a reactive service. Tenant support to make HPC referrals 1 Apr 2024 to 31 Mar 2025 - 43 Third Party referrals to HPC 1 Apr 2024 to 31 Mar 2025 - 3.
	Implement learning from 'What matters to you' (WM2U)	75%	31-Mar- 2026	The WM2U initiative has now been scaled to 3 locality areas and an implementation plan will extend this to others via LCPPs in 2025-26. Some key features of the approach involve supporting families via Columba 1400 Leadership Academies, listening and responding to families via Community Cafes and administering a Make it Happen Fund. The approach is also being formally evaluated and going forward there are further opportunities for system re-design through integrated funding deployed to and by local communities.
	Expand access to housing advice in the community	60%	31-Aug- 2025	Housing Options & Lettings and Tenancy & Estates officers are attending drop-in sessions throughout the city. Many of these sessions are well attended and have led to genuine and effective engagement with the community on a range of housing issues. Analysis of sessions will be undertaken to establish whether improvements are required.

Status	Action Title	Progress	Due Date	Latest Update
	Deliver a personal housing support plan for all new Dundee City Council tenants to ensure awareness and understanding of their full circumstances which will contribute to tenancy sustainment	40%	31-Aug- 2025	Progress to date includes the bringing together of key stakeholders to co design a Personal Housing Plan (PHP) referral procedure and to develop key guidance. Next stage is to pilot the PHP procedure and review it before implementation of an integrated IT case management system.
0	Examine potential for a pilot project in conjunction with Shelter aimed at raising awareness of tenants rights and supporting vulnerable private sector tenants to make applications to the Housing Property Chamber	100%	31-Dec- 2025	Agreement reached with Shelter Scotland and Dundee CAB to deliver these sessions. Dundee Law Centre will also be part of this exercise. Anticipate planning and delivery to be agreed with the first session taking place with private sector tenants being delivered September 2025.
	Target identified buildings in Stobswell West to increase number of secure door entry installations in properties	40%	31-Mar- 2026	Identification of tenure/landlords and agents underway. Property inspections have taken place and an agreed proforma of inspection template has been shared with the wider team to escalate the completion of the inspections. Completely privately owned blocks will be the priority of Private Sector Services Unit in the first instance with mixed tenure blocks being targeted by Housing Asset Management Unit. An assessment will follow to determine how many doors are required and how much this will cost before installation.
	Develop low and zero emission heat networks (district heating and communal heating)	50%	31-Mar- 2027	The Heat Network Support Unit is carrying out a feasibility study into viable heat sources and heat centres for the City Centre heat network then 4 other priority heat network zones identified in the Local Heat and Energy Efficiency Strategies (LHEES). A further study into viable heat network delivery models is to be undertaken.
	Undertake the data gathering over the next year on homelessness to allow better targeting of resources	40%	31-Mar- 2026	The project has been scoped and initial data gathering process has been carried out with Dundee Health & Social Care Partnership. The next steps will involve analysing the data and developing a framework for identifying gaps in current provision.
	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)	NEW	March 2026	

Status	Action Title	Progress	Due Date	Latest Update
	Create a single place for housing information on the Dundee City Council website that uses understandable language, is easy to 'search' and involve tenants in this process.	NEW	September 2025	
	Create a secure drop-off point in Dundee City Council's West Office in Lochee for tenants to leave keys, letters, forms etc.	NEW	September 2025	
	Increase tenant engagement in design/development and review of social housing services. (For example, further tenant involvement in the development of the Dundee City Council Tenants' Portal)	NEW	March 2027	
	Develop a 'Dundee Standard' of damp/condensation guidance for social housing providers, ensuring a consistent approach to quality advice and information to all tenants.	NEW	March 2026	
	Deliver a Dundee-wide publicity campaign using different communication methods to make private tenants aware of their rights; and to raise awareness of tenants and landlords' responsibilities.	NEW	October 2025	

4) Case Studies (link)

- Supporting kinship carers with housing and advice.
- Adapting homes for children with disabilities.
- Helping a mother achieve housing stability.
- Helping a young person build independence through housing support.
- Providing coordinated housing and community support.

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ITEM No ...6.....

- REPORT TO: CITY GOVERNANCE COMMITTEE 23 JUNE 2025
- REPORT ON: HEALTH AND CARE (STAFFING) (SCOTLAND) ACT 2019 STATUTORY ANNUAL REPORT

REPORT BY: EXECUTIVE DIRECTOR, CHILDREN AND FAMILIES / EXECUTIVE DIRECTOR, DUNDEE HEALTH AND SOCIAL CARE PARTNERSHIP

REPORT NO: 207-2025

1.0 PURPOSE OF REPORT

To seek approval of the Council's first statutory annual report in relation to the Health and Care (Staffing (Scotland) Act 2019.

2.0 **RECOMMENDATIONS**

It is recommended that the City Governance Committee:

- 2.1 Note the requirement on Dundee City Council to produce and publish an annual report under Section 3 (6) of the Health and Care (Staffing) (Scotland) Act 2019 by the 30 June 2025.
- 2.2 Approve the proposal that the Dundee Integration Joint Board and Dundee City Council produce and publish a joint annual report covering all aspects of social care and social work services (including early years services and housing support services).
- 2.3 Approve the content of the draft annual report (attached as Appendix 1) as this relates to the functions of Dundee City Council. Noting the content within the report that relates to the functions of Dundee Integration Joint Board will be considered at their meeting on 18 June 2025.
- 2.4 Note the planned approach to publication of the report following its approval by both the IJB and Dundee City Council.

3.0 FINANCIAL IMPLICATIONS

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

4.0 MAIN TEXT

- 4.1 The Health and Care (Staffing) (Scotland) Act 2019 (the 2019 Act) establishes a statutory framework for ensuring appropriate staffing levels in health and care services in Scotland. It aims to enable safe and high-quality care and improved outcomes for service users and to embed a culture of openness and transparency, ensuring staff are informed about decisions relating to staffing and able to raise concerns. The 2019 Act came into force on 1 April 2024. Further information about the 2019 Act is available at: <u>Health and Care (Staffing) (Scotland)</u> Act 2019: overview gov.scot
- 4.2 Section 3 (2) of the 2019 Act focuses on the duties of integration authorities and local authorities in terms of "...planning or securing the provision of a care service from another person under a contract, agreement or other arrangements..." setting out that these public bodies must have regard to the guiding principles for health and care staffing (set out in Section 1 of the Act), the duty on care service providers to ensure appropriate staffing and appropriate training for staff and the duty to have regard to relevant guidance issued by Scottish Ministers. Section 3 (6) requires both integration authorities and local authorities to publish information on the steps they have taken to comply with Section 3(2) and ongoing risks affecting their ability to comply in an annual report at the end of each financial year. The first annual report must be published by 30 June 2025.

- 4.3 The Scottish Government has published statutory guidance to support the implementation of the 2019 Act (<u>Health and Care (Staffing) (Scotland) Act 2019: draft statutory guidance for consultation</u>). This clarifies that the reporting requirements applies only to:
 - The planning or securing of services from a third party.
 - Only care services listed under section 47 (1) of the Public Services Reform (Scotland) Act 2010.
 - Relevant services planned for and secured only during the reporting period (for this year, 2024/25) including all new, renewed or renegotiated agreements.
 - The planning and securing stages only; there is no requirement under the 2019 Act for ongoing monitoring or scrutiny of third-party providers.

No further guidance has been made available regarding the expected content or format of reports, other than a basic template issued by the Scottish Government for the 2024/25 reporting year. The Care Inspectorate, in response to feedback from the sector, has provided a helpful FAQ document. Officers from both the Dundee Health and Social Care Partnership and Dundee City Council will continue to advocate through national networks and professional bodies for enhanced guidance and a more detailed template for future years reports.

4.4 In Dundee the responsibilities for the planning and securing of the relevant care services are split between Dundee IJB and Dundee City Council as summarised below:

Services planned for by Dundee IJB	Services planned for by Dundee City Council
 a support service (adults only); a care home service (adults only); a nurse agency; an adult placement service; and a housing support service. 	 a support service (children and community justice only); a care home service (children only); a school care accommodation service; a child care agency; a secure accommodation service; an offender accommodation service; an adoption service; a fostering service; child minding; day care of children; and a housing support service.
Services secured (procure	d) by Dundee City Council
 a support service; a care home service; a school care accommodation service; a child care agency; a secure accommodation service; an offender accommodation service; an adoption service; a fostering service; an adult placement service; child minding; day care of children; and a housing support service. 	

In order to provide a coherent overview of activity to plan and secure services has been undertaken inline with the requirements of Section 3(2) of the 2019 Act, it is proposed that Dundee IJB and Dundee City Council publish a joint annual report covering all aspects of social care and social work services (including early years and housing support services). It is intend that this will allow stakeholders, including members of the public, to better understand the full process of planning and securing services within a single document. The draft report is attached as Appendix 1.

4.5 It is widely acknowledged that the duties set out in section 3(2) of the 2019 Act significantly overlap with a range of other legislative provisions, national standards and outcomes and regulation and scrutiny frameworks, for example:

3

- <u>National Health and Wellbeing Outcomes: A framework for improving the planning and</u> <u>delivery of integrated health and social care services</u>
- Health and Social Care Standards: My support, my life
- Public Bodies (Joint Working) (Scotland) Act 2014
- Equality Act 2010
- Care Inspectorate Quality Frameworks for adult support and protection, care homes for adults and older people, support services, housing support services and nurse agencies (available at: <u>Quality frameworks and KQ7s</u>)
- Care Inspectorate Quality Frameworks for early learning and childcare, childminders, childcare agencies, justice accommodation services, secure accommodation services, care homes for children and young people and children and young people in need of protection (available at: <u>Quality frameworks and KQ7s</u>)

Many of these other provisions pre-date the 2019 Act and have been embedded in strategic planning, commissioning and procurement for social care and social work services for many years. This includes provisions specifically related to staffing levels and quality, which are scrutinised closely in partnership with the Care Inspectorate and the Scottish Social Services Council (SSSC). It should be noted that the Care Inspectorate has not yet developed any staffing tools for social care and social work services (allowed for under Section 12 of the 2019 Act), therefore all staffing ratio requirements currently used in services arise from other pieces of legislation or guidance. For this reason, the annual report, although a new requirement this year, reflects many arrangements that have been in place in both the IJB and the Council for a significant period of time and which members may already be aware of through previous reports and briefings.

4.6 Following approval of the report by both the Dundee IJB and Dundee City Council it will be published on their respective websites and formally submitted to the Scottish Government by the deadline date of 30 June 2025.

5.0 POLICY IMPLICATIONS

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

6.0 CONSULTATIONS

6.1 Dundee City Council Leadership Team and the Chief Social Work Officer have been consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

None

AUDREY MAY EXECUTIVE DIRECTOR, CHILDREN AND FAMILIES

DATE: 15 MAY 2025

DAVE BERRY

EXECUTIVE DIRECTOR, DUNDEE HEALTH AND SOCIAL CARE PARTNERSHIP

APPENDIX 1

Health and Care (Staffing) (Scotland) Act 2019

Annual Report 2024/25

Name of local authority / integration authority: Dundee Integration Joint Board / Dundee City Council

Report authorised by: Dundee Integration Joint Board and Dundee City Council (City Governance Committee)

Name: Dave Berry / Audrey May

Designation: Chief Officer, Dundee Integration Joint Board / Executive Director, Children and Families Service, Dundee City Council

Date: Publication date will be added once known

Details of where the report will be published: links to website will be added once known

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1. Context

1.1 Local Governance Arrangements

The Dundee Integration Joint Board (IJB) was established on 1 April 2016. In Dundee, adult health and social care functions have been delegated to the IJB; a full list of delegated functions can be found at: <u>Dundee Health And Social Care Integration Scheme 2022</u>. Children's health and social care functions have been retained by Dundee City Council and NHS Tayside.

The IJB operates as a separate legal body acting independently of NHS Tayside and Dundee City Council. The IJB is therefore responsible for the planning of adult health and social care services, including planning for services to be secured via a contract, agreement or other arrangements from a third-party service provider. Whilst Dundee City Council is responsible for the planning of children's social care, social work and early years services, including those secured from third party providers. Both Dundee City Council and Dundee IJB are involved in planning of housing support services.

The IJB does not have the authority to enter a contract with a third party to provide a service. Where the IJB plans for the commissioning of a service from a third party it will direct Dundee City Council or NHS Tayside to procure the service, including all required contractual arrangements.

In Dundee a dedicated Social Care Contracts Team supports the commissioning and procurement of all social care services (including adults and children's social care and social work services and early years services) that are planned for by the IJB or by Dundee City Council. The team also supports the commissioning and procurement of housing supports services planned for by the IJB or the Council.

In relation to the services listed under Section 47 (1) of the Public Services Reform (Scotland) (Act) 2010 local arrangements for the planning and procurement of services are summarised below:

Services planned for by Dundee City Council

a support service (adults only); a care home service (adults only); a nurse agency; an adult placement service; and a housing support service.	a support service (children and community justice only); a care home service (children only); a school care accommodation service; a child care agency; a secure accommodation service; an offender accommodation service; an adoption service; a fostering service; child minding; day care of children; and a housing support service.		
Services secured (procured) by Dundee City Council			
a support service;	an adoption service;		

a care home service;	
----------------------	--

a school care accommodation service;	
a child care agency;	
a secure accommodation service;	

child minding; day care of children; and,

an adult placement service;

a fostering service;

an offender accommodation service; a housing support service.

Section 3 (6) of the Health and Care (Staffing) (Scotland) Act 2019 requires every local authority and integration authority to publish information annually on the steps they have taken to comply with the requirements of the Act in relation to planning and securing services and any ongoing risks that may affect their ability to comply with these requirements. Dundee IJB and Dundee City Council have agreed to produce an integrated annual report covering all social care and social work services (including early years services and housing support services).

1.2 Local Planning and Commissioning Arrangements

1.2.1 Adult Services

The IJB is responsible for the strategic commissioning of delegated adult health and social care functions. They must publish a strategic commissioning plan and review this plan every three years. The IJB's current strategic framework was published in 2023: <u>IJB Strategic Commissioning</u> <u>Framework 2023-2033</u>. The framework sets out the overall priorities and strategic shifts for adult health and social care services, including for support services, care home services, adult placement services and housing support services.

The Strategic Commissioning Framework is supported by a range of other planning documents, including strategic plans for specific care groups (such as mental health and wellbeing and carers), as well as plans for functions such as property and workforce planning.

In addition, individual operational services within the Dundee Health and Social Care Partnership maintain their own service plans. These set out in further detail areas for delivery and improvement in terms of specific areas of service delivery.

1.2.2 Children and Families Services (including Community Justice)

The Children and Families Service Improvement Plan 2023-27 has been developed in the context of the priorities outlined in the Council Plan and City Plan, alongside existing statutory requirements, policy drivers, research on best practice, demographic trends and a review of recent performance and areas for improvement.

The implementation of this plan is monitored by the Children and Families Service Senior Leadership Team in collaboration with all early learning and childcare settings, primary, secondary and special schools and social work teams. Where progress is dependent upon partner services, including in respect of commissioned services, monitoring will occur in partnership with individual organisations and/or formal partnership groups.

Individual services including commissioned Early Learning and Childcare (ELC) Services (Day Care of Children and Childminding) are required to develop and monitor their own service Improvement Plan which sets out areas for improvement on an annual basis.

1.2.3 Neighbourhood Services

The IJB Strategic Commissioning Framework sets out the overall priorities and strategic directions for our external housing support services, ensuring that these services are person-centred and comply with legislative requirements, thereby reflecting the Guiding Principles of the Health and Care (Staffing) (Scotland) Act 2019.

The Rapid Rehousing Transition Plan (RRTP) supports the strategic commissioning framework and involves collaboration with our Health and Social Care partnership and the third sector

accommodation providers to ensure that individuals experiencing homelessness can access suitable accommodation with the appropriate support to suit their needs.

1.2.4 Commissioning and Procurement

All commissioning and procurement activity for social care services is supported via a specialist Social Care Contracts Team. As part of the implementation of the Strategic Commissiong Cycle the team contribute to strategic planning for and advise on and support all procurement activity. Procurement activity is carried out inline with:

Procurement law framework	Socia care procurement / commissioning
Public Contracts (Scotland) Regulations 2015 –	Social Work (Scotland) Act 1968 – key
sets out a set of light touch rules for procuring	underlying legislation relevant to social care.
services valued at over £663,540.	
Procurement Reform (Scotland) Act 2014 – sets	Social Work (Scotland) Act 1968 – key
out rules for procuring services valued at	underlying legislation relevant to social care.
between £50,000 and £663,540.	
Procurement (Scotland) Regulations 2016 – set	Regulation of Care (Scotland) Act 2001 – to
out rules for procuring services valued at	improve the standards of social care services.
between £50,000 and £663,540.	
	Community Care and Health (Scotland) Act
	2002 – introduces free personal care for older
	people and rights for unpaid carers.
	Mental Health (Care and Treatment) (Scotland)
	Act 2003 – to develop community-based
	mental health services and involve service users
	in decisions.
	Adult Support and Protection (Scotland) Act
	2007 – gives greater protection to adults at risk
	of harm or neglect.
	Social Care (Self Directed Support) (Scotland)
	Act 2013 – key legislation relevant to Self-
	Directed Support.
	Community Justice (Scotland) Act 2016 – to
	improve community justice outcomes.
	Carers (Scotland) Act 2016 – to improve
	support for all carers.
	Local Government in (Scotland) Act 2003 – key
	legislation relevant to local authorities
	achieving best value in all that they do.

Reproduced from: Coalition of Care and Support Providers in Scotland: A Brief Guide for procuring Social Care services

Procurement routes and options for social care services (including early years and housing support services) include:

- Competitive tender
- Flexible frameworks / mini competitions
- Outcome-based contract and monitoring
- Public Social Partnerships
- Alliance Contracts
- Participatory budgeting
- Direct awards

All procurement activity is undertaken in line with the legislative framework as well as the relevant provisions within Dundee City Council's Standing Orders. A draft Social Care Procurement Policy has been developed, and it is anticipated that this will be submitted to the relevant bodies for approval during 2025/26; the draft policy fully reflects and incorporates the requirements of the 2019 Act.

Following the conclusion of procurement activity the Social Care Contracts Team, alongside Legal Services, support the process of agreeing contracts and subsequent contract monitoring arrangements. All services are subject to a contract, however the format of this can vary depending on the overall financial value of the award, the nature of the service and the source of funding. The vast majority of contractual arrangements are implemented via a model social care contract, however frameworks and funding agreements might also be used where appropriate.

1.3 Planning and Procurement Activity – 01 April 2024 – 31 March 2025

All social care contracts with providers are reviewed on an annual basis and renewed where contract monitoring outcomes and strategic planning activity supports this. This annual cycle reflects the budgetary cycles followed by both the Dundee IJB and Dundee City Council. In summary for 2024/25 this included:

- 137 social care services with an anticipated total annual value of just under £65 million. Including:
 - 44 services purchased for children's social care, including awards made via the Children and Families Framework (valued at £1 million per annum).
 - 89 services purchased for adult social care.
- 38 Early Learning and Childcare Services (including childminders) contracted to offer funded ELC (valued at £6 million per annum).

In addition to this, Care Home Services are secured via the National Care Home Contract which is administered by Scotland Excel.

2. Compliance - Section 3 (2) of the Health and Care (Staffing) (Scotland) Act 2019:

2.1 Guiding Principles

2.1.1 Adult Social Care and Social Work

The Guiding Principles of the 2019 Act¹ closely reflect the principles that already underpin a wide range of legislation, national standards and outcomes, and regulation and scrutiny frameworks for adult social care and social work services, including:

- National Health and Wellbeing Outcomes: A framework for improving the planning and delivery of integrated health and social care services
- Health and Social Care Standards: My support, my life
- Public Bodies (Joint Working) (Scotland) Act 2014
- Equality Act 2010
- Care Inspectorate Quality Frameworks for adult support and protection, care homes for adults and older people, support services, housing support services and nurse agencies (available at: <u>Quality frameworks and KQ7s</u>)

Subsequently these Guiding Principles have also been incorporated into the IJB's Strategic Commissioning Framework and are reflected both in the IJB's ambition for health and social care in Dundee, in the IJB's values and in their Strategic Priorities (and related strategic shifts). This means that the Guiding Principle are central to all Strategic Commissioning activity led by the IJB, including planning for the procurement of services from third party providers.

Ambition for Health and Social Care in Dundee

People in Dundee will have the best possible health and wellbeing.

They will be supported by health and social care services that:

Help to reduce **inequalities** in health and wellbeing that exist between different groups of people.

Are easy to find out about and get when they need them.

Focus on helping people in the way that they need and want.

Support people and communities to be healthy and stay healthy throughout their life through **prevention** and **early intervention**.

Figure 1 IJB Ambition for Health and Social Care in Dundee

¹ The Guiding Principles are:

Improving standards and outcomes for service users; 2. Taking account of the particular needs, abilities, characteristics and circumstances of different service users; 3. Respecting the dignity and rights of service users; 4. Taking account of the views of staff and service users; 5. Ensuring the wellbeing of staff; 6. Being open with staff and service users about decisions on staffing; 7. Allocating staff efficiently and effectively; and, 8. Promoting multi-disciplinary services as appropriate.

The Integration Joint Board's Values		
Human rights	Making sure that everything we do promotes and protects the human rights of everyone in Dundee.	
Equality and fairness	Working in a way that understands the differences between people and communities so that everyone gets the help that they need to have good health and wellbeing.	
Whole life	Contributing to good health and wellbeing from birth to death, including supporting people to have a good death. Supporting other public services in their leadership of work to promote good health and wellbeing in the early years and throughout childhood.	
Collaborative	Making sure that we listen to and work together with people who use health and social care services, unpaid carers and the workforce.	
Innovative	Testing new, improved and better approaches to promoting health and wellbeing.	
Compassionate	Making sure that we treat everyone with kindness, compassion and dignity. This includes people who use health and social care services, unpaid carers and the health and social care workforce.	
Transparent	Making sure that we communicate clearly with the public about the decisions we make, why we have made them and the impact they have had on health and wellbeing.	
Empowering	Working with people and communities to share power, make decisions and support them to access the things they need to meet their own health, wellbeing and social care needs.	
Sustainability	Investing in services and supports that make the best use of the money and other resources that the IJB has just now to reduce the future demand on health and social care services. Using evidence about 'what works' to help the IJB to do this. Working in a way that helps to reduce the impact of climate change on the future health and social care needs of people.	

Figure 2 IJB Values



Inequalities

Support where and when it is needed most. Targeting resources to people and communities who need it most, increase

life expectancy and reduce differences in health and wellbeing.



Supporting people to look after their wellbeing.

Helping everyone in Dundee look after their health and wellbeing, including through **early intervention** and **prevention**.

Open Door

Self Care

Improving ways to access services and supports.

Making it easier for people to get the health and social care supports that they need.



Planning together

Planning services to meet local need.

Working with communities to design the health and social care supports that they need.

Workforce

Valuing the workforce.

Supporting the health and social care workforce to keep well, learn and develop.



Working together

Working together to support families.

Working with other organisations in Dundee to prevent poor health and wellbeing, create healthy environments, and support families, including **unpaid carers**.

Figure 3 IJB Strategic Priorities

Guiding Principles 2 and 3 - All decisions made by the IJB in relation to the planning of health and social care services, including those that result in the purchasing of services from a third-party provider, are subject to Equality Impact Assessment (as required by the Equality Act 2010). Following audit activity undertaken by the Equality and Human Rights Commission in 2022, the IJB has worked throughout 2023 and 2024 to make improvements to the process for and quality of impact assessments (see: <u>DIJB1-2023.pdf</u>). Improvements made over this period have focused on ensuring that all decisions are supported by an impact assessment, that the quality of impact assessments is sufficient to support the IJB in their decision making and that impact assessments are published in an accessible manner.

Guiding Principle 4 - As required by the Public Bodies (Joint Working) (Scotland) Act 2014 and associated guidance, the IJB's Strategic Commissioning Framework was developed through engagement with people who use health and social care services, unpaid carers, wider communities and the health and social care workforce. More information can be found about this process in the Framework. IJB Strategic Commissioning Framework 2023-2033.

Guiding Principle 4 - During 2024/25 the IJB also undertook a public consultation to inform the 2025/26 budget setting process. This included consultation regarding elements of the budget relating to social care and social work services, including services purchased from the third and independent sector. Further information regarding the budget consultation process and outcomes can be found at: <u>Dundee IJB Budget Consultation Results 2025/26 | Dundee Health and Social Care Partnership</u>.

Guiding Principle 5 – The Dundee IJB and Dundee Health and Social Care Partnership has adopted a whole system approach to supporting staff wellbeing, regardless of employer. This means that members of the workforce employed by Dundee City Council, NHS Tayside and within organisations in the third and independent sector are able to access workforce wellbeing and support resources that have been developed for the Partnership. Workforce wellbeing encompasses a wide range of learning and development opportunities, self-care resources, sign-posting and referral information, and tailored team inputs led by Learning and Organisational Development colleagues.

Guiding Principles 4 -8 - Dundee IJB approved the Dundee Health and Social Care Partnership's first workforce plan in June 2022 in response to national workforce planning guidance issued by the Scottish Government. In December 2024 the Scottish Government set out the requirement for a further workforce plan submission to be made to them in March 2025. In early 2025, an internal audit of Dundee IJB Workforce (see page 129) was completed and made recommendations for improvements to the approach used to deliver workforce planning in the Partnership. Taken together, these developments provided an important opportunity to undertake a full update of the Integrated Workforce Plan. Significant progress has been made in revising the workforce plan during the final quarter of 2024/25 and it is anticipated that the updated plan will be submitted to the IJB for approval in June 2025. The revised plan will fully reflect the requirements on the 2019 Act, including the Guiding Principles, and expands the focus on workforce arrangements within third and independent sector providers of health and social care services.

Guiding Principles 5 and 7 – During 2024/25 Dundee IJB's Strategic Risk Register included two risks with direct relevance to the 2019 Act: Staff Resource and, Viability of External Providers (see page

145 at <u>ijb160425ag.pdf</u>). Both of these risks reflect the ongoing challenges associated with workforce recruitment, retention and wellbeing in the context of wider financial pressures within the adult health and social care sector. The IJB, via its Performance and Audit Committee, monitors strategic risks on a quarterly basis, and utilised information from the risk register to inform strategic planning and commissioning activity.

2.1.2 Children and Families Services (including Community Justice)

The Guiding Principles of the 2019 Act² closely reflect the principles that already underpin a wide range of legislation, national standards and outcomes, and regulation and scrutiny frameworks for Children and Families services (including Community Justice), including:

- The Children (Scotland) Act 1995
- Children and Young People (Scotland) Act 2014
- Children (Care and Justice) (Scotland) Act 2024
- Adoption and Children (Scotland) Act 2007
- Community Justice (Scotland) Act 2016
- Working with children in conflict with the law 2021: standards
- Secure care: pathway and standards
- National Care Standards: Foster Care and Family Placement Services
- Social work services in the criminal justice system: national outcomes and standards
- Care Inspectorate Quality Frameworks for children and young people in need of care and protection, childcare agencies introducing and supplying childcare staff, secure accommodation services, care homes for children and young people and schoolcare accommodation (special residential schools), support services (not care at home), fostering, adoption and adult placement services, (available at: <u>Quality frameworks and KQ7s</u>)

The guiding principles are incorporated into all aspects of commissioning within Children and Families Services (including Community Justice) through regular engagement and discussion with commissioned services to ensure that support and intervention meets the assessed needs of children, young people and their families. The monitoring and overview process around commissioned services focuses on measuring the outcome of intervention, and identification of unmet need, which informs further development of services. The guiding principles support Dundee City Council's aim in ensuring that children, young people and their families receive the right support at the right time, and that there is a whole family focus to support, which ensures that the relevant supports are in place.

The guiding principles are evidenced throughout Dundee City Councils strategic plans, including:

²The Guiding Principles are:

^{2.} Improving standards and outcomes for service users; 2. Taking account of the particular needs, abilities, characteristics and circumstances of different service users; 3. Respecting the dignity and rights of service users; 4. Taking account of the views of staff and service users; 5. Ensuring the wellbeing of staff; 6. Being open with staff and service users about decisions on staffing; 7. Allocating staff efficiently and effectively; and, 8. Promoting multi-disciplinary services as appropriate.

- Tayside Plan for Children, Young People and Families 2023-26
- Dundee City Plan
- Dundee Council Plan
- Protecting People Delivery Plans
- <u>Community Justice Outcome Improvement Plan</u>
- Our Promise Partnership Plan 2023- 2025

Guiding Principle 1 - We Improve standards and outcomes for service users through compliance with our service specific regulations and standards which are at the forefront of our commissioning and monitoring discussions with partner providers. We ensure that the impact of support is reviewed at an individual level through Child's Plans Meetings and this then informs monitoring discussions. Impact and outcomes are measures through regular audit and self-evaluation activity.

Guiding Principle 2 - We take account of the particular needs, abilities, characteristics and circumstances of different service users through regular interrogation of data which ensures we are aware of the emerging patterns of needs and vulnerabilities of our families. Through participation and engagement, we are able to have a better understanding of how our families experiences the supports and this allows us to future plan what services are needed and where, informing monitoring discussions with partner providers in relation to types and levels of service provision.

Guiding Principle 3 - We respect the dignity and rights of service users through ensuring our own and partner compliance in data protection legislation by maintaining the confidentiality of all those using our services. We ensure robust complaint systems are in place, that these are communicated effectively to our families and that we capture and act on any learning arising from complaints. Where appropriate, we actively encourage and support people to obtain legal advice. Families' experiences of services, including complaints are factored into monitoring discussions with providers.

Guiding Principle 4 – We take account of the views of service users through a variety of methods based on what works best for them. Children and their families' views are regularly sought and incorporated into planning within Child Planning Meetings (Team around the Child, LAC Review, Core Group Meetings) through direct contact, use of advocacy and a number of different methods specifically designed to allow children to share their views. We ensure that we consider the views of children who are non-verbal through age or disability. We take account of the views of staff through surveys, focus groups and annual conferences. When considering the development of new services or reviewing existing services, we ensure the views of frontline staff are collated and incorporated.

Guiding Principle 6 – We are open with staff and service users about decisions on commissioning and staffing, and aim to communicate this effectively both on a regular and bespoke basis. We ensure safer staffing conversations are incorporated into all commissioning and monitoring arrangements and proactively considered whenever a child is being placed outwith the care of their family within placement matching discussions.

Guiding Principle 7 – We allocate staff efficiently and effectively in partnership with commissioned providers through understanding the needs of our families and the services they require to have

their needs met. All providers are required to have in place robust recruitment practice, this ensures regular review of desired and essential skills required and ongoing development needs are identified through supervision arrangements.

Guiding Principle 8 - We proactively promote multi-disciplinary services through partnership planning at both strategic and operational level and though our interventions. This happens at the very first point of contact with our service through our Multi-Agency Screening Hub and is evidenced across the continuum of intervention through GIRFEC approaches ranging from Team around the Child Meetings to Child Protection, Looked After Children and Care and Risk Management. Multiagency data is analysed and used to inform service delivery, and we have a number of initiatives and polices based on partnership approaches which drive and oversee multi agency collaboration and service delivery including:

- Chief Officers Group
- Chief Officer Group for Protecting People
- Children at risk Committee
- Alcohol and Drugs Strategic Group
- Children, Families and Communities Committee
- Local Community Planning Partnership
- Risk and Assurance Board
- Child Poverty Executive Board
- Dundee's Young people Strategic Group
- Our Promise Partnership
- GIRFEC Leadership Group

2.1.3 Early Learning and Childcare

The Guiding Principles of the 2019 Act closely reflect the principles that already underpin a wide range of legislation, national standards and outcomes, and regulation and scrutiny frameworks for Early Learning and Childcare (ELC) services, including:

- Funding follows the child and the national standard for early learning and childcare providers: operating guidance 2023
- <u>Care Inspectorate quality framework for daycare of children, childminding and school-aged</u> <u>childcare March 2022</u>
- How good is our Early Learning and Childcare
- The Education (Scotland) Act 1980
- The Children and Young People (Scotland) Act 2014
- Health and Social Care Standards: My support, my life

All ELC providers including Local Authority Nurseries and Funded Providers are expected to give ongoing consideration to the guiding principles outlined in the Health and Care (Staffing) (Scotland) Act 2019 as exemplified below:

Improving standards and outcomes for service users. Sources of evidence:

- Meeting the ELC National Standard.
- Developing and implementing an annual Improvement Plan and Standards and Quality report.

- Ongoing, collaborative self-evaluation which seeks or takes account of the view of children, families and staff regular consultation with families is encouraged.
- Regular and ongoing quality assurance processes/audits which reflect the Care Inspectorate Quality Framework, and How Good is our Early learning and Childcare (HGIOEL&CC).

Taking account of the needs, abilities, characteristics and circumstances of different service users. Sources of evidence:

- Adhering to Care Inspectorate Personal Planning Guidance.
- Having robust planning and evaluation processes in place that reflects the Care Inspectorate Quality Framework and HGIOEL&CC.
- Individual planning, where required / appropriate, taking account of Getting it Right for Every Child (GIRFEC) approach.
- Child protection training takes place annually and at the point of induction to ensure that children are safe and protected.

Respecting the dignity and rights of service users. Sources of evidence:

- Adhering to Care Inspectorate Personal Planning Guidance.
- Ongoing development, review and implementation of establishment level vision, values and aims.

Taking account of the views of staff and service users. Sources of evidence:

- Regular questionnaires, staff surveys and meeting with parents.
- Children's voice is regularly sought in responsive planning, learning journals and Team Around the Child processes.
- Ongoing, collaborative self-evaluation which involves children, families and staff, taking account of the Care Inspectorate Quality Framework and HGIOELCC.
- Families are involved in planning to meet their child's needs through a GIRFEC approach, including Team Around the Child Meetings.
- Settings are encouraged to seek the views of families in a range of ways, including both formal and informal approaches.
- Regular staff meetings and staff development activity supports staff to share their voice and views in a range of ways.

Ensuring the wellbeing of staff. Sources of evidence:

- Staff are supported through an annual appraisals/Quality Conversations/ PRD approach.
- Staff development is relevant to the staff's needs and the service improvement plan, building staff competence and capacity.
- Induction processes refer to the National Induction Resource.
- Ongoing quality assurance/auditing provides staff with feedback to support continuous improvement.

• A range of well-being resources are available for Local Authority staff.

Being open with staff and service users about decisions on staffing. Sources of evidence:

- Handbooks/ foyer displays reflect the staff team and are visible / available to families.
- Changes to the staff team are shared with families through appropriate forms of communication, including newsletters / updates.

Allocating staff efficiently and effectively. Sources of evidence

- Senior leadership teams deploy staff across the setting, taking account of children's needs and staff skills and knowledge.
- A range of posts ensures that children have access to suitably qualified staff .

Promoting multidisciplinary services as appropriate. Sources of evidence:

- Multi disciplinary working is promoted and supported through a GIRFEC approach, including Team Around the Child Meetings.
- Any referral to another agency is with permission from families.
- Individual planning is in place where required.

2.1.4 Neighbourhood Services

The Health and Social Care Standards set out what is required for support services in Scotland and describe the standard of care a person can expect.

The standards in conjunction with the 5 principles of dignity and respect, compassion, be included, responsive care and support and wellbeing align with the guiding principles in the act.

Support services for people experiencing homelessness are all registered services with the Care Inspectorate and the work they do is already reflected in the care inspectorate standards and inspections.

Where there is not complete alignment through Health and Social Care standards, support contracts incorporate and reflect the Guiding Principles of the 2019 Act both through service specifications constructed for individual services and standard contractual clauses that reflect both the expectations of Dundee City Council from the service provider and references to a range of legislative requirements relevant to the provision of social care.

2.2 Commissioning and Procurement

2.2.1 Social Care, Social Work and Housing Support

All social care services purchased by the Council (either on its own behalf or following direction by the IJB) are subject to a contractual arrangement. For the majority of services model contract specific to social care services is used³, which incorporates:

- Section A Terms and conditions, governance arrangements, including requirement to report significant events, complaints etc.
- Section B Service Specification, applicable to service, details expectations for service, aims and objectives and outcomes.
- Section C Monitoring outlines roles and responsibilities of monitoring group members, monitoring format, reporting requirements and agreed timescales for monitoring.
- Section D Finance detailing contract values, payment schedule and financial monitoring template.

As a whole, contracts incorporate and reflect the Guiding Principles of the 2019 Act both through service specifications constructed for individual services and standard contractual clauses that reflect both the expectations of Dundee City Council from the service provider and references to a range of legislative requirements relevant to the provision of social care, social work and early years services. In relation to specific Guiding Principles the 2024/25 model contract key clauses include:

Guiding Principle	Contract Clauses
1. Improving standards and outcomes	A requirement for providers to implement quality assurance systems to ensure effective working practices and required standards. A requirement for providers to have in place a recognised form of external accreditation, such as the Good Governance Award. A requirement to regularly review all policies and procedures in line with best practice. Detailed requirements for contract monitoring.

Ta	ble	1:

³ Where a framework or funding letter is used as an alternative to the model contract this will include terms and conditions and services specifications that are aligned to the content of the model contract.

Guiding Principle	Contract Clauses
 Taking account of individual needs, abilities and characteristics 	A requirement on providers to have in place clear policy statements and procedures in relation to all aspects of public protection. Requirements to provide information to
	service users prior to the service commencing and to regularly review care and support plans.
	Requirements to ensure the provider complies with the Human Rights Act 1998 and Equality Act 2010.
3. Respecting dignity and rights	Requirements in relation to maintaining the confidentiality of people using the service and to comply with data protection legislation.
	A requirement on providers to have in place a robust complaints procedure.
	Requirements to ensure the provider complies with the Human Rights Act 1998 and Equality Act 2010.
 Taking account of the views of staff and people 	A requirement on providers to utilise advocacy and interpretation, or other communication supports, where required to enable service users to utilise the service.
5. Ensuring the wellbeing of staff	A requirement on providers to pay due regard to the Council's Fair Work Charter when employing staff.
	A requirement on providers to comply with the Scottish Social Services Council Employers' Code of Practice.
	A requirement on providers to have a clear policy statement and procedures to support them to be a Carer Positive employer.
	Requirements to have in place appropriate insurances.

	Guiding Principle	Contract Clauses
6.	Being open with staff, individuals and families about staffing	A requirement on providers to ensure compliance with Duty of Candour.
7.	Allocating staff effectively and efficiently	Requirements in relation to employment of staff undertaking Regulated Work (PVG). A requirement on providers to ensure sufficient qualified, trained and experienced staffing is in place at all times, and in particular to meet staffing requirements agreed by the Care Inspectorate where applicable. A requirement to utilise agency staff only in exceptional circumstances, and not to utilise volunteers to substitute for employed staff in any circumstance. A requirement on providers to follow safer recruitment practices. A requirement for staff to register with the Scottish Social Services Council. The model contract will be updated for 2025/26 to include a specific requirement on providers to comply with the 2019 Act.

In addition, service specifications for individual services will reflect a person-centred approach to service provision and the principles and approach set out in the national Health and Social Care Standards. This will also incorporate details of the service being purchased (including the nature, size, aims and objectives of the services and number and needs of service users), including the detail of specific staff posts and any expectations relating to the number of service users to be supported / hours of service to be provided aligned to that staffing group. Where services are registered services with the Care Inspectorate this will also reflect the staffing ratios they have set for the relevant service area. This element of the Contract, taken alongside contractual clauses outlined in sections 5 and 7 of Table 1are integral to meeting the requirements of Section 7 of the 2019 Act.

Although the 2019 Act does not require the IJB and Dundee City Council to evidence ongoing monitoring of safer staffing within contracted services, it is important to note that all services are subject to robust, ongoing contract monitoring arrangements and in addition are subject to registration and scrutiny requirements via both the Care Inspectorate and Scottish Social Services Council. The IJB and Dundee City Council work closely with both of these regulatory bodies and take

assurance from the outcome of their scrutiny and inspection activities. As part of the post-contract interface with providers local Provider Forums are in place for Care Home, Care at Home and Learning Disability Services, which are chaired independently from the IJB / HSCP but have multiagency representation and provide a forum to discuss common experiences, including issues in relation to workforce planning, recruitment, retention and safer staffing. An all-provider email has been established to ensure a mechanism to share national and local information, with an allprovider email box available for all providers to use. Providers are given information about learning and workforce development sessions which are open for then to attend if relevant.

2.2.2 Early Learning and Childcare

Education authorities' functions to secure education for children under school age are provided for in the Education (Scotland) Act 1980. Under section 47(1) of the 2014 Act, an education authority must ensure that the statutory amount of funded early learning and childcare entitlement is made available for each eligible child belonging to its area. The Children and Families Service regularly monitors demand and overall capacity to ensure all eligible children can access their entitlement across the public, private and third sector context.

In order to ensure that the funded entitlement is delivered in high quality ELC settings, a Funding Follows the Child approach was introduced by the Scottish Government alongside the statutory rollout of the expanded entitlement. Funding Follows the Child ensures the delivery of high quality funded ELC. The approach is 'provider neutral' and is underpinned by a National Standard that all settings – regardless of whether they are in the public, private or third sector, including childminders – have to meet in order to be able to deliver funded ELC.

For families this means that they will be able to access funded ELC with the provider of their choice – in the public, private, or third sector, including childminders – if that provider meets the criteria set out in the National Standard, wishes to deliver the funded entitlement, has a space available, is able to offer the funded hours, and has or is willing to enter into a contract with their local authority to deliver the funded hours.

On a bi-annual basis and once every three plus one plus one years, the Children and Families Service opens an application process for eligible services who wish to deliver the funded entitlement. On application, Services are required to evidence how they meet/ will continue to meet the criteria outlined in the National Standard for ELC for the duration of the contract. The criteria are suitably aligned with the Health and Care (Staffing) (Scotland) Act 2019.

By entering into a commissioned agreement with the local authority to deliver the funded entitlement, funded providers accept the expectations on them to comply with certain requirements. The detailed requirements are agreed with the local authority when entering into the agreement and include:

• a guaranteed standard of high quality ELC for children, including continued compliance with the National Standard criteria;

- ensuring that all funded hours are free at the point of access; and,
- a commitment to pay the real Living Wage to staff delivering the funded entitlement.

At the point of application, Services are required to submit evidence that is assessed for compliance by the Children and Families central team and Social Care Contracts Team before contracts are awarded. The evidence illustrates the Service's compliance with the Health and Care (Staffing) (Scotland) Act 2019. Relevant questions and sources of evidence are outlined below:

Table 2:

Questions	Evidence required
Care Inspectorate quality evaluations good	Copy of most recent Care Inspection report
or better on themes that relate to quality of staffing, management and leadership	If grade below Good (4) - Copy of Service Improvement Plan including details of when you anticipate re-inspection
All staff included in the ratio and delivering funded provision for 3- and 4-year-olds, and eligible 2-year-olds, will hold the relevant benchmark qualification or be working towards it if within the first 5 years of registration with SSSC	Provide details/ evidence that includes employee name, position held, age group working with, type of contract, SSSC number and registration category, qualification held, requirements to meet registration requirements and date of completion, number of years relevant experience- exemplar grid is contained within eligibility questionnaire Most recent Care Inspectorate Registration
Adult: child ratio for 3- and 4-year-olds is 1:8	Staffing Structure grid
as per CI requirements	
Adult: child ratio for 2-year-olds is 1:5 is as	
per Cl requirements	
All SSSC registered staff are achieving a	Staff training plan
minimum of 12 hours per year of	Copy of previous years CPD record for all staff
continuous professional learning	working with funded children
That all new staff delivering the funded entitlement within the last year are familiar with the content of the most up-to-date version of the national induction resource	Confirm yes/ no Upload /provide details/ evidence e.g. Copy of Induction Plan
Care Inspectorate quality evaluations good or better on the theme relating to quality of care of care and support	Copy of most recent Care Inspection report If grade below Good (4) - Copy of your Service Improvement Plan including details of when you anticipate re-inspection
Do you have a framework to support children's learning that is informed by national guidance and is appropriate to support individual children's development	Please upload/ provide details/ evidence of your framework that takes cognisance of national guidance and supports individual child development and learning focused on active

Questions	Evidence required
and learning focussed on active learning through play?	learning through play e.g. Curriculum rationale, vision, values, aims, curriculum guide, learning and teaching policy.
Care Inspectorate quality evaluations are good or better on themes that relate to quality of environment	Copy of most recent Care Inspection report If grade below Good (4) - Copy of your Service Improvement Plan including details of when you anticipate re-inspection
Children have daily access to outdoor play and do they regularly experience outdoor play in a natural environment as part of their funded ELC offer	Please upload/ provide details/ evidence either statement on access to outdoor play or outdoor play policy
The setting uses relevant national self- evaluation frameworks to self-evaluate and systematically identify strengths and areas for improvement	Copy of latest self- evaluation If no, provide details/ evidence of how you identify strengths and areas for improvement
The service has a service improvement plan developed in line with self -evaluation evidence, evidence from Education Scotland and Care Inspectorate scrutiny activities, research and national practice guidance, to continuously improve the quality of provision and outcomes for children and families	Copy of most recent service improvement plan and standards and quality report If no, provide details/ evidence of how you plan for continuously improving quality of your service
There is open and regular communication with parents and carers	Statement on how you undertake open and regular communication with parent and carers about the work of the setting and how families are meaningfully involved in influencing change
Parents and carers are supported to engage in their child's learning and development	Statement of how parents and carers are supported to engage in their child's learning and development including support for families to help them to engage in a variety of learning opportunities which meet their individual needs
The setting must comply with the duties under the Equality Act 2010 and related Health and Social Care Standards	Copy of your Equalities Policy and/ or Inclusion Policy and Admissions Policy
The setting will be willing to provide appropriate support, including making any reasonable changes to the care and learning environment, to ensure that children's additional support needs do not provide a barrier to them accessing a full range of experiences and meets their individual needs	Copy of your ASN Policy, policies in relation to Staged Intervention (Team Around the Child/ Child's planning) and a statement of how you have/ will participate in the Council's Staged Intervention Process (Team Around the Child/ Child's planning) as required.
Fair work practices	A statement on the Scottish Living Wage and detail your commitment to working towards this wage commitment to the Scottish Living Wage for all staff who are delivering funded early learning and childcare. Documents may include:

Questions	Evidence required
	 Policy documents Induction documentation Ongoing training and development information Statement on rates of pay Terms and conditions of employment contracts Statements of vision, values and aims

2.3 Ensuring Appropriate Staffing

Information regarding the use of strategic commissioning plans and the model social care contract to ensure that appropriate, suitably qualified and competent staff is in place for third party services is contained within section 2.2 of this report (as required by Section 7 of the 2019 Act).

Procurement processes include an assessment of both quality and costs aspects for the services being purchased, with significantly greater weight given to quality criteria. Method statement templates are used to enable providers to evidence how they will meet the published service specification, including staffing requirements (which can include both staffing levels as well as quality of staffing and staff support and wellbeing). It is normal practice to assess each method statement to be evaluated using a set scoring criteria, with a quality bar applied to ensure that all providers meet a minimum standard. It is expected that providers will utilise information from scrutiny and inspection processes undertaken by the Care Inspectorate, where this is available, as part of the evidence included in their method statement.

Where a provider is awarded a service or accepted onto a framework following a procurement process due diligence checks are subsequently carried out. This can include discussion and agreement of specific staffing levels where this has not already been agreed at an early stage; this is more commonly required as an Ethical Commissioning approach is implemented where there is a greater focus on outcomes, innovation and creativity and appropriate staffing levels will require to be agreed once the procurement process has identified the model of service delivery to be adopted to provide the desired outcomes within the service specification.

Hope Point Dundee

An example of a commissioning for outcomes approach is the recent tender exercise to secure the support service for Hope Point in Dundee. This was a development which was identified, in terms of need, via a range of strategic planning discussions alongside advocacy from several bereaved affected carers, who were clearly expressing their support and the need for a 24/7 Community Wellbeing Centre Support Service. A Steering Group and Stakeholder Group was established at the onset with consultation co-ordinated via Dundee Volunteer and Voluntary Action who provided a consistent third sector interface. Following several planned and co-ordinated consultation events, a service brief was compiled. With a clear outline of the aims, objectives and aspirations of those

consulted, the Steering Group felt the best way to ensure the voice of stakeholders was heard was to use this service brief in the tender exercise. This was also felt to be the best way to encourage creativity and innovation from those bidding. The tender panel also included a "lived experience" representative who was involved at each stage of the process.

On completion of the tender exercise, a formal contract is now in place with the successful provider. The service brief is incorporated into this contract with a caveat that this would be closely monitored and updated in the longer term to capture the development of the service. Robust monitoring is in place and focused discussions take place regarding safe staffing and workforce risk. The service continues to thrive and has exceeded many expectations. At the start of the year, there was a celebration event with stakeholders to mark the progress and the end of the formal stakeholder group.

2.4 Ensuring Appropriate Training

The requirement placed on providers via the model contract to comply with registration requirements set out by the SSSC is integral to ensuring that staff have ongoing access to the relevant training to perform their work (as required by Section 8 of the 2019 Act). In Adult Social Care Services work has taken place specifically with the Care at Home Sector to implement Fair Work Principles across all contracts (new and renewal) since 2022. Where providers comply with Fair Work principles, including supporting access to training and further qualifications, they are paid for the full care shift. An evaluation of this approach has evidence that the workforce has improved financial security, feel more valued and respected, have improved motivation and morals and reduced anxiety. For services users, reported benefits have included a more personalised service, continuity of care and more rapid access to support leading to reduced inequalities in outcomes.

As the Care Inspectorate has not yet published any staffing tools for the social care, social work or early years sectors there has not been any activity in terms of access to training on staffing tools during 2024/25. However, communication and engagement arrangements with the third and independent sector for adult health and social care have been used to raise awareness of the 2019 Act, the Guiding Principles and key provisions including through provider communications and provider forums.

2.5 Implementation of National Guidance

As at 31 March 2025, no staffing tools have been published for social care, social work or early years services by the Care Inspectorate and no additional guidance relevant to these sectors has been issued by the Scottish Government. The Statutory Guidance has informed the development of the IJB Workforce Plan, Strategic Commissioning Framework 2023-2033 and the content of this Annual Report. Both the Dundee IJB and Dundee City Council will continue to monitor the publication of future guidance and / or staffing tools to ensure ongoing compliance with Section 10 of the 2019 Act

in terms of activity to plan and secure relevant services under a contract, agreement or other arrangement.

The Social Care Contracts Team and the Early Years Central Team have a robust interface with the Care Inspectorate, including maintaining oversight of the outcomes of scrutiny and inspection activity in relation to all contracted services. Where outcomes indicate concerns about service quality, including staffing arrangements, this will be addressed in the first instance through contract monitoring arrangements. A collaborative approach is used, working closely with the Care Inspectorate and the Provider to identify required improvement actions, timescales and arrangements for follow-up.

During 2024/25 both the Children and Families Service and Health and Social Care Partnership have continued to consider the implications of the <u>Setting the Bar</u> report and the recently published <u>Review of Social Work Governance and Assurance in Scotland</u> in terms of their implications for safe staffing arrangments bot in internal services and for the planning and procurement of services from third party providers.

3. Risks and Challenges to Compliance

Having considered the requirements of the 2019 Act, Dundee City Council and Dundee IJB have identified a small number of current and potential future challenges in relation to compliance with the requirements of the Act.

Financial pressures - Both the Council and the IJB recognise the extremely challenging environment for all social care, social work and early learning and childcare providers in relation to wider public sector fiscal pressures. Providers in these sectors incur a very high proportion of costs directly in relation to staffing, at the same time that Councils and IJBs are seeking to manage reducing budgets without impacting on the availability or quality of services available to the public. This affects frontline care delivery, and no additional resources have been provided to support the implementation of the 2019 Act which has introduced additional regulation and the need for more specialised training for staff. Looking forward, there is recognition of the potential fiscal impact on providers if new staffing tools are developed by the Care Inspectorate and approved by Scottish Ministers that identify the need for additional staff.

Workforce challenges – across the social care, social work and early learning and childcare sectors, there are ongoing challenges with staff recruitment and retention. In particular there are ongoing concerns about the lack of attractiveness and financial incentives for social care staff, which exacerbates workforce instability. Whilst there has been a significant focus on workforce wellbeing following the pandemic and improved approach to workforce planning, it is expected that challenges attracting and retaining high quality staff will continue to impact of providers. This creates a direct challenge in maintaining appropriate staffing levels.

Legislative clarity and expectations – both Dundee IJB and Dundee City Council would welcome further specific guidance from the Scottish Government regarding the provisions of the 2019 Act, including reporting requirement. Tailored guidance for social care, social work and early learning and childcare services would be helpful in supporting compliance and should reflect the day-to-day governance arrangements for IJB / HSCP that can add further complexity to implementation. Detailed sector specific guidance on planning, securing and reporting elements would be helpful in supporting future compliance.

Duplication of requirement and reporting – many of the requirements placed on Councils and IJBs in the 2019 Act in relation to social care, social work and early learning and childcare services are already incorporated into other legislative, guidance and scrutiny arrangements for these sectors. There is particular overlap with arrangements for the regulation and inspection of services and the workforce by the Care Inspectorate and the SSSC. Reporting requirements also overlap with the required content of reports such as the Care Inspectorate Annual return for ELC services, IJB's statutory Annual Performance Report and the Chief Social Work Officer's Annual Report. Any opportunity to streamline both implementation and reporting arrangements would allow a more effective and efficient approach to implementation and reporting, as well as making reports on compliance more accessible to members of the public.

Reporting deadline – it would be helpful if the reporting deadline for Annual Reports in relation to the 2019 Act were aligned to reflect those for other statutory annual reports (primarily the IJB Annual Performance Report and CSWO Annual Report). If reporting deadlines were aligned this would allow a more streamlined approach to both the production and publication of reports and also allow the content in relation to the 2019 Act to be reported within the context of wider developments, improvements, pressures and risks. It would also help to rationalise the number of reports, making this more accessible to and transparent to the public.



Integrated Impact Assessment

Committee Report Number: 207-2025

Document Title: Health and Care (Staffing) (Scotland) Act 2019 – Statutory Annual Report

Document Type: Other

Description:

To publish information, as required under Section 3(6) of the Health and Care (Staffing) (Scotland) Act 2019, regarding arrangements for planning and securing care services under a contract, agreement or other arrangements in a way that reflects the safer staffing requirements set out within the 2019 Act.

Intended Outcome:

To provide assurance to the public that the Council has complied with its duties under the 2019 Act.

Period Covered: 01/04/2024 to 31/03/2025

Monitoring:

Not required. This is approval for publication of an annual report. Further reports will be submitted in future years.

Lead Author:

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5 City Square

Equality, Diversity and Human Rights

Impacts & Implications

Age: Positive

A large proportion of the planning, commissioning and procurement activity described in the report relates to either services for children and young people or services for older people. The application of the General Principles and other requirements within the Act supports the delivery of good quality and safe care and support services for these groups within the population.

Disability: Positive

People who have a disability often receive specialist support services from social work and social care services. The application of the General Principles and other requirements within the Act supports the delivery of good quality and safe care and support services for these groups within the population.

Gender Reassignment: No Impact

Marriage & Civil Partnership: No Impact

Pregenancy & Maternity: No Impact

Race / Ethnicity: No Impact

Religion or Belief: No Impact

Sex: Positive

Due to differences in life expectancy between males and females in Dundee, a higher proportion of people aged 65 and over are females. Please see section for age (above).

Across Scotland 80% of adult social care staff are female and that over 90% of staff in early years childcare are female. Safer staffing requirements have a positive impact on staff working in social care and early years services in terms of both supporting improvements in quality of care, ensuring appropriate staffing levels and supporting access to training and wellbeing supports.

Sexual Orientation: No Impact

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

No

Fairness & Poverty

Geographic Impacts & Implications

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

Household Group Impacts and Implications

Looked After Children & Care Leavers: Positive

The scope of the 2019 Act includes services and supports that directly related to meeting the needs of Care Experienced Children and Young People $\hat{a} \in both$ as children and young people and into adulthood. The application of the General Principles and other requirements within the Act supports the delivery of good quality and safe care and support services for these groups within the population.

Carers: Positive

The application of the General Principles and other requirements within the Act supports the delivery of good quality and safe care and support services for these groups within the population. Through their association with cared for people, this is likely to have a positive impact on the experiences of unpaid carers.

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: No Impact

Serious & enduring mental health problems: Positive

A significant proportion of the planning, commissioning and procurement activity described in the report relates to services for people with mental health and wellbeing needs. The application of the General Principles and other requirements within the Act supports the delivery of good quality and safe care and support services for these groups within the population.

Homeless: Positive

A proportion of the planning, commissioning and procurement activity described in the report relates to services for people who are homeless or at risk of homelessness. The application of the General Principles and other requirements within the Act supports the delivery of good quality and safe care and support services for these groups within the population.

Drug and/or alcohol problems: Positive

A proportion of the planning, commissioning and procurement activity described in the report relates to services for people who use drugs and alcohol. The application of the General Principles and other requirements within the Act supports the delivery of good quality and safe care and support services for these groups within the population.

Offenders & Ex-offenders: Positive

A proportion of the planning, commissioning and procurement activity described in the report relates to services for people who are being supported in relation to community justice needs. The application of the General Principles and other requirements within the Act supports the delivery of good quality and safe care and support services for these groups within the population.

Socio Economic Disadvantage Impacts & Implications

Employment Status: Positive

The requirements of the 2019 Act are likely to have a positive impact in terms of access to training and support for staff within commissioned services. They may also support improved job security and employee experience in terms of provisions in relation to the maintenance of staffing levels and access to wellbeing support.

Education & Skills: No Impact

Income: No Impact

Caring Responsibilities (including Childcare): Positive

Socio Economic Disadvantage Impacts & Implications

The application of the General Principles and other requirements within the Act supports the delivery of good quality and safe care and support services for these groups within the population. Through their association with cared for people, this is likely to have a positive impact on the experiences of unpaid carers.

Affordability and accessibility of services: No Impact

Fuel Poverty: No Impact

Cost of Living / Poverty Premium: No Impact

Connectivity / Internet Access: No Impact

Income / Benefit Advice / Income MaximisationNo Impact

Employment Opportunities: Positive

The requirements of the 2019 Act are likely to have a positive impact in terms of access to training and support for staff within commissioned services. They may also support improved job security and employee experience in terms of provisions in relation to the maintenance of staffing levels and access to wellbeing support.

Education: No Impact

Health: Positive

A significant proportion of the planning, commissioning and procurement activity described in the report relates to services for people who also have physical or mental health needs. The application of the General Principles and other requirements within the Act supports the delivery of good quality and safe care and support services for these groups within the population.

Life Expectancy: No Impact

Mental Health: Positive

A significant proportion of the planning, commissioning and procurement activity described in the report relates to services for people with mental health and wellbeing needs. The application of the General Principles and other requirements within the Act supports the delivery of good quality and safe care and support services for these groups within the population.

Overweight / Obesity: No Impact

Child Health: Positive

A significant proportion of the planning, commissioning and procurement activity described in the report relates to services for people who also have physical or mental health needs. The application of the General Principles and other requirements within the Act supports the delivery of good quality and safe care and support services for these groups within the population.

Neighbourhood Satisfaction: No Impact

Transport: No Impact

Environment

Climate Change Impacts

Mitigating Greenhouse Gases: No Impact

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: Positive

The focus of the 2019 Act is on safer staffing arrangements and quality of care - the report reflects a wide range of approaches that support the Council to comply with the requirements of the Act and therefore to minimise risks in relation to social impact and service user safety within commissioned social care services.

Technological / Business or Service Interruption: No Impact

Environmental: No Impact

The report provides assurance that the Council is complying with statutory duties contained within the 2019 Act.

Organisational / Staffing & Competence: Positive

The focus of the 2019 Act is on safer staffing arrangements, including staffing levels, competency and access to training - the report reflects a wide range of approaches that support the Council to comply with the requirements of the Act and therefore to minimise risks in relation to staffing and competence within commissioned services.

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 ...7.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 23 JUNE 2025

REPORT ON: IMPROVING SERVICES THROUGH LISTENING TO CUSTOMERS AND SERVICE USERS

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 184-2025

1. PURPOSE OF REPORT

To highlight improvements which have been made to Council services as a result of listening to the views of customers and service users over the past year.

2. **RECOMMENDATIONS**

It is recommended that Committee:

- a note the content of this report;
- b agree that highlights from the report, as set out in Appendix 1, are published on the 'we listened, we acted' page of the Council's website; and
- c encourage services to maintain their efforts to listen to and respond to feedback, as demonstrated in Appendix 2, and to identify any further customers who should be consulted with a view to ensuring that services continue to be improved in response to the views of users.

3. FINANCIAL IMPLICATIONS

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

4. LISTENING TO CUSTOMERS AND SERVICE USERS

- 4.1 The Council uses a wide range of methods to gather feedback from those who use its services, including:
 - surveys and feedback forms;
 - focus groups;
 - public consultations;
 - involvement of users in planning new services and facilities;
 - meetings with representative groups (e.g. tenants, carers, parents, people with disabilities);
 - meetings with partners; and
 - analysis of individual complaints, comments, and suggestions.
- 4.2 This report gives examples of how this feedback has been used in the past year to improve services, demonstrating that the Council listens to, learns from and acts on feedback received from whatever source.
- 4.3 As in the past fifteen years, the Chief Executive's Service asked 'customer facing' services to identify any changes made in response to the views of customers and service users. The detailed returns set out in Appendix 2 to this report continue to demonstrate a commitment to making improvements through listening.
- 4.4 The Council publicises examples of using customer feedback through a "we listened, we acted" page on its website. Highlights from this report, grouped into themes, are set out in Appendix 1 and it is proposed that these continue to be published on the "we listened, we acted" page.

- 4.5 The improvements highlighted in Appendix 1, and the many more which are set out in detail in Appendix 2, illustrate the value of listening to the views of service users. It is recommended that services should maintain their efforts to do this with a view to achieving continuous improvement.
- 4.6 The regular reports on complaints which are submitted to the Scrutiny Committee give further evidence of how customer feedback is used to identify service improvements, which in that case aim to learn from complaints and prevent the same issues recurring.

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.
- 5.2 Equalities should be considered in the planning, delivery, and monitoring of all services, so customer satisfaction research should aim to capture the views of those from protected characteristic groups. Where possible, consultation should aim to capture the views of people who do not currently use services, as well as those who do and services should maintain their efforts to reach as many citizens as possible through consultation and other initiatives to capture the views of the public.

6. CONSULTATIONS

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

7. BACKGROUND PAPERS

None.

GREGORY COLGAN CHIEF EXECUTIVE 9 JUNE 2025

ANDREA CALDER HEAD OF CHIEF EXECUTIVE'S SERVICES

APPENDIX 1

HIGHLIGHTS FOR THE WEBSITE

In developing the Council's 2024-2030 BSL Plan, extensive engagement and consultation took place. The process also benefitted from input from local deaf children and young people from Craigie High School and Claypotts Castle Primary School. BSL Stakeholder events were held across the city ensuring the voices of local people with lived experience were provided with the opportunity to help shape the plan. Working in this way, has greatly improved engagement and partnership working with the deaf community and increased their involvement in shaping policies and services as well as increasing their awareness of available supports and resources to meet their needs.

Communities are routinely consulted on a range of community priorities, and the number of Dundee citizens contributing to local community plan outcomes increased by 39% between 2023/24 and 2024/25. A six-week consultation process was undertaken during the planning of Drumgeith Community Campus. Before any final decisions were taken, it was essential that the Council understood what the plans would mean for users and the wider community. Original plans included a proposal to relocate all services from four facilities: The Hub Library & Community Facilities; Whitfield Community Library; Douglas Community Centre & Library; and Douglas Sports Centre. The outcome of the consultation resulted in Douglas Community Centre remaining open on its existing site.

Parents of pupils at St Joseph's Primary School wanted the children to experience more educational trips out with school. Following a process of consultation, gathering feedback from parents and from discussions with the children, every class has now had an educational trip in connection with planned learning and teaching. Parents have fed back that they are very happy.

Examples of streamlining services, both to improve the customer experience and make better use of Council resources through more efficient and co-ordinated processes, include a new digitised football pitch calling off system, Plotbox: a new burials IT system, and a GIS system for the memorial bench booking process. Carers of adults with a learning disability expressed a preference for digital surveys rather than paper-based engagement processes. Following further consultation, digital surveys were created and the process of gaining feedback was streamlined. As a result, carers feel more engaged and listened to.

In Lochee, families stated they were struggling with keeping their families busy and entertained during the holidays due to financial pressures. The rising cost of living meant that parents could not afford the kinds of leisure pursuits they may have participated in with their families in previous years. The Community Empowerment Team and Community Health Team worked together in partnership with What Matters to You and the Alcohol and Drug Partnership (ADP) subgroup to access funding for weekly family trips. These were organised across the ward for the first five weeks of the school holidays with 44 families attending. Feedback from those who participated was extremely positive.

Young people accessing treatment for sexual health services expressed concerns about having to visit Ninewells sexual health clinic to get treatment. Their concerns were around confidentiality, anonymity, and travel, and having to repeat their stories due to two different electronic patient record systems being accessed. As a result of those concerns, we have secured the National Sexual Health Patient (NASH) record system for use in drop-in. This is shared with Tayside Sexual and Reproductive Health Service (TSRHS). NASH will enable nursing staff to provide treatment for young people and their partners, non-medical prescribing (NMP) training for senior sexual health nurses is now in place meaning NMPs can prescribe and dispense medications out with Patient Group Direction (PGD) which also helps reduce the young person's journey across services.

Citizen feedback on the annual Council Tax leaflet has resulted in changes to make it easier to understand. Every household in Dundee received an updated leaflet which includes a glossary of terms to explain some of the statutory information contained within it.

Outreach work in Dallfield and Tulloch Courts identified concerns about community safety and other housing issues. Residents felt there needed to be a communal safe space where people could come together and meet with service providers. Communities, Housing, Community Safety and Police worked with residents to get the lounge refurbished and turned into a space which can be used by residents and by service providers looking to do outreach with residents.

Feedback was gathered from adult learners attending English for Speakers of Other Languages (ESOL) classes. Learners requested more learning sessions and expressed a preference for face-to-face group learning rather than online learning. Learners also asked to focus on understanding local accents. A gap in service provision was identified for elderly ESOL learners, particularly those from Ukraine. External funding now enables the Communities Service to provide extra learning sessions, including for asylum seekers. Two new projects ("Understanding Dundonian" Conversation Cafe and "Talk Dundee" Workshop) were set up to support ESOL learners' integration into the city. The Communities Service established a targeted group for ESOL learners 60 years and older and supported the Association of Ukrainians in Great Britain to start a Ukrainian Club for elderly Ukrainians living in Dundee.

Customers of the Council's Connect Services made it clear they preferred venues where they could see an adviser face to face and get assistance with benefit, debt, and energy enquiries as well as form filling. As a result, the service is now delivering face to face community-based services from 11 venues across the city. Increasingly, customers are asking to see an adviser face to face in their own community venues.

The City Centre Strategic Investment Plan highlighted the need for improved lighting solutions in the city centre to enhance connectivity, safety, and attractiveness. This led to the creation of a "Dundee City Centre Lighting Strategy," which involved extensive public engagement both online and through a series of "Night Walks" with stakeholders. Key suggestions from this engagement were incorporated into the final report including illuminating heritage buildings at key junctions; lighting culturally and historically significant buildings across the city; ensuring a base level of illumination at concealed entrances; reviewing existing lighting to improve wayfinding and adding visual interest through interactive lighting or light art on major travel routes.

Customers voiced concerns regarding other aspects of their home/tenancy/rent when speaking to the Rent Collection Team. In response, the team arranged regular meetings with Housing colleagues to build more collaborative working for the benefit of our tenants. Continued collaboration across the sector, including with Housing Associations is supporting efforts to encourage rent payments, prevent home loss and support tenants faced with rent arrears or financial difficulties.

The Waste Service received feedback that the decals on the communal bins didn't provide enough information as to what should be placed into each bin. As a result, the decals were updated and are now more pictorial. QR codes that link to the "what happens to your waste" section of the council website have also been added. This aids householder understanding of the recycling process.

Following queries from citizens about some behaviour on our social media platforms, a set of house rules have been developed and published. The house rules set out how the Council expects people to interact on these platforms and what actions might be taken in response to unacceptable behaviour.

Feedback from parents/carers and members of school staff around all aspects relating to Additional Support Needs (ASN) travel assistance highlighted a need to address areas within this service. Through conversations with colleagues and service users, the service identified where barriers to the services were and made amendments as appropriate. As a result, the service receives more phone calls/emails for queries, evidencing that contact details are more visible and service users have commented that they can find the information they require online quicker.

APPENDIX 2

IMPROVEMENTS MADE AS A RESULT OF CUSTOMER FEEDBACK

1. CHIEF EXECUTIVE'S SERVICE

1.1 **Communications**

1.1.1 Council Tax Leaflet

Following feedback from members of the public, the annual Council Tax leaflet changed to make it easier to understand. This included providing a glossary of terms to explain some of the statutory information contained within it. This leaflet is sent to every household in Dundee.

1.1.2 Flooding Leaflet

During Storm Babet, leaflets were provided to households affected by flooding. The leaflets provided advice and signposting to sources of support. Feedback was received that the information would have been more beneficial if the leaflet had been distributed prior to the storm. A new leaflet has now been produced and distributed to households in areas which are prone to flooding, helping people to take actions in advance of any severe weather.

1.1.3 Social Media House Rules

Following queries from citizens about some behaviour on our social media platforms, a set of house rules have been developed and published. The house rules set out how the Council expects people to interact on these platforms and what actions might be taken in response to unacceptable behaviour.

1.2 Equality and Diversity

1.2.1 Faith Covenant

Following the signing of Faith Covenant between Dundee City Council and Faith Communities in November 2023, the Council has welcomed the opportunity to work with the established Faith Forum in the delivery of services and social action on an equal basis. This has led to the Council's commitment to:

- building relationships and trust with faith groups;
- adopting strategies for the engagement of faith communities in consultation exercises;
- encouraging faith groups and their members to be involved in the reshaping and redesign of Council services;
- establishing clear guidelines around funding; and
- sharing training and learning opportunities with faith organisations.

The Council's Education Service has established a working group whereby the Director of Children's & Family Service and the Head of Education meet with Faith Leaders to explore how Faith is taught in schools in the City, allowing issues of concern to be addressed and a relevant input into teaching and practices to be adopted. Faith Leaders also engaged with the City's Head Teachers in a session in May.

1.2.2 **Development of the BSL Plan**

In developing the Council's 2024-2030 BSL Plan, extensive engagement and consultation took place involving both local and national partners, including, the Scottish Government, the British Deaf Association (BDA), Deaf Links, the Council's Corporate Equality & Diversity Steering Group, BSL users from our local deaf community and Northeast Sensory Services (NESS). The process also benefitted from input from local deaf children and young people from Craigie High School and Claypotts Castle Primary School. BSL Stakeholder events were held across the city with good attendance from users at each event, ensuring the voices of local people with lived experience were provided with the opportunity to help shape the plan. Ongoing

engagement with BSL users will take place at least six-monthly throughout the course of the plan. This means that all actions and commitments within the plan have been shaped by those with direct lived experience of BSL to assist them in meeting their needs and priorities. Working in this way, has significantly improved engagement and partnership working with the deaf community across the city and increased their involvement in shaping appropriate policies and service delivery as well as increased their awareness of available supports and resources to meet their needs.

A key example of service improvement as a result, has been the updating and development of the Council's website with increasing levels of information and supports available in BSL

1.2.3 Complaints

Parents and carers of residents with learning disabilities at the White Top Centre requested an easy-to-understand poster that would explain the council's complaints process, including how to make a complaint and what they can expect when they make a complaint. We now have an A4 poster explaining our complaints process in straightforward steps, which can be shared with any service across the council where service users would find it beneficial. It makes our complaints process more accessible and easier to understand for all citizens.

Feedback from the White Top Centre was: "We had positive feedback from external visitors saying the poster was clear/concise, user friendly and accessible. We now have the poster on display on our information board, thank you."

2. CHILDREN AND FAMILIES

2.1 St John's RC High School

The school has actively improved opportunities for learners to provide feedback on their experiences. Opportunities to feedback range from online Forms to Head Teacher Focus Groups, from classroom feedback directly to teachers to direct discussions with learners during professional support visits (observations of learning). The school has also introduced opportunities for learners to support school improvement via participatory budgeting.

Learners wanted more toilet provision, improved social areas and ways of celebrating the diversity within the school community. The school has worked closely with the local authority to improve access to toilets within the school, including the building of new toilets in three locations within the school. The purchase of additional classrooms has freed up an area of the school which will be redesigned to provide a social area (and flexible learning space) for learners over the coming months. Learners are engaging and supporting this, and the current options being voted on through the participatory budgeting process focus on ensuring these areas are fit for purpose.

Through the Rights Respecting School Group, the school held a very successful 'Festival of Culture' to celebrate its diversity within "The Family of St John's." This event included stalls showcasing the history, geography, food, and culture of countries led by learners who have connections from places as diverse as Lithuania, Poland, Nigeria, Syria, Ukraine, India, the Philippines, and the Home Nations.

As a result, the school is seeing evidence of improvements in satisfaction rates across a number of areas. The school hopes to achieve the Silver Rights Respecting School Award over the coming weeks. We also received very positive feedback from His Majesty's Inspectors (HMI) of Education regarding our work on improving the learner voice, with the HMI considering this a strength of the school.

2.2 ASN Travel Assistance

Feedback from parents/carers and members of school staff around all aspects relating to ASN Travel Assistance highlighted a need to address areas within this service. Through conversations with colleagues and service users, the service identified where barriers to the services were and made amendments as appropriate.

As a result of this feedback, the wording within policy documentation was simplified and a stepby-step process for applicants to follow, particularly in situations when they wished to challenge decisions. Decision/outcome letters were shortened and matched with policy references to ensure complex decisions are now explained fully. This has helped shorten timescales from application submission, giving the service more time to prepare routes and budgets for ASN Transport. The Independent Travel Programme has been flagged within schools as an alternative to providing Travel Assistance to appropriate individuals who are able to travel independently and just need to build confidence when travelling to and from home to school with their peers.

The Council's website pages have been updated to reflect the new paperwork, and the service is more visible online within the "search" facility. As a result, the service receives more phone calls/emails for queries, evidencing that contact details are more visible and service users have commented that they can find the information they require online quicker.

2.3 St Joseph's Primary School

Parents wanted pupils to experience more educational trips out with school. The school embarked on a process of consultation through Parent Council discussion and meetings, gathering feedback from parents via parent evening surveys and from discussions with the children. Every class has now had an educational trip in connection with planned learning and teaching. A whole school trip to Active Kids took place in April. Every child will experience a class and whole school trip in session 2024/25. Parents have fed back that they are very happy, through exit surveys and Parent Council meeting minutes.

3. CITY DEVELOPMENT

3.1 Accessibility for Pedestrians and Cyclists

3.1.1 Secure Cycle Storage at Lansdowne Court

The need for cycle storage was first recognised by the residents of Lansdowne Court. Dundee City Council collaborated closely with the residents to launch a large-scale cycle storage facility, accommodating 25 standard cycles and 2 adapted cycles (such as trikes). The residents played a crucial role in advancing the project, contributing to decisions on the size, specifications, and colours of the unit, which harmonise with the multi storey building's cladding and balconies.

3.1.2 City Centre Lighting Strategy

The City Centre Strategic Investment Plan highlighted the need for improved lighting solutions in the city centre to enhance connectivity, safety, and attractiveness. This led to the creation of a "Dundee City Centre Lighting Strategy," which involved extensive public engagement both online and through a series of "Night Walks" with stakeholders from Dundee University Student Association, Abertay Students' Association, Dundee Access Group, Dundee Safe Zone and various charities, clubs and youth groups, for example, the Hot Chocolate Trust. Key suggestions from this engagement were incorporated into the final report including illuminating heritage buildings at key junctions; lighting culturally and historically significant buildings across the city; ensuring a base level of illumination at concealed entrances; reviewing existing lighting to improve wayfinding and adding visual interest through interactive lighting or light art on major travel routes.

4. CORPORATE SERVICES

4.1 Customer Services & IT

The service actively seeks feedback from customers, and this can be provided via face-to-face communication, over the telephone, through a range of customer surveys or via complaints.

4.1.1 Customer Services Team

Customers made us aware of the lack of privacy in the Box office for dealing with their faceto-face enquiries. Due to the lack of privacy and listening to staff members/customers, the decision was made to move back into Dundee House into an interview room. A waiting area on the ground floor of Dundee House was introduced so customers can sit and wait if they arrived early for their appointment. An answering machine facility was also introduced to allow customers to leave a message for a call back.

By moving into an interview room, this allowed the level of privacy needed for the customer. Team members have easy sight of their customers, and it's an all-round improved experience for both parties. The voicemail facility has helped reduce the wait time and complaints received from customers.

Customers are no longer commenting on the lack of privacy, and no verbal or written complaints have been received.

4.1.2 Council Advice Services

The Connect Services expanded to delivering face to face services from 11 venues in 2024/25. Customers made it clear they preferred venues where they could see an adviser face to face and get assistance with benefit, debt, and energy enquiries as well as form filling. Although some customers still prefer to use the duty telephone line, increasingly customers are asking to see an adviser face to face in their own community venues.

Some examples of increased engagement in communities include:

- Feedback from Stobswell Community Forum resulted in a firm commitment to continuing coverage of the Stobswell area going forward.
- Customers attending the Linlathen Child Poverty Pathfinder at Brooksbank Centre were looking for more energy advice provision in the area. The Dundee Energy Efficiency Action Project already covered Thursday sessions at the Centre but has now expanded this to test Tuesday sessions as well.
- Co-location of advice within Primary Care has led to a large proportion of new customers accessing advice services. Our feedback mechanisms when seeing patients in GP practices record whether they have sought advice before, why they are attending the service and why they value it. These stigma-free settings allow customers, who hitherto have never accessed advice, to seek advice confidentially in a safe environment.
- In 2024/25 the GP co-location service expanded to take in a further 3 GP surgeries, Ancrum, Ancrum One and Downfield taking the total within situ advisers in Dundee to 13. New service users are accessing advice services within GP surgeries where previously this service did not exist. An Improvement Service report backed this up stating that across Scotland 89% of individuals accessing advice in their GP surgery had not previously sought advice. Cases are dealt with more efficiently with quicker more robust benefit outcomes for customers seeking advice.

4.1.3 Benefit Delivery Team

Stakeholder feedback from customers suggested many were unable to understand their Council Tax bills. The volume of calls increased when new bills are issued for the forthcoming year. As a result:

• Council Tax drop-in sessions were arranged where customers can seek advice on understanding their Council Tax Bill.

- Citizens Access Revenues (Automated Service) has been introduced. This allows customers to report changes online in respect of their Council Tax, sign up to view their account online and update their circumstances.
- The team worked in partnership with the Council Tax Collections Team to review accounts which were due to move into recovery stages, with an aim to prevent customers reaching these stages.
- Case Studies were shared with teams to highlight the importance of clear communications with customers to explain Council Tax and support them to make payments.

Customers now have 24/7 online access. There has been a reduction in the number of accounts progressing to Sheriff Officer and having costs added and the number of upheld complaints dropped in the second half of 2024/25.

4.1.4 Collections Team

Non-Domestic Rate customers asked for more information to be contained in their invoices and asked to receive them via email rather than post. Electronic billing allows customers to receive bills quicker, contains information about relief and other important customer information as well as clear payment details for the financial year and has links to important information to the customer. As a result, Sales Ledger Invoices and non-domestic rates bills are being received quicker.

4.1.5 Rent Collection Team/Discretionary Housing Payment (DHP) Team

When speaking to the Rent Collection Team, customers voiced concerns regarding other aspects of their home/tenancy/rent. The team arranged regular meetings with Housing colleagues to build more collaborative working for the benefit of our tenants. Continued collaboration across the sector, including with Housing Associations is supporting efforts to encourage rent payments, prevent home loss and support tenants faced with rent arrears or financial difficulties.

Rent Collection staff working within the District Office is building and strengthening relationships and helping to streamline processes to ensure tenants are fully supported. This has resulted in a reduction in serious arrears in cases referred to the Courts. better understanding has led to using alternative methods for rent recovery, long-term arrears cases are settled allowing the customer to gain control of their finances, build their resilience and self-esteem. Decrees granted have fallen from 127 in 2022/23 to 63 in 2024/25 and evictions from 29 to 16. To continue this positive downward trend the rent collection team are introducing a referral at an earlier stage to homeless prevention officers who, with support from tenancy officers, carry out home visits to gain engagement and prevent court enrolment. This will be beneficial for both tenants and the local authority. Relationships between customers and the Rent Collection Team are better and this is encouraging tenants to make contact at an earlier stage. Compliments are being received from customers.

4.1.6 Council Tax Collection Team

Customers expressed concern with the level of direct deductions being taken from their Universal Credit or other legacy benefits. In some circumstances one or more deductions from benefit was cancelled to allow more disposable income to allow a better standard of living in this cost-of-living crisis. The team worked with the Benefit Delivery team to review accounts which were due to move into recovery stages, with an aim to prevent customers reaching these stages.

Accounts were removed from the sheriff officer's caseload to prevent additional charges and fees being imposed for customers in receipt of benefit. Reduction in the number of accounts progressing to Summary Warrant and incurring a statutory penalty. This has resulted in a reduction in the number of accounts being passed to the sheriff officer for collection resulting in less fees being incurred by the customer.

5. HEALTH AND SOCIAL CARE PARTNERSHIP

5.1 The Corner

Staff have listened to feedback from young people expressing concerns about the external noise they could hear whilst accessing counselling at the Corner, as well as worries about room temperatures. Investment is being made to redevelop those rooms including sound proofing and providing adequate ventilation for the two counselling rooms to improve the counselling experience for young people. Funding was secured and sound proofing for one of the counselling rooms is in place.

Young people expressed concerns on many occasions regarding the lack of Wi-fi in the Corner drop-in. Poor wi-fi connection also meant feedback could not be robustly collected from young people. On listening to this feedback, a more robust wi-fi connection is now in place.

Young people accessing for sexual health services expressed concerns about having to visit Ninewells sexual health clinic to get treatment for sexually transmitted infections, or sexual health related issues. Young people expressed concerns about confidentiality/anonymity/travel and having to repeat their stories due to two different electronic patient record systems being accessed. As a result of those concerns, we have secured the National Sexual Health Patient (NASH) record system for use in drop-in. This is shared with Tayside Sexual and Reproductive Health Service (TSRHS) and the Corner are further developing their sexual health provision in the drop-in meaning more person-centred care can be delivered. NASH will enable nursing staff to provide asymptomatic treatment for chlamydia for young people and their partners, as well as offering treatments for Thrush/UTIs. Non-medical prescribing (NMP) training for senior sexual health nurses now in place meaning NMPs can prescribe and dispense medications out with Patient Group Direction (PGD) which also helps reduce the young person's journey across services.

After every consultation or support session offered to young people they are given the opportunity to give honest, confidential feedback about the support they received and any other comments they wish to make about the service. This is monitored by admin and reported monthly via clinical governance.

5.2 Care Services

5.2.1 Training and Development in Mangar Camel Lifting Equipment

Following a complaint from a service user that H&SC team members attending to assist with a fall appeared not to be confident in the use of the equipment. An investigation highlighted a potential issue when new staff were using equipment that is only required in unique situations. Mangar Camel is an emergency lifting cushion which does not get used very often as it only used for bariatric service users. As a result, further refresher training for all staff was undertaken and this repeated every 6 months to ensure all team members skills are kept up-to-date, especially with lifting equipment that is not often required.

5.2.2 Engaging with Carers of Adults with Learning Disabilities

Carers expressed a preference for digital surveys rather than a paper-based process. Following further consultation, digital surveys were created and the process of gaining feedback was streamlined. As a result, carers feel more engaged and listened to.

6. NEIGHBOURHOOD SERVICES

6.1 Housing and Construction

6.1.1 Voids Reduction Exercise

Feedback from discussions with elected members and via the Housing Best Value Review Group led to the implementation of measures to reduce the number of relets. Resources were reallocated from other workstreams to focus on void properties allowing efforts to be channelled to addressing this issue. During 2024/25, a reduction in the number of relets by over 200 properties, resulting in:

- 70% of DCC lets being allocated to homeless households;
- a reduction of 13% of children staying in temporary network flat accommodation; and
- 47% increase in applicants securing permanent accommodation.

6.1.2 Rent Consultation 2024

The Rent Consultation is important to tenants as it determines the level of rent to be charged in the following financial year, and the Council wishes to hear the views of tenants on the proposed rent increases; The consultation was conducted between November and December 2024. To ensure that as many tenants as possible were able to take part the service used a range of feedback methods:

- Use of the Council's website where all information about the consultation, Housing Revenue Account, contact details, survey link and frequently asked questions are published.
- Dedicated Council social media accounts used to promote participation opportunities and advertise the consultation directly to customers.
- Promotion of the survey using posters in key areas across the city, including Libraries, Sheltered Complexes and Multi Storey Developments.
- Repairs Contact Centre and Customer Service advisers offered the survey questionnaire when contacting or being contacted by tenants over the phone or in person at Dundee House.
- Monthly staff bulletin used to encourage staff, who may also be Council tenants, to participate, whilst also being encouraged to raise awareness of the survey with customers via their day-to-day duties.
- Tenants canvassed by phone who would ordinarily have received a visit from their Tenancy Officer/Assistant, to offer participation opportunities, whilst at the same time carrying out a wellbeing check.
- The Dundee Federation of Tenants' Associations contacted all its members encouraging participation in the Rent Consultation.

The total number of tenants who participated in the consultation this year was 2,073. This equates to a return of 16.5% of the current housing stock, slightly down on last year's return.

6.2 Environment

6.2.1 Recycling

The Waste Team often come across misconceptions with householders regarding recycling. The service has therefore used this as an opportunity to work with recycling re-processors to

produce a series of short videos that explain "what happens to your waste". These videos outline the recycling process for different commodities and are available on the council website.

The Waste service received feedback that the decals on the communal bins didn't provide enough information as to what should be placed into each bin. As a result, the decals were updated and are now more pictorial. QR codes have also been added that links to the "what happens to your waste" section of the council website. This aids householder understanding of the recycling process.

A grant of nearly £700,000 has been awarded from the Scottish Government's Recycling Improvement Fund to maximise reuse and recycling and carry out site upgrades at the city's two recycling centres at Baldovie and Riverside. This will improve the user experience at both recycling centres.

6.2.2 My Bins APP

Following the introduction of the My Bins APP in January 2024, the number of users using the app has steadily increased. The waste service continues to use the Bin App to put out both informative messaging and notifications when there is short term service disruption. This is achieved through push notifications and the news feature on the App.

6.2.3 Take Pride

As part of the Take Pride in Your City initiative 24/25. community clean ups were arranged in Linlathen, Stobswell, City Centre and Kirkton, allowing residents to dispose of household items in skips that were provided. These clean ups included in-depth pre-event walkabouts with community representatives to gather feedback on priorities and adapt works to reflect feedback. One example was in the City Centre where priorities were mapped out by businesses and organisations on a walkabout and then tackled as priorities by the Operations team during the clean-up.

Community Litter Picking Hubs are being rolled out across the city, allowing community groups to volunteer in their neighbourhood. There will be hubs in the East End, the Ferry, Coldside, the West End and Mayfield Wards to support communities to get involved, with further hubs planned across the city.

The new Take Pride in Your City Action Plan was approved at Committee in November 2024. This included a new focus on community engagement and improving the service through responding to data and public feedback. Over the next two years, there will be a renewed emphasis on analysing feedback to inform service improvements, as well as working in partnership with community groups, businesses, sports clubs, and higher education institutions to develop initiatives together to make improvements to local environmental quality.

6.2.4 Biodiversity

The Environment Service continues to develop biodiversity grasslands and naturalised grasslands in Dundee's parks and greenspaces alongside local people. The service is working with local communities and Friends of Parks groups to develop and care for these areas, with opportunities to become involved in planting and maintenance events in their local greenspaces.

6.2.5 Working with Environment/Horticultural Groups

Dundee's environmental/horticultural groups find it beneficial to share best practice, highlight their work, and be made aware of initiatives and funding opportunities.

• The Take Pride in Your City monthly bulletin continues to highlight Dundee's projects and encourage participation. In addition, it features relevant articles and links which may benefit

developing community environmental projects. Groups have also been encouraged to attend national networking events. At the end of 2024, the Environment Service hosted a networking event in Camperdown alongside Keep Scotland Beautiful, allowing community groups to come together, share experiences, hear about Council projects, and provide a space for discussion and ideas sharing.

- Community and Friends of Parks are included in the Green Flag Award and Internal Quality Audit process where relevant. This provides opportunities for the Council and these groups to identify improvements, consider how working relationships can be developed and fostered and acts as a vehicle for each party to provide feedback.
- The Countryside Rangers continue to enable practical volunteer work in Dundee's parks and greenspaces by supporting existing volunteer groups, such as Friends of Parks, and responding to requests for volunteering opportunities, for instance from organisations implementing their Corporate and Social Responsibility policies. Bespoke outdoor learning opportunities are also developed in response to requests from schools.
- The Environment Service continues to support requests for growing in local communities. Working with other council colleagues, the Community Allotment Officer assists and provides guidance to enable local people to grow their own fruit and vegetables.
- The Environment Service has been meeting regularly with the Urban Relief Officer to understand data being collected as part of their ongoing public surveys regarding parks and open spaces across Dundee. Once more data is received, there are plans to integrate this feedback into a programme of service improvements as part of the Take Pride Action Plan.

6.3 Streamlining Processes

Neighbourhood Services strives to streamline services where possible, both to improve the customer experience and make better use of Council resources through more efficient and coordinated processes.

- The football pitch calling-off process has been digitised to improve the customer experience and make better use of Council resources. This new process was agreed in consultation with football clubs and has now been rolled out, allowing clubs to check whether pitches have been called off and why. This change came about because of feedback from clubs and to align Dundee with other local authorities across Tayside. This new method reduces emails and phone calls relieving pressure on Operations and Customer Services and making a more streamlined experience for service users.
- A new burials IT system, Plotbox, has been developed and rolled out. This streamlines the burials administration process, improving customer experience as well as efficiency for Council staff.
- The memorial bench booking process has faced several challenges in recent years due to limited resources and outdated systems of recording and monitoring requests. This has led to customer complaints in recent years. Over the past year, the development of a more comprehensive system using GIS and spreadsheet data has been developed in response to feedback received and to streamline processes going forward.

6.4 **Project Consultation**

For all projects of a certain scale and budget, public consultation is carried out as thoroughly as possible. This begins at the design stage where the project officer(s) arrange meetings at a community centre to discuss ideas and residents' aspirations. Consultation is crucial for certain projects to help the department gauge what is required to allow the community to engage in the development of projects and in turn improve, promote, and increase respect for our public open spaces.

Recent examples include: -

- Longhaugh Play Park: A well-attended community event to discuss the project was organised by the Communities Team in collaboration with Environment. This included games for children and in-depth discussions with parents / carers and young people about design options. Feedback was integrated into designs and shaped the materials and equipment chosen.
- Baxter Park Play Park: Initial designs were shared with the community via an on-line survey. Feedback was received regarding the need for additional inclusive play items. As a result, designs and budgets were reconfigured to ensure that the playpark provides further enhanced facilities for disabled children in particular.
- Pitairlie Play Park: As part of the design development of this project, a meeting was held at the Yard Dundee, a nearby play facility for disabled children, young people, and their families. Discussions with disabled young people and their carers highlighted various requirements for inclusive play, particularly the need for enclosure and challenging play opportunities for older disabled children. These ideas were integrated into the design development of Pitairlie Play Park, alongside further public engagement in the area.

6.5 Capital investment

6.5.1 **Templeton Woods Car Park**

Following comments regarding the poor state of Templeton Woods Car Park, over £100K of investment was made to provide a more stable surface by tarmacking both the entry road and car park itself. Wildflower seed was sown in the areas surrounding the car park and where earth disturbance had taken place.

6.5.2 Baxter Park Bowling Green

As part of the renegotiation of a renewed lease agreement with Baxter Park Bowling Club, the Environment Service removed the overgrown cypress hedge and dilapidated fence and replaced them with an instant hedge and new fence. This will enable the bowling club to maintain both the hedge and the fence in the future.

6.6 **Communities**

6.6.1 **Community Consultation**

Communities are routinely consulted on a range of community priorities, and the number of Dundee Citizens contributing to local community plan outcomes increased by 39% between 2023/24 and 2024/25.

A six-week consultation process was undertaken during the planning of Drumgeith Community Campus, the outcome of which resulted in Douglas Community Centre remaining open on its existing site. Before any final decisions were taken, it was essential that the Council understood what the plans would mean for users and the wider community. Original plans included a proposal to relocate all services from four facilities: The Hub Library & Community Facilities; Whitfield Community Library; Douglas Community Centre & Library; and Douglas Sports Centre.

6.6.2 Humanitarian Protection

A survey was conducted in May 2024 to gather data on the experiences and outcomes of people who have been engaged with DCC Humanitarian Protection Support Service for Refugees since 2021. Most people were engaged with education, adult learning, employability, and support services and they were adequately permanently housed. Issues were raised

around access to health service. As a result of this survey a Scottish Refugee Council Duty line has been established to provide additional source of support to resettled people in Dundee.

6.6.3 **Community Health**

The Engage Dundee survey on the cost-of-living crisis was completed by 1181 residents of the city. Findings were shared with a wide range of partners, including the Community Health Advisory Forum (CHAF), which is supported by the Community Health Team. The CHAF were affected in particular by findings that showed most residents were struggling with basic household costs, poor mental health, and social isolation. The CHAF worked with the Community Health Team to organise a city-wide event in November 2024, taking place in Hilltown Community Centre. 84 people attended. A wide range of services provided advice, information, and support around the cost of living. Free soup packs, hot water bottles, gloves and socks were supplied.

- Women in the Maryfield area spoke to the local Community Health Worker about lack of support for those going through the menopause. Women were not being provided with appropriate menopause support, advice, and information within their own communities. Support from Primary Care/ GPs was minimal and tended to be medication. They wished to access peer support to help them share stories and manage symptoms. The Community Health Worker liaised with the HSCP Primary Care Programme Manager to identify solutions with the women and access funding. There is now a weekly menopause cafe where the group have been trained to become "Menopause Mentors" with a view to hosting menopause cafes across the city.
- In Lochee, families stated they were struggling with keeping their families busy and entertained during the holidays due to financial pressures. The rising cost of living meant that parents could not afford the kinds of leisure pursuits they may have participated in with their families in previous years. This puts a strain of family relations and affects the wellbeing of both children and their parents. The Community Empowerment Team and Community Health Team worked together in partnership with What Matters to You and the ADP subgroup to access funding for weekly family trips. These were organised across the ward for the 1st 5 weeks of the school holidays with 44 families attending. Feedback from those who participated was extremely positive.

6.6.4 **Community Empowerment Team**

- Family Empowerment work in Charleston, Kirkton and Whitfield created informal
 opportunities for families to come together and talk about issues which were important to
 them. Families valued the informal opportunity to talk amongst each other and to service
 providers. The formal local Community Planning structures are a barrier to their
 participation and can be intimidating. Taking a "cafe conversation" approach to local
 community planning is being piloted in Coldside in Lochee with a view to changing how
 Local Community Planning Partnerships operate, to become more solution focussed and
 to bring together a broader range of participants.
- Outreach work in Dallfield and Tulloch Courts identified concerns about community safety and other housing issues. Resident felt there needed to be a communal safe space where people could come together and meet with service providers. Communities, Housing, Community Safety and Police worked with residents to get the lounge refurbished and turned into a space which can be used by residents by also by service providers looking to do outreach with residents.

6.6.5 Youth Work

In October last year, the CLD West Youth Work team supported young people from the Lochee Ward to organise focussed engagement with a group of decision makers and funders around what matters to them in their community and about CLD Youth Work. Young people wanted to have their voices heard, build stronger community bonds and to be able support younger people in their community and keep them safe. They wanted support to develop their confidence to

raise their voices on community issues. A positive outcome of this process was that CLD Youth Work worked with What Matters 2U and Columba 1400 to plan a Values Based Residential experience for young people in the Lochee Ward who were keen to continue developing a leadership role within their community. The young people are now being supported by DCC youth workers to develop a project in response to this learning experience.

6.6.6 Adult Learning

Feedback was gathered from adult learners attending English for Speakers of Other Languages (ESOL) Classes through regular learning sessions and guidance sessions and via the Dundee and Angus ESOL Partnership Annual Learner survey (now in its 6th year).

Adult learners requested more learning sessions and expressed a preference for face-to-face group learning rather than online learning. ESOL Learners also asked to focus on understanding local accents. ESOL support targeted toward elderly ESOL learners and for those from Ukraine, was identified as a gap in service provision. External funding was secured to allow the Communities service to offer additional learning sessions, including for a large group of asylum seekers.

Two new projects ("Understanding Dundonian" Conversation Cafe and "Talk Dundee" Workshop) were started to support ESOL learners' integration into the city. The Communities Service established a targeted group for ESOL learners 60 years and older and supported the Association of Ukrainians in Great Britain to start a Ukrainian Club for elderly Ukrainians living in Dundee.

ITEM No ...8......

REPORT TO: CITY GOVERNANCE COMMITTEE - 23 JUNE 2025

REPORT ON: LOCAL CODE OF CORPORATE GOVERNANCE

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 168-2025

1 PURPOSE OF REPORT

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

2 **RECOMMENDATIONS**

It is recommended that the Committee:-

- (i) approves the annual compliance review and updated Local Code of Corporate Governance as detailed in Appendix 1;
- (ii) notes the progress against the 2024/2025 improvement action plan in Appendix 2;
- (iii) approves the areas for improvements listed in Appendix 3 for 2025/2026; and
- (iv) notes the compliance against the seven core principles of good governance from the CIPFA/SOLACE Delivering Good Governance in Local Government Framework (2016).

3 FINANCIAL IMPLICATIONS

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

4 BACKGROUND

- 4.1 In 2016, CIPFA extensively revised the Code in its publication "Delivering Good Governance in Local Government: Framework" and the accompanying Guidance notes for Scottish Authorities, 2016 edition. The contents of the attached arise as a result of consideration of the Code including the requirement to improve accountability to the public and stakeholders by explaining how the authority has resolved any governance issues raised in the previous year's statement. An Annual Governance Statement is included in the Council's Annual Accounts and is also reported separately to Scrutiny Committee.
- 4.2 The annual compliance review seeks to maintain a high standard of corporate governance and to ensure continuous improvement. Previous compliance reviews suggest a high level of compliance with the guidelines, although further areas for improvement have been identified and acted upon as required. In addition, national reports issued by relevant regulatory bodies are now referred to the Scrutiny Committee and/or the relevant service committee where appropriate.

5 CURRENT COMPLIANCE REVIEW

- 5.1 The current compliance review against existing guidance, to consider Corporate Governance arrangements and their implications for the authority, was carried out by senior Council officers and agreed by the Council Leadership Team.
- 5.2 Consistent use of the same scoring mechanism supports year on year monitoring of improvement and allows the Council to assess the extent of its compliance with the CIPFA guidelines. The scoring mechanism suggests that the Council is 99% (2023/2024: 99%) compliant with the guidelines which, given their wide scope, is considered very good.

- 5.3 The scoring mechanism was used to assist and prepare the Improvement Agenda in Appendix 3 whereby senior officers identified areas where compliance with the code could be improved during the year. This also helps inform the overall Improvement Agenda in the Council's Annual Governance Statement.
- 5.4 In addition, as part of the Annual Governance Statement Executive Directors from each service are required to complete a self-assessment checklist in conjunction with their senior management teams, of their own governance, risk management and internal control arrangements. This exercise involves the completion of a 76-point checklist covering eight key governance areas of Service Planning and Performance Management; Internal Control Environment; Fraud Prevention and Detection; Budgeting, Accounting and Financial Control; Risk Management and Business Continuity; Asset Management; Partnerships; and Information Governance. That again indicated a very high level of compliance, with an overall score above 93% (2023/2024: 92%).

6 POLICY IMPLICATIONS

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

7 CONSULTATIONS

7.1 The Council Leadership Team were consulted in the preparation of this report and agreed with its contents.

8 BACKGROUND PAPERS

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

PAUL THOMSON EXECUTIVE DIRECTOR OF CORPORATE SERVICES

3 JUNE 2025

DUNDEE CITY COUNCIL

LOCAL CODE OF CORPORATE GOVERNANCE (2024/2025)

FOREWORD

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

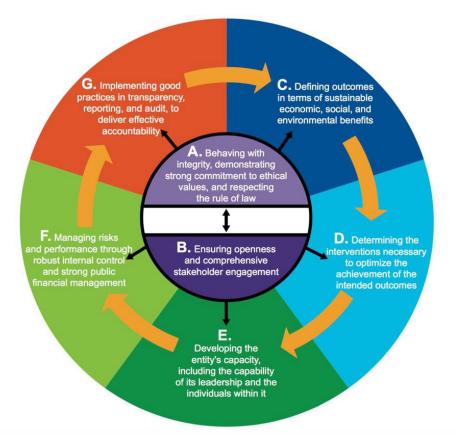
The Council is committed to effective decision-making that is transparent and open to genuine scrutiny. To support this, it provides on its website (<u>www.dundeecity.gov.uk</u>) details of its plans, policies, procedures and performance.

DEFINITION

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

THE CODE

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



BEHAVING WITH INTEGRITY, DEMONSTRATING STRONG COMMITMENT TO ETHICAL VALUES AND RESPECTING THE RULE OF LAW

The Council is committed to the seven principles of Good Governance. The Council has introduced an Ethical Values Framework which is underpinned by these principles and is comprised of a framework of policies, procedures, behaviours and values by which the Council is controlled and governed. The documents that make up this framework provide the structures and guidance that Elected Members and Officers require in order to ensure effective governance across the organisation.

The Best Value Self-Evaluation (Report 68-2020) presented to committee in February 2020 covered eight Best Value themes, one of which was Governance and Accountability. The report highlighted the Council's commitment to the Local Code of Corporate Governance, the fact that good financial governance and scrutiny arrangements are in place, and that the roles and responsibilities of the statutory posts and Executive Directors are clearly set out in the Council's Standing Orders. This self-evaluation report also puts forward key improvement actions covering all eight themes which indicates that the Council is committed to continuous improvement not only to meet its basic standards but to be able to demonstrate advanced or exemplary practice.

The corresponding Accounts Commission <u>Best Value Assurance Report on Dundee City Council</u> which was published in September 2020 and reported to Committee in November 2020 (<u>Report 284-2020</u>) describes the Council's numerous strengths under the Governance and Accountability theme. It also highlights that this was one of only two themes that did not have any further areas of improvement that hadn't already been identified by the Council and reported to either Policy and Resources or Scrutiny Committee as part of its improvement agenda which is informed by the Local Code of Corporate Governance and the results from the governance self-assessment checklists completed by the Council's Service areas. This indicates that the Council's current corporate governance assurance process is a robust system of self-assessment.

The position around the Council's progress against the key improvement actions in the Best Value Self-Evaluation report was closely and regularly monitored and updated reports on progress were reported to committee in April 2021 (Report 128-2021), November 2021 (Report 292-2021), June 2022 (Report 137-2022), and December 2022 (Report 293-2022).

The Accounts Commission's Best Value Thematic Review 2023/2024 which was published in August 2024 and reported to the Scrutiny Committee in September 2024 (Report 258-2024). For 2023/24 the Accounts Commission had directed auditors to report on workforce innovation and how councils are responding to workforce challenges. The Best Value Thematic Report 2023/2024 is positive and demonstrates good progress since the Best Value Audit in 2020. The report provides assurance that Dundee City Council continues to comply with its statutory obligations to secure Best Value.

The new Strategic Workforce Plan 2023-2028 supersedes the Our People Strategy sets out the strategic direction and ambitions for the workforce, linked to the City and Council plans with four clear values framed around a positive employee experience:

- 1) To be open and honest;
- 2) To be fair and inclusive;
- 3) To always be learning; and
- 4) To be innovative and transforming.

The Council has a range of systems and procedures in place to ensure that members and employees of the authority are not influenced by prejudice or conflicts of interest in dealing with its citizens. The Council maintains a continually updated <u>Register of Members Interests</u> which is available for inspection by members of the public. In addition, there is also an Officer's Register of Interest with recently expanded scope to include high risk posts. There is also a Register of Gifts, Gratuities and Hospitality.

The Council has Members and Officers Codes of Conduct in addition to the <u>Standing Orders of the Council</u>, <u>Financial Regulations, Tender Procedures and Delegation of Powers</u> and Disciplinary Procedures. The Council has a "<u>Whistle Blowing</u>" policy in place with a formal system to support the reporting of concerns received via a number of mechanisms, including a dedicated phone line and online form for <u>Whistle blowing</u> and <u>Fraud Reporting</u> to provide for the direct reporting of problems to senior managers without fear of recrimination. There is also an annual report on the Corporate Fraud Team's Activity and performance and whistle-blowing presented to the Scrutiny Committee (Report 257-2024)

The National Code of Conduct, the Disciplinary Procedures and the Local Code on Corporate Governance are also applicable in general terms to any external organisations to which elected members and/or officers are appointed. Such organisations must also comply with the <u>Following the Public Pound Guidelines</u> which is covered by a separate report to Committee.

The Council is committed to equal opportunities including both the elimination of discrimination and the use of positive action measures to ensure that employment opportunities, service provision and access to civic life are bias free and made equally and easily available to people from target groups.

ENSURING OPENNESS AND COMPREHENSIVE STAKEHOLDER ENGAGEMENT

During 2023/2024, the Council introduced a new committee structure to better reflect the needs and priorities of the city see Article II of the Minute of Meeting of the <u>Policy and Resources Committee of 26th June 2023</u>.

From January 2024, live streams of Dundee City Council meetings are also now available for the public to view on the Council's <u>YouTube channel</u> as well as recordings of previous committee meetings.

The overarching plan for Dundee City is contained within the Local Outcomes Improvement Plan: <u>City Plan</u> <u>2022-2032 (Report 255-2022)</u>. This document is prepared in partnership with other public sector organisations where mutual objectives have been established. Progress towards strategic actions and key performance indicators in both the City and <u>Council Plan 2022-2027 (Report 280-2022)</u> are now presented in a combined report to the Council Leadership Team, the Council's Scrutiny Committee, the City Governance Committee and the Dundee Partnership Management Group twice yearly.

The Council maintains a register of all consultation exercises undertaken with its stakeholders. These exercises inform the development of future service provision. The Council also publishes a comparative Performance Report whereby its performance is compared to the performance of similar urban authorities in its Family Groups as defined by the Improvement Service, these performance indicators are known as the Local Government Benchmarking Framework indicators. Each of the indicators in this report are also reported in detail on the <u>Dundee Performs</u> pages on the Council's website so that stakeholders can form an idea of how our performance compares to that of our peers.

The Council's revised Performance Management Framework for 2025-28 was approved in April 2025 (<u>Report 125-2025</u>). It sets out how the Council will consistently plan and manage performance and improvements to its services. This will enable key decision makers, both elected members and officers, to take necessary action based on facts about current performance.

The Council has also established eight Local Community Planning Partnerships (LCCPs) whereby stakeholders are consulted about community needs. This number will reduce to six in 2025/26. These projects feed into the wider planning process at corporate level. As with Council Meetings, all meetings of the Local Community Planning Partnerships are open to the public and full minutes of the meetings are recorded. The LCCPs combine national and City-wide priorities with local priorities to shape action. The Locality Leadership Scheme and Local Community Planning 2022-2027 (Report 251-2022) reviewed and updated the Local Community Plans for 2022-2027. Each council ward has a local community plan. The Elected Members from each ward engage with community representatives and representatives from third and public sector partner organisations based on local priorities. Each LCCP is chaired by a senior manager from within the Council and meets quarterly. The work of the LCPPs builds on over a decade of developing Dundee's Decentralisation Strategy and working to promote local co-ordination within the strategic priorities of the City. Quarterly Decentralisation Meetings provide the opportunity for the LCPP Chairs and Communities Officers to meet with senior management to discuss the links between local and City-wide strategies.

The community planning process is well regarded and the Council is committed to re-energising local community planning. Participatory budgeting is being extended and this commitment is outlined in the Council Plan 2022-2027. A report on Mainstreaming Participatory Budgeting was approved by Council Leadership Team (CLT) in February 2021 which will help to progress this issue. Community representatives and partners are consulted on and assist in the delivery of local solutions making use of the Community Empowerment Act to improve participation and devolve more local funding and assets.

The Council works effectively with a wide range of partners and stakeholders which has enabled a clear set of priorities to be identified which respond to the needs of communities in both the short and the longer term. The Dundee Partnership structure includes arrangements for overall governance along with a LCPP for each ward. The Council is the lead partner within the wider Dundee Partnership and coordinates the majority of the ongoing and strategic activity relating to community engagement. It is co-chaired by the Chief Executives of Dundee City Council and NHS Tayside and Membership consists of senior leaders from a wide range of public sector partners along with additional representatives from the Third Sector, Universities and Colleges, Chamber of Commerce and Scottish Government Liaison Team. There are also two Elected Members (The Council Leader and Major Opposition Group Leader) and two community representatives on this group.

In 2017/2018, the Council encouraged stakeholder engagement through the <u>Dundee Decides</u> website to allow local residents the opportunity to decide how the Council should spend the Community Infrastructure Fund. Since then, the Engage Dundee annual consultation has been launched asking people in Dundee to tell public services, voluntary organisations and community groups what the priorities are where they live. Dundee City Council, Dundee Volunteer and Voluntary Action and community groups worked together through the initiative to collect information directly from citizens across Dundee. The information collected through the Engage Dundee process is used to inform Local Community Plans, Participatory Budgeting projects and local action across Dundee. During 2022/2023 the Dundee Climate Fund Vote (<u>Report 174-2022</u>) was launched. The Dundee Climate Fund Community Choices exercise, which was the first Scottish Local Authority led green Participatory Budget will deliver the Dundee Climate Fund over the next 4 years. During 2022/2023 <u>Dundee's Voice</u>, a new digital participation platform, was launched that aims to seek the views of citizens and raise citizen engagement. In 2024/2025, the Dundee Climate Fund 2.0 continued with the Council's aim of seeking community engagement.

In addition, improvements have been made to some Council services as a result of listening to customers and service users. These improvements are reported to City Governance Committee annually (Report 290-2024).

A Community Wealth Building report was approved at committee in June 2024 (<u>Report 179-2024</u>). The delivery of the Community Wealth Building Strategy is a strategic priority in the new City Plan and the council will be working with partners to implement this. This strategy is in development and will be considered by members for approval during 2025/26.

DEFINING OUTCOMES IN TERMS OF SUSTAINABLE ECONOMIC, SOCIAL AND ENVIRONMENTAL BENEFITS

The strategic plan for the city is governed by the <u>City Plan 2022-2032 (Report 255-2022)</u>. This includes detailed information about the actions that public agencies and their partners will take to achieve our vision for the city. The plans present an integrated approach to public investment and service provision. They also include the promotion of joint working with NHS (Tayside) and other public bodies. The Council has also prepared the <u>Council Plan 2022-2027 (Report 280-2022)</u> which adopts the related targets and priorities expressed in the City Plan.

Individuals and groups from all sections of the community are encouraged to contribute to and participate in the work of the authority. The development of Local Community Planning Partnerships, Community Councils and Community Representative Bodies for areas of the city within the boundaries of each parliamentary constituency is designed to encourage more grassroots participation in Council decisionmaking and to bring the Council closer to the people. Local Community Engagement Strategies and Local Community Plans have been developed for each multi-member ward as means of identifying and responding to local issues and involving communities in the planning and delivery of public services. In addition, the Council solicits views on a wide range of decisions and maintains a listing of community groups and voluntary organisations and invites their opinion on possible developments likely to affect them. A recent development has been the introduction of **Dundee Decides**, which allow communities the opportunity to help direct how the Community Infrastructure Fund is spent. Since then, the Engage Dundee consultation has been launched asking people in Dundee to tell public services, voluntary organisations and community groups what the priorities are where they live. During 2022/2023 the Dundee Climate Fund Vote (Report 174-2022) was launched. The Dundee Climate Fund Community Choices exercise, which was the first Scottish Local Authority led green Participatory Budget will deliver the Dundee Climate Fund over the next 4 years.

DETERMINING THE INTERVENTIONS NECESSARY TO OPTIMISE THE ACHIEVEMENT OF THE INTENDED OUTCOMES

The Council's combined annual gross Revenue and Capital Budget is of the order of £851 million. Budget compared to actual expenditure is closely scrutinised and overspends and underspends reported to <u>City</u> <u>Governance Committee</u> on a regular basis in order that members are kept fully and timeously aware of any significant departures from the budgeted position. In the course of the year, any departures from the budgeted position can be mitigated by the movement of resources from one budget heading to another in order to smooth out overall annual spend.

The council publishes an annual Budget Strategy report <u>(Report 288-2024)</u> which includes an update to the Medium Term Financial Strategy. The annual Revenue Budget report includes a Statement on Reserves and Balances and includes a Longer-Term Revenue Budget Model <u>(Report 55-2024)</u>.

The Council's revised Corporate Performance Management Framework for 2025-28 which was approved on 11 April 2025 (Report 125-2025) aims to provide an overview of the Council's approach to performance management and the range of public reporting that takes place throughout the year. Performance is monitored and reported on the Council's Corporate Performance Management System. The framework aims to document the range of reports that are produced or are planned to be produced for Elected Members. This includes publishing information for the public reporting of performance. The reporting of performance to Elected Members, the public and other stakeholders helps to ensure accountability. Elected Members have a key role in prioritising and scrutinising improvement activity through the Committee process. In order to better equip Elected Members to meet their responsibilities in relation to managing performance, officers have delivered training on performance management, including how to measure performance in relation to improved outcomes. To ensure the Council's Scrutiny Committee complies with the recommendations in CIPFA's Position Statement: Audit Committees in Local Authorities and Police 2022, Scrutiny Committee members undertake a self-assessment of their performance, knowledge and skills, and an annual report is prepared from the Scrutiny Committee to the Council. This information is then used to identify any actions or training required for Scrutiny Committee members.

Service Level Service Plans have been developed for each of the five Council services and Leisure and Culture Dundee (L&CD). The Service Plans relating to individual teams within each of the five Strategic Service Areas continue to be developed. The acceptance of ownership of these indicators by senior officers and elected members is key to their development. Key to the success of the Service Plans is the utilisation of the Corporate Performance Management System which enables performance monitoring, recording and reporting. Each service has a 'portal' in the Corporate Performance Management system containing the key performance indicators and actions from the City Plan, Council Plan, Fairness Action Plan and Local Government Benchmarking Framework (LGBF) for which they are responsible. In addition, progress updates against individual Service Plans are reported regularly to the relevant committee.

Over 2024/2025, the Council developed the reports to be drawn down from the Corporate Performance Management system in order that the best and most up-to-date performance information is readily available. Reports will be available for all tiers of the Council from Committee level down to team and individual level.

This will help ensure that performance issues are deeply embedded within the Council's work ethos at all levels improving services to all stakeholders.

DEVELOP THE ENTITY'S CAPACITY, INCLUDING THE CAPABILITY OF ITS LEADERSHIP AND THE INDIVIDUALS WITHIN IT

The Council has an induction programme for all employees which sets out the Council's vision and values. Individual service areas also deliver service specific induction. The Council is linked into national Workforce and Learning and Development agendas which are professionally specific and related to regulated and integrated services. The Council also works closely with other agencies on national Workforce and Leadership priorities through Convention of Scottish Local Authorities (CoSLA) and the Society of Personnel and Development Scotland (SPDS) and is represented on many national workforce groups.

The Council has specific leadership meetings in place to ensure a consistent and strategic message is discussed and disseminated. The Council Leadership Team meets monthly for topic specific focus on key strategic areas. The wider Council Leadership Team also meets monthly with separate service team meetings following this, ensuring a route for the cascade of information to the wider workforce. Regular Chief Executive Blogs are communicated using the Council's OneDundee intranet giving leadership messages and information which transcends individual services.

The Council has established a twice-yearly Leadership Conference for Senior Managers and officers to discuss emerging issues within Dundee and beyond. Senior leaders are involved in a number of groups at a national level. Relaunched in 2024, Leading Team Dundee, the Council's flagship development and engagement programme for leaders or those developing a leadership role, hold regular events, linked to the Leadership Conference themes or other key strategic or developmental issues. The Council also supports a range of accredited and in-house leadership development activity that supports personal and professional development as a leader.

The Council's Our People Strategy (<u>Report 288-2022</u>) sets out the strategic direction and ambitions for the workforce, linked to the City and Council Plans with clear values framed around a positive employee experience:

- 1) To be open and honest;
- 2) To be fair and inclusive;
- 3) To always be learning; and
- 4) To be innovative and transforming.

The MyLearning Hub refers to My Contribution. The Council encourages employees to seek improvement to working practices and come up with solutions and ideas to continually improve the way things are done. By ensuring skills in performance management, service design and continuous improvement, the Council will have the ability to review the services that are provided to citizens and suggest better ways to deliver outcomes. An empowered workforce is crucial to the Council's journey towards having a positive culture of innovation, improvement and change. The Hub also contains a wide range of information on leadership, professional development, qualifications and continuous improvement opportunities available for all employees to consider.

Job descriptions and person specifications are available for all posts advertised. The Council's employee appraisal process, Quality Conversations, links employee objectives to the priorities in their Service's Service Plan and links to the Council Plan and the Council's Corporate Performance Management system records and monitor progress against key strategic projects. The Council published it's <u>Fair Work First</u> <u>Statement</u> in March 2024.

MANAGING RISKS AND PERFORMANCE THROUGH ROBUST INTERNAL CONTROL AND STRONG PUBLIC FINANCIAL MANAGEMENT

The Council has a developed Risk Management Policy and Strategy (<u>Report 227-2023</u>). This states that Dundee City Council is dedicated to the management of risk in order to:-

- safeguard its stakeholders
- protect its property
- ensure compliance with its statutory obligations
- preserve and enhance service delivery
- maintain effective stewardship of public funds
- protect its reputation and promote a favourable corporate image.

The main priorities within this policy are the identification, evaluation and control of risks which threaten the Council's ability to deliver services to the public. A comprehensive Risk Management Framework is in place. This includes:

- a Risk Management Policy and Strategy which incorporates governance / reporting arrangements, corporate risk appetite and risk assessment scoring matrix.
- Corporate Risk Register in place and reported to Elected Members.
- a Risk and Assurance Board (RaAB) which meets every second month this includes all council Heads of Service and a representative from each of Dundee Health and Social Care Partnership and Leisure and Culture Dundee and is chaired by the Executive Director of Corporate Services.
- Risk management procedural guidelines.
- Formal adoption of risk management software within the Council's Corporate Performance Management System to enable effective monitoring of the council's risks.

The Council has a high-level Business Continuity Plan which sets out the arrangements by which the Council aims to continue to deliver its critical services in the event of an emergency event. Critical services are identified through a process of identification and analysis contained within risk registers. The Business Continuity Strategy continues to be developed and will likely require to change from being neatly documented and allocated against defined events to assurance around leadership, delegation, built-in flexibility, and defining capabilities.

The Risk Management Annual Report includes specific reference to Corporate Risk registers (<u>Report 154-2024</u>).

Resources aimed at improving internal control within the Council are allocated according to priorities determined by the Internal Audit Plan (<u>Report 108-2024</u>) and subsequent progress reports (<u>Report 339-2024</u>) reflecting the changing risks and priorities of the Council.

The Council's accounts include an annual corporate governance statement.

The Council's revised Corporate Performance Management Framework for 2025-28 which was approved on 11 April 2025 (<u>Report 125-2025</u>) aims to provide an overview of the Council's approach to performance management and the range of public reporting that takes place throughout the year. Performance is monitored and reported on the Council's Corporate Performance Management System. The framework aims to document the range of reports that are produced or are planned to be produced for Members. This includes publishing information for the public reporting of performance.

The reporting of performance to Elected Members, the public and other stakeholders helps to ensure accountability. Elected Members have a key role in prioritising and scrutinising improvement activity through the Committee process. In order to better equip Elected Members to meet their responsibilities in relation to managing performance, officers have delivered training on performance management. To ensure the Council's Scrutiny Committee complies with the recommendations in CIPFA's Position Statement: Audit Committees in Local Authorities and Police 2022, Scrutiny Committee members undertake a self-assessment of their performance, knowledge and skills, and an annual report is prepared from the Scrutiny Committee to the Council. This information is then used to identify any actions or training required for Scrutiny Committee members.

The City Plan Annual Progress reports will include outcomes measures across three strategic priorities. All Strategic Services are required to produce a service plan showing their contribution to the priorities. The Council Plan adopts many of the City Plan targets. The Council Plan contains the Service Area Service Plans. The Council Plan Annual Progress reports contain Key Performance Indicators (KPI's). The approach to performance monitoring and reporting has been strengthened by adding a six-month mid-year performance report to the established process of annual reporting. Progress towards strategic actions and key performance indicators in both the City and Council Plans are now presented in a combined report to the Council Leadership Team, the Council's Scrutiny Committee, the City Governance Committee and the Dundee Partnership Management Group twice yearly. As many of the KPI's are in both the City Plan and Council Plan, this is a more effective way of reporting.

The overall performance of the Council is monitored through the Council Plan and includes indicators from the LGBF and National Performance Framework. The Council uses the Annual Local Government Benchmarking Framework as a significant comparative analysis tool and an annual report is submitted to the City Governance Committee followed by the Scrutiny Committee (Report 93-2024). A comparison report will be made to Committee every year and excerpts included on the Council's website on a user friendly basis <u>Dundee Performs</u>.

The Improvement Service has also set up a number of benchmarking groups designed to improve performance throughout Scotland. These groups meet regularly and their findings reports to Committee to improve service delivery. Dundee City Council has representatives on all these working groups to ensure full participation in this important process.

The Council fosters relationships and partnerships with other public, private and voluntary organisations in delivering services that meet the needs of the local community.

The Council also responds to findings and reviews of Audit Scotland, other statutory bodies and its own Internal Audit Service.

IMPLEMENTING GOOD PRACTICES IN TRANSPARENCY, REPORTING AND AUDIT TO DELIVER EFFECTIVE ACCOUNTABILITY

The Council is committed to the transparency and scrutiny of its services and processes including decisionmaking. To that end a Scrutiny Committee was established in April 2009 with a wide-ranging remit including:

- scrutinise, review and examine reports and action plans relating to service delivery and Council policy referred to the Committee from the City Council, it's Committees and Sub-Committees (excluding reports referred to a Best Value Working Group) and report back where necessary;
- examine and review external inspection reports which would benefit from scrutiny and report back to the relevant service committee as appropriate;
- review and monitor the Council's complaints system and report back to the relevant Committee as appropriate;
- review annually the Council's corporate governance arrangements and report back to the City Governance Committee as appropriate;
- consider and monitor the strategy, plan and performance of the Council's risk management arrangements and seek assurances that action is being taken on risk related issues;
- consider and monitor the strategy, plan and performance of the Council's Internal Audit Service;

- consider the strategy and plans of the Council's External Auditor;
- consider internal and external audit reports and seek assurance that appropriate action has been taken;
- monitor the implementation of internal and external audit recommendations agreed with management;
- receive the Annual Report of the Chief Internal Auditor;
- consider and monitor the effectiveness of the Council's anti-fraud and anti-corruption arrangements and receive reports on an exception basis;
- review performance reports; and
- review progress in implementing the City and Council Plans.

The Scrutiny Committee also has the power to establish scrutiny panels to review particular subjects which the Chief Executive determined would benefit from scrutiny.

The Council has in place a range of measures to support reporting and accountability including:

- an effective Council Committee structure;
- a Community Asset Transfer Strategy;
- a Council website that is maintained and developed;
- a "Dundee Performs" section on the Council website;
- a Council intranet system for sharing information internally;
- the Our People Strategy 2022-27;
- integrated Impact Assessments ensures that all likely impacts of reports have been considered and provide details of any mitigation action required to overcome negative impacts;
- a Digital Strategy to guide investment in ICT;
- the OneDundee intranet site which provides access to corporate information and policies to employees who do not have day-to-day access to IT facilities;
- a social media policy which empowers service areas to harness these powerful communications channels while mitigating the potential risks;
- a Corporate Integrity Group;
- regular progress reports against the City Plan and the Council Plan;
- service plans for all service areas. Regular performance reports in relation to the service plans are reported to relevant Committees;
- a performance management framework;
- a Senior Officer Resilience Group;
- participation in the National Fraud Initiative strategy for sharing and cross-matching data with regular reports to Committee;
- a long-term Financial Outlook and Financial Strategy 2020-30;
- a Medium-Term Financial Strategy;
- a Longer-Term Revenue Budget Model;
- formal revenue and capital budgetary control systems and procedures;
- a Risk Management Policy and Strategy, Corporate and Service Risk Registers;
- a Corporate Governance Assurance Statement Group; and
- a Strategic Information Governance Group.

The Internal Audit Service operates in accordance with the Public Sector Internal Audit Standards and reports functionally to the Scrutiny Committee. Internal Audit undertakes an annual programme of work, which is reported to the Scrutiny Committee. The Chief Internal Auditor also provides an annual independent opinion on the adequacy and effectiveness of the Council's governance, risk management and control framework.

The roles and responsibilities of Councillors and Officers are clearly defined in the <u>https://www.dundeecity.gov.uk/sites/default/files/publications/standingordersjan18.pdf(Report 206-2023)</u> of the authority, the Scheme of Delegation of Powers to Officers of the Council, the Scheme of Tender Procedures and the Scheme of Financial Regulations.

The Council has corporate guidance on recruitment and selection and ensures that all officers involved are appropriately trained for their roles. Councillors' Professional Development is also available. Councillors on the Personnel Appointments Sub-Committee must undertake Fair Selection training. There is also further bespoke training for Elected Members sitting on the Licensing Committee and the Planning Committee and Councillors have also received training on the Ethical Standards regime and Performance Management.

The Council has a well-developed programme for supporting Elected Members to perform their role effectively including a half day "essential briefing" after each election, a series of "meet the managers" sessions, issuing induction notebooks produced by the Improvement Service and organising a series of other briefings and seminars. These sessions often focus on delivering change, particularly when new legislation or policies are being proposed. In addition, sessions are delivered on topics of interest or concern. Sessions are offered at various times during the day / evening to maximise opportunities for those Members who work or have other commitments to attend. The Council has adopted the Continuing Professional Development Framework for Elected Members developed by The Improvement Service.

<u>Report 139-2025</u> sets out the terms of Councillors' remuneration. Details of all Councillors' expenses are published on the internet and in the local press on an annual basis.

The Council's Chief Executive is responsible to the authority for all aspects of executive management.

The Chief Executive, Executive Director of Corporate Services and Head of Democratic and Legal Services are responsible for ensuring that agreed procedures are followed and that all applicable statutes, regulations and statements of good practice are complied with.

The Executive Director of Corporate Services is responsible for ensuring appropriate advice is given to the Council on all financial matters, keeping proper financial records and accounts and maintaining an effective system of internal financial control under the terms of the Financial Regulations.

The Chief Social Work Officer is responsible for ensuring the provision of effective professional advice to the Council - Elected Members and Officers - in the authority's provision of Social Work services.

The Chief Education Officer is responsible for ensuring the provision of effective professional advice to the Council - Elected Members and Officers - in the provision of Education services.

The roles of senior officers are defined in agreed Job Descriptions. Employee performance is reviewed on an annual basis through the Council's appraisal process, Quality Conversations.

DUNDEE CITY COUNCIL

CONTINUOUS IMPROVEMENT AGENDA FOR 2024/2025 - WITH PROGRESS UPDATES

The Council's Corporate Governance working group identified the following areas for improvement to be taken forward during 2024/2025. Full details are included in the Council's Local Code of Corporate Governance (Report 162-2024) and the 2023/2024 Annual Governance Statement (Report 292-2024) updated for final version in 2023/2024 Audited Accounts to Scrutiny Committee on 29 September 2024 (Report 264-2024).

	ORIGINAL IMPROVEMENT AGENDA ON 2024/2025 LOCAL CODE OF CORPORATE GOVERNANCE AND ANNUAL GOVERNANCE STATEMENT REPORTS					PROGRESS UPDATES		
	Improvement	Source	Details	Responsible Officer	Target Completion Date	Actual Completion Date	Comments (e.g. Estimated Completion Date, Reasons for delays, etc.)	
1	Continue to develop Business Continuity Strategy.	Local Code of Corporate Governance 2017/2018. (Principle F: Managing Risk). <u>Report 223-2017</u>	Carried forward from 2023/2024. In progress.	Service Manager - Community Safety and Resilience.	31/03/2025	N/a	Policy statement has been drafted and submitted with report to Senior Management Team.	
2	Replace Construction Services' Costing System.		Carried forward from 2023/2024. In progress.	Head of Construction and Head of Customer Services and IT.	31/03/2025	N/a	Officers are currently undertaking a review of the implementation of Civica CX. The outcome of this review will influence the future direction and requirements of the Construction Services costing system. This review will shortly be concluded and a revised action plan prepared in relation to the replacement of the costing system.	
3	Implementation of Corporate Property Management system.	Annual Governance Statement 2022/2023. (Self- Assessment Checklist (SAC): Internal Control Environment section).	Carried forward from 2023/2024. In progress	Head of Design and Property Services.	31/03/2027	N/a	Meeting held with IT leadership to explore the best way forward to progress with the implementation of this software upgrade. Resourcing strategy now being reviewed with potential to apply for Transformation funding.	

4	Mandatory Data Protection Impact Assessment (DPIA) training for appropriate officers.	Annual Governance Statement 2022/2023. (Self- Assessment Checklist (SAC): Information Governance section).	Carried forward from 2023/2024. In progress	Head of Democratic and Legal Services.	31/03/2025	10/01/25	Action Complete.
5	Review the Council's Standing Orders.	Annual Governance Statement 2022/2023. (Self- Assessment Checklist (SAC): Internal Control Environment section).	Carried forward from 2023/2024. In progress	Head of Democratic and Legal Services.	30/09/2024	30/06/25	Proposed revised Standing Orders was reported to the Council Leadership Team in May for consultation purposes and will now be reported to the City Governance Committee in August for final approval.
6	Roll-out advanced risk management training module for senior officers.	Corporate Governance Assurance Statement Group.	New for 2024/2025.	Head of Corporate Finance	31/03/2025	N/a	Initial discussions held with Senior Manager - Internal Audit. To consider options for provision of this training including seeking external support for any assistance they can offer.
7	Fully roll-out Quality Conversations.	Annual Governance Statement 2023/2024. (Self- Assessment Checklist (SAC): Internal Control Environment.	New for 2024/2025.	Head of People	31/03/2025	3/03/2025	Action Complete - Quality Conversation scheme is fully rolled out and the next phase of the project is under way in terms of reviewing effectiveness and evaluating adoption levels.

* Carried forward items have been included in Appendix 3 with new target completion dates

DUNDEE CITY COUNCIL

CONTINUOUS IMPROVEMENT AGENDA FOR 2025/2026

The Council's Corporate Governance working group has identified the following areas for improvement, full details are included in the Council's Local Code of Corporate Governance, to be taken forward during 2025/2026:

	Improvement	Source	Details	Responsible Officer	Target Completion Date
1	Continue to develop Business Continuity Strategy.	Local Code of Corporate Governance 2017/2018. (Principle F: Managing Risk). <u>Report 223-2017</u>	Carried forward from 2024/2025. In progress.	Service Manager - Community Safety and Resilience.	31/03/2026
2	Replace Construction Services' Costing System.		Carried forward from 2024/2025. In progress.	Head of Construction and Head of Customer Services and IT.	31/03/2026
3	Implementation of Corporate Property Management system.	Annual Governance Statement 2022/2023. (Self-Assessment Checklist (SAC): Internal Control Environment section).	Carried forward from 2024/2025. In progress.	Head of Design and Property Services.	31/03/2027
4	Review the Council's Standing Orders.	Annual Governance Statement 2022/2023. (Self-Assessment Checklist (SAC): Internal Control Environment section).	Carried forward from 2024/2025 -Proposed revised Standing Orders were reported to the Council Leadership Team in May for consultation purposes and will now be reported to the City Governance Committee in August for final approval.	Head of Democratic and Legal Services.	30/06/2025
5	Roll-out advanced risk management training module for senior officers.	Corporate Governance Assurance Statement Group.	Carried forward from 2024/2025. In progress.	Head of Corporate Finance	31/10/2025
6	Ensure basic financial ledger mandatory training for all budget holders.	Annual Governance Statement 2024/2025. (Self-Assessment Checklist (SAC): Budgeting, Accounting and Financial Control section).	New for 2025/26	Head of Corporate Finance.	31/03/2026
7	Procurement Strategy, - Implementation of Sourcing Strategies in respect of procurement thresholds and any other changes includes in the review of Standing Orders.	Annual Governance Statement 2024/2025. (Self-Assessment Checklist (SAC): Budgeting, Accounting and Financial Control section).	New for 2025/26	Head of Corporate Finance.	31/03/2026

ITEM No ...9.....

REPORT T0: CITY GOVERNANCE COMMITTEE - 23 JUNE 2025

REPORT ON: COMMUNITY WEALTH BUILDING STRATEGY AND ACTION PLAN 2025 - 2030

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 141-2025

1 PURPOSE OF REPORT

1.1 This report presents the Community Wealth Building (CWB) Strategy and Action Plan 2025 – 2030 that provides an overview of the Council's proposed approach to Community Wealth Building including an updated action plan setting out priorities for the next five years.

2 **RECOMMENDATIONS**

2.1 It is recommended that the committee:

Approves the Community Wealth Building (CWB) Strategy and Action Plan 2025 – 2030 and that further progress updates will be provided to Committee in due course.

3 FINANCIAL IMPLICATIONS

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

4 BACKGROUND

- 4.1 In November 2021, the findings of a report prepared by the Centre for Local Economic Strategies (CLES) on CWB in Dundee was considered by members (<u>Report 312-2021 refers</u>). In June 2024 <u>Report 179-2024</u> was provided to Committee which detailed progress on the approach and identified the next steps as follows:
 - CWB Strategy including a refreshed and simplified plan with easy-to-understand reporting outcomes which can be used with a range of groups including communities;
 - develop a draft strategy with an amended action plan and submit to Committee together with any other progress updates; and
 - continue to take forward DCC specific action plans and approve the creation of thematic CWB partnership working groups in key areas.
- 4.2 This report presents the Community Wealth Building Strategy including case studies with examples of recent activity across each of the pillar areas and details of a simplified action plan. As intended, the strategy focuses on Council actions but references the opportunities and activities which could be delivered in partnership.

5. COMMUNITY WEALTH BUILDING SCOTLAND BILL

5.1 **On 20 March 2025 the Scottish Government introduced the Community Wealth Building Scotland Bill** to parliament. It requires the Scottish Government to produce a CWB Statement setting out the measures that Scottish Ministers are taking or intend to take to:

a) reduce economic and wealth inequality between individuals and communities in and across Scotland; and

b) support economic growth in and across Scotland by facilitating and supporting the generation, circulation and retention of wealth within local and regional economies

- 5.2 Local Authorities and named public bodies (identified as Colleges and Universities; Health Boards, Scottish Enterprise, Skills Development Scotland and Regional Transport Partnerships) will have a requirement to prepare and publish an action plan for their local authority area within 3 years to include:
 - using public procurement to create local growth;
 - promoting employment opportunity, workforce development and equality in the workplace;
 - diversifying ownership of land or other assets by facilitating or supporting community ownership;
 - bringing vacant and derelict land back into use in a way that provides financial, social or environmental benefit to the community;
 - encouraging local business start-ups or entrepreneurship;
 - promoting or supporting the development of employee-owned businesses, co-operatives or social enterprises; and
 - such other measures considered appropriate.
- 5.3 The Bill requires that in the future CWB action plans should be developed within Community Wealth Building partnerships rather than by individual partners. However, where there are existing local CWB action plans in place, these should be reviewed in line with any new statutory obligations and forthcoming new guidance. CWB action plans can be developed locally within a local authority area, regionally or using a hybrid approach. Whilst all named partners will have a requirement to participate in CWB activity across all 5 pillars of activity, it is recognised that local authorities are likely to play a key leadership role.
- 5.4 The recent Community Wealth Building (Scotland) Bill is acknowledged in the Dundee CWB strategy along with the challenge that it gives local authorities to act with key partners to design and develop a joint Community Wealth Building approach for the City. The Community Wealth Building Strategy and Action Plan 2025 2030 will provide a firm foundation to increase confidence in enacting CWB principles locally and continuing partnership work. It is anticipated that the Act will commence in April 2026. This will be followed by the Community Wealth Building Statement 18 months later. Local authorities and named public sector organisations will then have a further 3 years to develop action plans at a partnership level. The timeline dovetails with the review and replacement of Dundee's CWB Strategy (2025 2030).

6 COMMUNITY WEALTH BUILDING PROPOSED PARTNERSHIP ARRANGEMENTS

- 6.1 Various options had been considered for taking Community Wealth Building forward at a partnership level, but to avoid any duplication, it was agreed this should report to the Inclusive Economic Growth Strategic Leadership Group through quarterly updates and that an Anchors Charter be approved by the Dundee Partnership Management Group (DPMG). Given the additional clarification in the Community Wealth Building Bill concerning CWB partnerships and duties for the organisations involved, it is recommended that:
 - the draft Anchors Charter developed in partnership with partners and stakeholders be reviewed and updated in light of the new action plan and CWB Bill; and
 - an updated options paper is presented to the Dundee Partnership Management Group addressing partnership structures in place to support CWB.

7 NEXT STEPS

7.1 The next steps for the Community Wealth Building Working Group (CWBWG) can be summarised as follows:

- implement the Community Wealth Building Strategy and deliver CWB Action plan, including production of progress update reports; and
- Submit options paper to Dundee Partnership Management Group addressing partnership structures to support CWB

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 an Appendix to this report.

9. CONSULTATIONS

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

10.0 BACKGROUND PAPERS

10.1 None.

PAUL THOMSON EXECUTIVE DIRECTOR OF CORPORATE SERVICES 23 JUNE 2025

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HADDARE

Community Wealth Building

Strategy and Action Plan

2025-2030

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Introduction

Community Wealth Building is recognised as a key tool for the achievement of a Wellbeing Economy.

This Community Wealth Building Strategy and Action Plan complements a range of existing activities that support sustainable economic growth in Dundee. It identifies and supports new initiatives while seeking further opportunities to democratise our activities and give people a real stake in their future. Community Wealth Building harnesses the power and influence of major anchor partners to work collaboratively to maximise the economic and social power of their organisations as major employers, procurers of goods and services, financial institutions, land and property owners and economic drivers for the city.

We are realistic about the scale of challenges we face including financial pressures such as rising costs and reduction in central government funding, demographic changes and how they influence service demand, social challenges, workforce pressures and dealing with the impact of climate change.

However, it is within this context that we look to a model which works for both people and planet and asks us to do more to harness value and opportunities from our existing resources and the power of our collective influence.

We also acknowledge the recent Community Wealth Building (Scotland) Bill introduced into the Scottish Parliament in March 2025. We welcome the challenge that it gives local authorities to act with key partners within our area to design and develop a joint Community Wealth Building approach for the city. The production of this Community Wealth Building Strategy and Action Plan 2025 – 2030 today provides a firm foundation to increase our confidence in practicing Community Wealth Building principles. We will continue to work in partnership as we await the commencement of the Act (scheduled for April 2026). We will then carefully consider the detailed guidance that will follow and review our actions as required.

Dundee Partnership Vision for Community Wealth Building

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.

This strategy is intended to support Dundee City Council and its partners to harness opportunities that Community Wealth Building provides and focus on the development of practical mechanisms to retain wealth and prosperity in the City. This strategy is one of the building blocks of our vision to develop a wellbeing economy in Dundee.

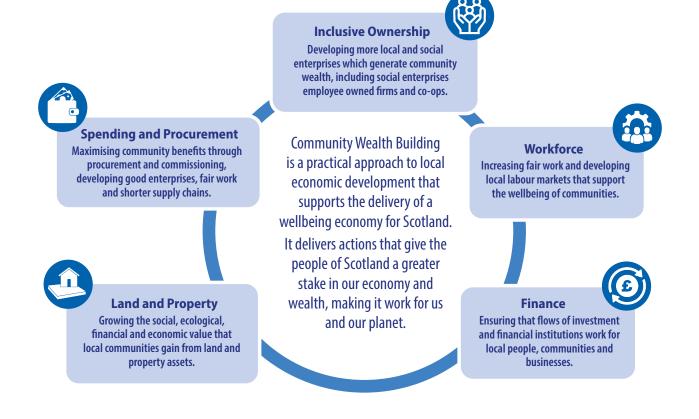
What is Community Wealth Building?

Community Wealth Building is a people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people. It recognises that the traditional model of wealth creation has not created a redistribution of wealth, rather the gap between rich and poor has widened.

It is a maturing of economic development, where traditional public sector policy has focused on the redistribution of wealth after it is created, and community wealth building focuses on mechanisms to ensure that wealth is shared as it's created.

It operates by using the power and influence of large anchor institutions – these are large organisations rooted in place, such as councils, NHS health boards, colleges and universities, other public sector bodies and large employers. They are asked to consider their pillars of influence and use their power as major employers, owners of land and property, buyers of goods and services and financial institutions to retain wealth locally and ensure maximum opportunities for the communities they serve.

There are five core principles or pillars of community wealth building as shown in the diagram below:

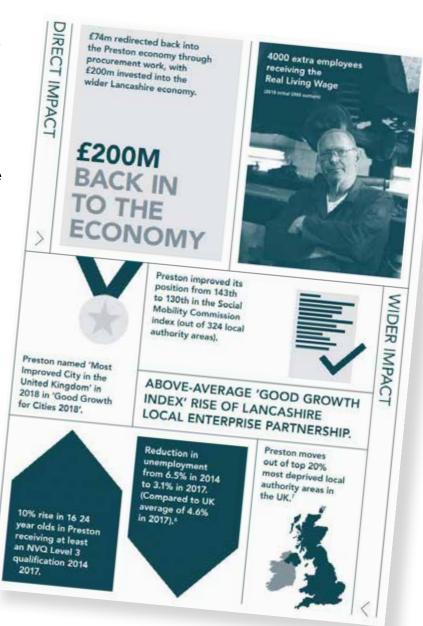


Climate change can be seen as an overarching consideration because of its impact on the areas covered by the other pillars.

Dundee Partnership Vision for Community Wealth Building

Community Wealth building grew out of the Democracy Collaborative in America and included the Cleveland Model which was developed in response to substantial postindustrial decline from the 1980s onwards which resulted in very challenging economic and social conditions for its residents. The Cleveland model focused on a plan to develop new local cooperatively owned business, the Evergreen Co-operatives which intended to localise and retain the spend of anchor institutions. The co-operatives were highly successful and now export farm produce across America while retaining the benefits locally.

In the UK the model was promoted by the Centre for Local Economic Strategies. recognised experts in Community Wealth Building. Elements of the model have also been successfully developed in the UK, most notably by Preston Council leading Community Wealth Building to sometimes be referred to as the Preston Model. Developed in 2011, as a response to a collapsed regeneration project, Preston Council worked with six other public sector anchor institutions to develop a Community Wealth Building approach focused on procurement and encouraging spend local approaches. This resulted in a significant increase in spend locally but also had knock on benefits including an increase in payment of the Living Wage, reduction in unemployment and moving Preston out of the 20% most deprived areas in the UK. They have extended this to develop further pillars of the approach supporting the development of a cooperative network to deliver services where there has been a recognised gap in local markets. Preston Council is also developing an energy supply company, a community bank and have allocated £100million of their pension funds to be invested locally.



How we built community wealth in Preston: achievements and lessons | CLES

Community Wealth Building in Scotland

The Scottish Government is committed to exploring the potential of Community Wealth Building to create a greener, fairer Scotland based on a Wellbeing Economy. This commitment is articulated in the Scottish Government's National Strategy for Economic Transformation which commits to taking a broader view of what it means to be a successful economy, society and country, looking beyond traditional attitudes and measures of prosperity such as Gross Domestic Product (GDP), and putting people and the environment at the heart of our economy. It identifies Community Wealth Building as using, 'public and private investment through procurement and other means to create new employment opportunities, help local businesses to expand, and place more assets in the hands of local people and communities".

The Scottish Programme for Government also set out a commitment to bring forward CWB legislation within this Parliamentary session. The legislation will attempt to address blockages identified within the areas leading the implementation of CWB and support further embedding of this approach, building on the good practice already underway. It is based on learning from 5 pilot areas (Clackmannanshire, Glasgow City Region, South of Scotland, Fife Council, the Western Isles, North Ayrshire Council who was an early adopter and other localities implementing CWB approaches and feedback from an extensive public consultation to gain the widest possible views on areas for change, including policy, culture and practice as well as legislative change.

The Scottish Government's National Planning Framework 4 (NPF4) states that development proposals that contribute to local or regional community wealth building strategies and are consistent with local economic priorities will be supported. NPF4 also recommends that Local Development Plans are aligned to Community Wealth Building priorities and seek to tackle economic disadvantage and inequality and provide benefits for local communities.

Community Wealth Building in Dundee

In Summer 2021 Dundee City Council engaged the Centre for Local Economic Strategies (CLES) to undertake an initial high-level assessment of the authority's and partner's activities across the 5 pillars of Community Wealth Building. The CLES report highlighted the strength of partnership arrangements within the city and produced a 22-point action plan, identifying areas of opportunity for the authority and partnership. Internally the council developed a CWB Working group of senior officers with lead responsibility for taking forward actions within each CWB pillar area and appointed a Community Wealth Building Coordinator in May 2023.

The City Plan shared the common vison for Dundee to

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

Delivering Inclusive Growth, including Community Wealth Building has been identified as one of three strategic priorities.

The Community Wealth Building Strategy aligns with a number of Dundee City Council's Polices and Strategies:

- **Dundee Fairness and Local Child Poverty Action Plans** focus on addressing low wages, supporting people into work and maximising families' incomes.
- **Tay Cities Regional Economic Strategy 2019-2039** identified the importance of considering community wealth building within Tay Cities projects.
- **Dundee Climate Action Plan** identifies the changes which will be required to enable a transition to Net Zero by 2045. Climate is a cross-cutting theme within Community Wealth as it impacts across the full range of pillar activities from supporting energy efficiency within council and partner's buildings, to preparing people for green employment opportunities to rethinking the way we procure services our goods and services.
- **Discover Work Strategy 2022 2027** Identifies the importance of designing employability provision which can support people on their journey to work and recognises the importance of the council to lead by example in the recruitment of employability candidates.
- **Corporate Procurement Strategy 2024 2027** sets out procurement priorities including commitment to Community Wealth Building principles to ensure we achieve social, economic and environmental goals while using a Fair Work First approach to ensure suppliers behave in an ethical manner.



How it all works and links together

The diagram below shows an updated version of the strategic priorities, key responsible groups and main strategic documents that the City Plan 2022-32 builds on and connects to, and how these all fit together. Given the cross-cutting nature of Community Wealth building it is also a good illustration of the linkages within the partnership.



Why do we need Community Wealth Building - the Challenges and Opportunities

The City faces a range of challenges but rebalancing the economy could support these.



of Dundee's population living in 20% Most Deprived data zones



of children in Dundee City were living in poverty after housing costs, this is higher than the overall Scottish proportion which stood at 25%



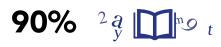


of secondary school pupils in Dundee City were registered for free school meals. This was higher than the overall Scottish percentage which stood at 18.2%, second highest behind Glasgow

(Scottish Government Pupil Census 2024)

of those in employment in Dundee City were employed in 'lower paid' occupations compared to 25.7% at a Scottish Level

(2024 ONS Annual Population Survey)



of 16-19 year olds entered positive destinations. Dundee is 30th out of 32 Councils.



of all households in Dundee City were fuel poor, higher than Scottish Average of 24%

(Scottish Government, Scottish House Condition Survey 2017-2019)



75.8%



of those aged 16-64 years in Dundee City were Economically Active. This is 1.2% lower that the Scottish proportion which stood at 77.0%

(ONS Jan-Dec 2024)



Opportunities and Strengths





of procurement spend was spent in Dundee City, 53% regionally in Tayside and Fife and 80% in Scotland in 2023/24

1,057

work experience placements delivered to Dundee Secondary School students with 262 employers





9,181

full time equivalent **R** green jobs required to manage Dundee's clean energy transition by 2045

companies in Dundee

formed in the last 2 years

City with 1,957 new companies





life science researchers work with Dundee University alone from 50 countries

41%



of Dundee Council area is greenspace, the highest percentage of publicly accessible greenspace of any city in Scotland



The Power of Partnership

While the council has an important role within Community Wealth Building, its real potential comes in collective action across anchor partners.

Areas like Preston were able to transform their economic outlook with the collective action of partners. The process of partnership development within Community Wealth Building has already begun.

In May 2023, a Community Wealth Building partnership launch event in Dundee brought 80 senior representatives from across the public sector together to learn about CWB and how their organisations can contribute to it. Partners were also given the opportunity in small groups to comment on and develop a draft CWB partnership charter. These charters are used by Anchor Networks to articulate the principles and priorities that partners agree to underpin efforts within their organisations and collectively to progress with Community Wealth Building activities.

While some areas will choose to create a dedicated Anchor Partnership or Network, this will not be necessary in Dundee. Strong partnership arrangements are already in place that will enable existing groups to co-ordinate and drive CWB activity.

Essential functions of a CWB partnership are to agree collective strategic actions around the key areas of CWB and report on progress. These will be achieved in Dundee through the production and agreement of a partnership anchor charter and individual organisations' action plans and reporting. The partnership will agree the overall strategic direction for the approach with individual anchor partners being responsible for maintaining and reporting on their own CWB action plans. Dundee City Council's action plan is summarised in Appendix 1 and NHS Tayside have developed a range of actions within their NHS Tayside Anchor Strategy.

It is proposed that the Dundee Partnership Anchor Charter is approved by the Dundee Partnership Management Group (DPMG) which includes leaders of relevant anchor partners including NHS Tayside. The Inclusive Economic Growth Strategic Leadership Group will monitor and report on progress.

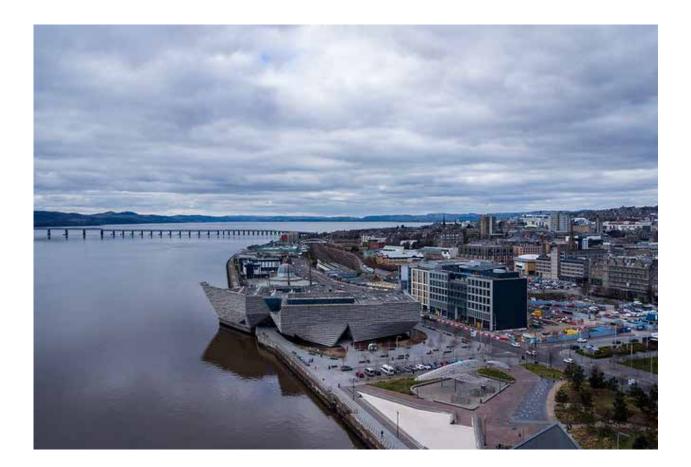
NHS Tayside Anchor Strategy

NHS Tayside have already articulated their support for Community Wealth Building through the production of their NHS Tayside Anchor Strategy in October 2023 Anchor Strategy 2023.pdf. The terminology is slightly different with NHS boards but their priorities broadly align to the Workforce, Procurement and Land and Property pillars with a particular focus on Climate. NHS Tayside Anchor Objectives are as follows:

- **Workforce** NHS Tayside will provide fair and meaningful work opportunities for those most at risk of economic disadvantage through recruitment, working conditions and employee progression processes.
- **Procurement** NHS Tayside will maximise economic, social and environmental benefit for the community through procurement processes, enhancing social value and increasing suppliers from local SMEs, social enterprises and supported businesses.
- Land and Assets NHS Tayside commits to the sustainable and productive use of its land and assets to support communities and enterprises and build community wealth.

NHS Tayside also recognise that Anchors have a responsibility to do all they can to reduce their environmental impact on the local population and wider global population. NHS Tayside has committed to the establishment of a Climate Change and Sustainability Board which will drive forward the delivery of the Scottish Government Climate Change and Sustainability Strategy 2022-2026 and ensure NHS Tayside meets the targets contained within.

One of Dundee's strengths is its long-established history of partnership working and it is anticipated that Community Wealth Building will also benefit from these working relationships. Senior staff from Dundee City Council and NHS Tayside have already held a joint workshop to identify opportunities for joint working and activity. Elements of this will be highlighted in the pillar sections.



Spending and Procurement



We will use our procurement spend to support the growth of a sustainable and diverse local economy which recognises the importance of investing in local and generative business models which provide a disproportionate impact on our economy.

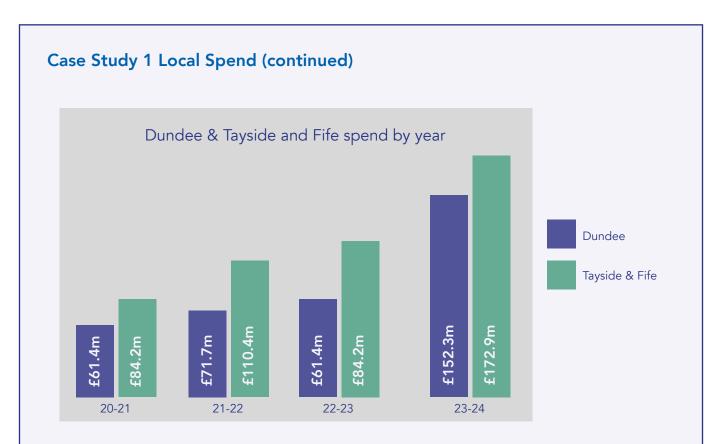
We will invest in supplier development activity to strengthen the local supply base and make them more competitive to win work locally while competing for national opportunities. We will also ensure that the maximum economic, social and environmental benefits are secured from our contracting activity for the people and business of Dundee.

We will harness the opportunity to make these improvements in partnership with our anchor partners to realise the full potential of spending across the public sector.

Case Study 1 Local Spend

Increasing local spend remains one of the most effective ways to deliver Community Wealth Building within the city by ensuring that as much contract spend as possible is retained within the region. Within our capital programme we use spend monitoring to encourage contractors to develop local supply chains, and where tendering frameworks allow mandate these requirements. This includes assessments down the supply chain to consider where elements like materials and plant are sourced. This has helped to ensure that over £36 million (or 74%) of appropriate spend has been spent within the local region in 2023-24.

Since beginning our Community Wealth Building journey, we have considerably improved our ability to track and influence direct procurement spend. In financial year 2023/24, 47% of procurement spend was spent in Dundee City, that is up 7% on last year's figures, 53% regionally in Tayside and Fife and 80% in Scotland. Dundee City Council is ranked 3rd nationally for local spend behind Shetland and Highland Councils and comfortably above the national average of 30.7%.



This improvement in local spending figures has been a result of a concerted effort to improve local contractors' access and ability to compete for local opportunities with more activity planned. But the real potential of Community Wealth Building is to support wider public sector organisations who have not had an economic development requirement until Community Wealth building to focus on spending locally. In NHS Tayside's Anchor Strategy they identify in their Anchor Strategy that during the fiscal year 2021/22, 33% of goods and services were sourced in Tayside and 16.77% in Dundee. Testament to partners commitment to lever the full potential of Community Wealth Buildings within procurement that a CWB Procurement Working group has already been established and is actively working on mechanisms to track and improve local spend, while maximising community benefits and fair work and supporting climate action in procurement.

Case Study 2 Supplier Development Activity – Meet the Buyer Tayside

Critical to retaining and increasing procurement spend within the region is the development of a confident supplier base who are aware of the tendering opportunities available and how to access them. Dundee City Council in partnership with the Supplier Development Programme and partner councils delivers an annual Meet the Buyer Tayside event bringing together public sector buyers and their major contractors from across Tayside to meet and engage with local business. The Meet the Buyer Tayside was held on 4 March 2025 and was the most successful session to date with over 350 companies and 35 companies exhibiting. This event gave suppliers in Tayside access to buyers and decision makers from across the public and private sector, helping suppliers raise their profile as a business, and prepare for upcoming contract opportunities.

76% of suppliers felt more capable of bidding for contracts after attending the Meet the Buyer Tayside 2024 and 86% of respondents rated the event as excellent or good. A particular effort had been made this year to target local contractors - resulting in 52% of SMEs coming from the Tayside area - 27% from Dundee, 14% from Angus and 12% from Perth and Kinross.

Comments from participants included "The presentations" on tendering gave me a better understanding of the process involved. Found all the exhibitors to be very helpful." and "We enjoyed the talks, face to face meetings and networking."



Meet the Buyer Tayside, 20th February 2024, Invercarse Hotel





We will use our position as major employers to promote the principles of Fair Work and continue to tackle Dundee's low wage employment through promotion of the Real Living Wage as a practical tool to increase families' incomes.

This pillar aligns closely to the Scottish Government's Fair Work framework. Through the Fair Work Action Plan (www.gov.scot/publications/fair-workaction-plan) the Scottish Government aims to support employers to adopt fair work practices and deliver fair work ensuring a diverse and inclusive workforce and serves to tackle in-work poverty and low wages by raising the incomes of the lowest paid and improving terms and conditions for all.

The Discover Work Partnership is Dundee's Local Employability Partnership. It is a multiagency approach with shared objectives, the alignment of efforts and the commitment of resources relating to employability. The Discover Work Service represents all resources of employability support delivered in Dundee including those funded and delivered by members of the Discover Work Partnership.

Community Wealth Building encourages anchor partners to see how they can contribute to this agenda through their role as employers. We will continue to support the development of young people and those experiencing disadvantages, including those with protected characteristics including disabilities, through work placements, prerecruitment training and employment support and apprentice programmes. Recognising the key role that anchor partners can play in both in preparing people for employment and in providing employment opportunities for those who are disadvantaged in the labour market. This includes contributing to the implementation of the 'Dundee Promise' that offers an apprenticeship to all care experienced children, young people and care leavers.

However, we recognised that these commitments are made at an unprecedented time for public sector organisations. The Local Government in Scotland Overview 2023 report noted that councils have never faced such a challenging situation. Service demands have increased after the Covid-19 pandemic and funding is forecast to be reduced in real terms. Workforce pressures including recruitment in a competitive labour market, employee retention and high sickness absence levels are putting councils and other public sector partners under continued pressure. These challenges mean that to implement the requirements of our No One Left Behind approach - our Young Person's Guarantee - we need to capitalise on the opportunities which are available and ensure that we are targeting them to those who most need it.

Case Study 1 Fair Work and the Living Wage

Dundee has emerged as a leader in the Living Wage movement, proudly becoming Scotland's first Living Wage City. This milestone reflects the city's dedication to tackling inequality and promoting fair pay. Dundee's journey showcases the impact of collective action in improving worker wellbeing and creating inclusive economic growth.

The Living Wage (LW) is a voluntary pay rate designed to reflect the actual cost of living, exceeding the statutory minimum wage. It ensures workers earn enough to cover essential expenses such as food, housing, and childcare. Unlike the minimum wage, the LW is independently set and regularly updated to account for real-life costs. Its importance lies in addressing economic pressures, improving quality of life, and fostering stronger communities.

The city's commitment to the Living Wage arises from its awareness of significant socioeconomic challenges. While employment rates have improved, in-work poverty remains a pressing issue.

The Dundee Living Wage Action Group, a partnership between Dundee City Council and local organisations, has played a pivotal role in promoting fair pay. They focus on increasing the number of accredited Living Wage employers in the city. This has been achieved through supporting businesses in the accreditation process and raising awareness of the Living Wage through targeted events and campaigns. The partnership celebrated 5 years of operation in March 2024 and Dundee currently has 126 accredited employers covering more than 40,000 individuals. Dundee's approach has not only improved local conditions but also inspired other cities across Scotland to establish similar initiatives.



Case Study 1 Fair Work and the Living Wage (continued)

Dundee's leadership in the Living Wage movement has earned national recognition. As well as the city being awarded the title of Scotland's First Living Wage City the Dundee Living Wage Action Group received the Living Wage Scotland Award for Outstanding Leadership in 2022, celebrating its innovative campaigns and significant achievements.

These accolades have bolstered Dundee's reputation as a trailblazer in the Living Wage movement, showcasing the city's commitment to creating a fairer and more inclusive society.

Benefits of Living Wage

Payment of the Living Wage ensures workers have enough to meet their basic needs, reducing financial stress and improving quality of life. Oliver Bruce, a Team Member at Kanzen for life, a recently accredited employer explained

"Paying the Living Wage at Kanzen for Life shows that we genuinely value our team. For me, it's not just about fair pay – it's about respect, dignity, and creating a positive environment where people can thrive, both in work and life."

For employers, Living Wage accreditation boosts their reputation, attracts talent, and improves staff retention and productivity, making it a smart business decision.

"Paying the Living Wage is about fairness, respecting the dignity of hard work, and showing our team they're valued. When we treat people right, they stay, they grow, and they bring their best to everything we do." – Roy O'Kane, Charity Chief Officer, Kanzen for Life.



The impact on the local economy is

substantial - higher wages increase workers' spending power,

boosting demand for local goods and services and supporting businesses. By reducing income inequality and fostering financial security, the Living Wage helps build a fairer, more resilient community, while driving sustainable economic growth.

Case Study 2 Health Care Academy

Winifred has been living in Dundee since November 2023 with her young family. Despite having a varied work history from Nigeria, Winifred was not progressing to interview for the jobs she applied for. Alongside juggling the everyday pressures of family life, she was also studying for a Masters Degree. Being open to a wide range of job roles (early years education, health & social care), it was hard to understand why her applications were not progressing.

Winifred attended a job fair event at One Parent Families Scotland in Fintry where she met Lynne from Barnardo's. Lynne got to know Winifred and over the coming months they started to address



some of the barriers Winifred was facing, meeting regularly and keeping in touch. Lynne was able to recommend opportunities for training and employment as well as social and community opportunities, which Winifred was open to and took up with enthusiasm. Winifred continued to apply for jobs in the care industry whilst studying an online childcare course to keep her options open.

She also identified the Healthcare Academy with NHS Tayside as an opportunity to gain experience with a great employer. Lynne contacted a social care company directly to scope out weekend work for Winifred in the meantime. Winifred was also matched with a volunteer mentor from Volunteering Matters. The mentor works in the industry that Winifred would like to enter after her studies are finished so can give practical advice on how to achieve her long-term goals.

Winifred was successful in securing both a place on the Healthcare Academy and the weekend work Barnardo's had supported her to apply for. Reflecting on her journey, Winifred said: "It was a wonderful experience for me because I had the opportunity to attend educational lectures at D&A College, and I also gained experience in handling patients at my placement in various wards in Ninewells Hospital and the Kingsway Care Centre. I am sincerely grateful to Barnardo's, for coming through for me during my confused state of joblessness, supporting my family through our tough times and also various training which enabled me to be gainfully employed. The journey of my training with Barnardo's, landed me in the Healthcare Academy, which became a life transforming experience that qualified me to be employed as a Staff Bank NHS Healthcare Support Worker. I am saying a big thank you to the Team. For those out there struggling to get a job, you need to be open to socialising, communicating, and be ready to work smartly to get yourself trained through reliable organisations."

Case Study 3 Tyler Johnston Early Years Educator

Tyler Johnston gained employment as an Early Years Educator at Hillview Nursery in Dundee after completing a 2-year Modern Apprentice Opportunity with Dundee City Council. She is responsible for managing her own group and plans and implements a range of activities using the Curriculum for Excellence.



Tyler wanted to go down the

apprenticeship route rather than going to college

full time as feels she learns better on the job and doing the apprenticeship helped her gain a lot more experience than she would have learned in a classroom. She was given some study time and was able to use the experienced gained to complete her assignments. She liked the getting support and feedback from on-site assessments as she progressed through her apprenticeship.

Tyler particularly enjoys working with children with additional support needs and supporting them to learn as she understands what it's like to be them. Tyler has a unique perspective on this as she is autistic. While she identified some challenges during her apprenticeship, she worked together with staff from the college and council to find solutions – she realised help was available all she had to do was ask.

Tyler is keen to progress in her career and has been given the opportunity to undertake a BA Childhood Practice degree which she completes at work and at home. She is also supporting Hillview Nursery to complete an updated diversity policy to ensure that *"everyone who walks through our doors feels valued and included no matter what struggles they have got."*

Below is a link to a video of Tyler where she speaks of her experiences in her own words https://www.youtube.com/watch?v=y_X9qiWqWj4

Land and Property



We will use our land and property assets in a way which brings benefits to the communities who live and use it.

Dundee City has some incredible natural resources. While it covers 6,300 hectares, 41% is greenspace, it has the highest percentage of publicly accessible greenspace of any city in Scotland. Satisfaction levels with natural and open space are high overall, with use and appreciation of these spaces increasing during the pandemic, including parks and green spaces and an improved understanding of how this improves health and wellbeing as well as a sense of community.

Land and property assets are a key feature of any economy. How these assets are owned and managed can go a long way to ensuring wealth is generated and retained to the benefit of local communities. Public sector bodies hold significant land and property assets and can play an important role in ensuring that their land and property assets are well utilised for the good of the community.

Community Wealth Building asks if a greater portion of these assets can be owned or managed in inclusive ways which ensure that they generate wealth and benefit for local citizens.

There are many practical ways to promote more inclusive management and ownership of land and assets in Scotland. The Community Empowerment (Scotland) Act 2015 has a defined legal process for Community Asset Transfer which gives rights to certain bodies seeking to acquire assets, and places certain duties on public bodies. However, the Community Asset Transfer process is not always the most suitable approach for either the community or the local authority.

Dundee City Council has a strong record of using a variety of tools to transfer ownership or control of our assets to community groups. Going forward Dundee City Council has committed to review its Community Land and Assets Transfer Strategy which will provide details of the variety of options open to groups to make use of the Council's assets.

This pillar also provides an opportunity for anchor partners to use technology to consider how land and property in their ownership, that may be surplus, could be used more productively. Some owners (including the Council) may be working on long term strategies for development of vacant land. As such, while it may appear that land is available, it may not be suitable for other uses.

Where derelict land and property does exist, it can often impact negatively on people in local communities, particularly deprived communities. As part of its planning responsibilities, the council reports on rates of vacant and derelict land in Dundee to the Scottish Government. Through developing a better understanding of the surplus land or property owned by anchor partners, opportunities to collaboratively pursue approaches for wider benefit, for example new housing development, community growing spaces or local energy generation may be identified.

Case Study 1 Rainbow House, The Yard

The Council as has worked with the Yard, an established provider of support for disabled children in the City to secure its Rainbow House facility. This is initially through a sole occupancy lease from 1 March 2024 which will be in place until the legal transfer of ownership is concluded. The legal transfer of the facility and surrounding land has provided The Yard the opportunity to develop their existing site and create a fully inclusive facility to expand the services they offer to disabled children and young people and their families. The Council helped The Yard look at buildings in the first instance to begin the service, supported them via



the planned land transfer, and through acquiring Rainbow House. The Yard have been delivering services for disabled children, young people and their families in Dundee since 2015. Originally as a 2-day a week service from their current site in Drumlanrig Place, Mid Craigie (Rainbow House), expanding to a 5 day service during term time. This allowed the organisation to grow their service beyond their original weekend family play sessions and to also include a schools programme and more recently family support service. They now deliver services Sunday – Thursday, 50 weeks of the year and have supported 337 children with disabilities in the last year with the capacity to grow.

Dundee City Council has provided support throughout the process, recognising the important service The Yard deliver to families with children with additional support needs (ASN).

When the asset transfer is complete The Yard will embark on a major capital renovation project to create a truly accessible community resource not only for Yard families, but the wider community. This will allow them to become a Care Inspectorate registered service in Dundee and expand the breadth and reach of services they offer, increasing their sustainability and allowing them to respond to the high levels of need that exist.



Case Study 1 Rainbow House, The Yard (continued)

The Yard explored a number of options before making a decision to proceed with the current renovation and have raised £1.1 million of funding so far to complete the renovation works on the building and continue to fundraise for the fit out and outside playground upgrades.

As a result of the transfer, the City will create an inclusive family support centre, which will allow the Yard to develop their play, youth and respite services to families both in the local community of Linlathen, Mid Craigie and Douglas, and across the whole of Dundee, Tayside and beyond. Their families are incredibly excited to have their own space, which has already allowed them to expand their service this summer. Without the transfer of the building and land, they would not have been able to utilise the funds that were secured for the original build and we would likely have lost these pledges of support that we secured prior to the pandemic. Having a clear plan and direction, has provided them focus, and allowed them to secure further donations to make their vision a reality.

Case Study 2 The Change Centre, Street Soccer

For several years, Leisure and Culture Dundee worked in partnership with Street Soccer, delivering various services within the city.

As there was an existing relationship between the parties, rather than applying strictly statutory rules from the Community Empowerment Act, Dundee City Council and Street Soccer voluntarily entered into an agreement to enable best use of the buildings which had been earmarked for demolition. The organisation had a clear track record of delivering sustainable community benefits and the outcome is clearly beneficial to both parties.

Established in April 2021, Change Centre Dundee is a multi-purpose community hub focused on sustainable impact. They provide personal development opportunities for their players (service users) and connect them with support in key focused areas such as: social isolation, homelessness, addiction and recovery, criminal justice, unemployment, and mental health. Street Soccer also offer a variety of FREE activities for targeted groups, to promote inclusion, diversity and equality, such as:

- Youth Programmes
- Adult Programmes (16 +)
- Women Only Programmes
- Community Justice Services Partnership: Bespoke Community Service Placement
 Provider
- Walking Group
- Recovery Sessions
- Community Events
- Meeting/Group Spaces for Community Groups

Community Wealth Building

Case Study 2 The Change Centre, Street Soccer (continued)

Since opening the doors they have had over 50,000 visits, including the First Minister, the STV Children's Appeal and an Olympic Gold Medallist.

Change Centre Dundee's Business Model focuses on specific revenues streams to generate funding to help increase sustainability. They do so, by reinvesting their income back into their programmes and enhancements to the centre. As a result, they have created a widely celebrated community asset, not only in their local ward, but city wide.

"Our 'Power in Partnership' model embraces a person-centred approach, amplifying

support and celebrating the incredible services that enrich our city. Through collaboration, we encourage organisations to share resources and experiences, fostering a greater collective impact while providing a welcoming, vibrant space for our players, partners and community to access. As we continue to grow, we are committed to expanding our networks and forging new partnerships that align with our social mission of driving Positive Change."

- Kyle Fraser Change Centre Dundee | Social Enterprise Manager

As part of a wider review of operational assets, Dundee City Council engaged with Street Soccer and Leisure and Culture Dundee to form a more committed partnership based on community asset transfer whereby the subjects were exclusively leased to Street Soccer for 20 years on a below market value rate. The photographs show some of the investment Street Soccer have been able to make in the facility, providing year-round sporting and support facilities for a range of local users.





Finance



Community Wealth Building seeks to increase flows of investment within local economies by harnessing the wealth that exists locally.

It asks anchor institutions, to consider how they manage own finances to ensure that this is being done ethically and also looks at mainstream public and private financial investment and the potential of harnessing public sector pension funds locally. It also concerns mechanisms for ensuring maximum funding is brought into the city through additional funding and investment opportunities.

Finally, community wealth building also considers mechanisms to provide personal finance support particularly for low-income families including the provision of debt advice and access to affordable credit through structures such as credit unions. Dundee has a long history of providing debt advice and income maximisation services.

Case Study 1 Participatory Budgeting – Dundee Climate Action Fund

The Dundee Climate Fund (DCF) stands as a powerful example of participatory budgeting (PB), where citizens directly influence local spending, leading to more resilient communities and significant on-the-ground impact, while also contributing to Community Wealth Building. The DCF, the first Scottish Local Authority-led green Participatory Budget, has operated over three rounds and demonstrates the importance of continued investment in such initiatives.

Dundee City Council allocated a total of £711,000 to the Dundee



Climate Fund, demonstrating a substantial financial commitment to communityled climate action. This funding aimed to empower local groups to enact meaningful change, ensuring that financial resources reach the grassroots level where they can have the most impact. In the first round, 22 local projects benefited from a share of around £385,000. This was followed by a further 10 projects funded in the second round and the third round of voting concluded in March 2025.

Case Study 1 Participatory Budgeting – Dundee Climate Action Fund (continued)

The DCF operates on the principles of participatory budgeting, ensuring that citizens decide how a portion of the public budget is spent. This democratic process empowers communities to address their specific needs and priorities related to climate change. By funding projects focused on energy, transport, waste, resilience and community engagement, the DCF tackles a range of issues that directly impact community resilience.

As would be expected, participatory budgeting projects must show a commitment to public engagement and demonstrate their plans for how they will measure change. This ensures that projects are not just short-term fixes but are aimed at creating long-term shifts in behaviours and attitudes.

The Dundee Climate Fund provides a model for how participatory budgeting can effectively support Community Wealth Building by financially empowering local groups to deliver impactful climate change projects. The projects are not only environmentally beneficial, but they also strengthen social resilience and create positive economic outcomes.

Transition Dundee's Gleaning Project

The emphasis was on supporting community-led projects to ensure that the initiatives addressed the unique challenges and opportunities within Dundee. This localised approach is crucial for creating lasting and impactful change. An example of a project supported by the fund is Transition Dundee's Gleaning Project which aimed to work with local grower to harvest and distribute surplus or unusable food products through the Dundee



Community Food network to projects who need it through the work of volunteers. This not only reduce food waste and enhances food security, it provides volunteer opportunities which benefit mental and physical well-being. Transition Dundee increased the weight of food surplus collection and redistribution from 54 tonnes to approximately 83.8 tonnes through the use of an electric van, 4 tonnes of food were saved from waste through gleaning. In total local CO_2e emissions were lowered by reducing food waste through the Gleaning Project and collecting and distributing more food through the Community Fridge which resulted in a reduction of 258 metric tonnes of CO2 equivalent.

Case Study 2 Embedded Advice Services

Advice staff have been embedded in some Dundee GP surgeries since 2015, allowing patients of these practices to obtain help with benefits and debt issues in a stigma free, familiar environment. The work also diverts socio-economic issues away from GPs and Healthcare staff, meaning they can concentrate more on clinical matters. Since 2023 co-location in schools has also been as successful, allowing school staff to provide introductions to co-located advisers who can improve the family household income as well as have a positive impact on issues such as attendance and attainment for these pupils.

The best way to understand the impact of this service is through examples.

School Referral Case Study

Referral from School concerning a widowed father working full time who had never claimed benefit before. He didn't think he was entitled to benefits as he worked full time. Based on his current wages and income he was able to get Universal Credit of £61.88 per week (this amount will increase as his award was based on his wages having overtime) and Scottish Child Payment of £25 per week. This equates to £376.48 per month. Due to this he advised his Benefits Adviser that he will not need to work overtime and will be able to spend more time with his son.

Since meeting the client in August, the school's Attainment Officer has confirmed an upturn in the child's attendance at school.

GP Practice Case Study

Client aged 68 attended her GP surgery. Both her and partner were receiving New State Pension, he receives Adult Disability Payment Standard Mobility & Standard Care and she has an underlying entitlement to Carers Allowance. As she was struggling with personal care, she signed the Council Advice Services Mandate, and her adviser obtained supporting medical evidence for her Attendance Allowance claim form from her medical records with her explicit consent. Benefit at the higher rate was awarded. Subsequently a benefits check identified Pension Credit and Council Tax reduction entitlement. Adviser chased the result of the claims which awarded £264.95 per week in benefits as well as access to passported support such as the winter fuel payment.

Inclusive Ownership



We will work with the sector and support organisations to support the growth of generative business models including Social Enterprises, Cooperatives, employee-owned and supported businesses.

We know that locally-owned and purposeful businesses are more likely to employ, buy and invest locally. For this reason, actions in the 'inclusive ownership' pillar seek to promote models of shared enterprise ownership that supports as much of the wealth created by users, workers and local communities as possible to be retained and circulated rather than flowing out of their economy as profits to distant shareholders. This ambition is shared by the Scottish Government, that has set a target of reaching 500 employeeowned businesses in Scotland by 2030.

As well as actions aimed specifically at supporting the formation and development of these types of enterprises, inclusive ownership also depends on actions in the other pillars. Taking a progressive approach to spending, finance, and land and property creates a level playing field in which shared and locally-owned enterprises can compete.

We have taken steps to increase our understanding of the sector and the support currently available to develop it by undertaking a mapping exercise of the organisations and support landscape – detailed in the case study below. We continue to work with the sector to support their sustainable development recognising the importance of a thriving generative business sector on the development of community wealth.

Case Study 1 STAR - Employee Owned Business

STAR-Dundee was created in 2002 to meet growing demand for the spacecraft technology being developed at the University of Dundee. Founded by Professor Steve Parkes and several research students, who worked on its original products in their spare time, the SME currently employs 25 people, with offices in Dundee and Sant Cugat, Barcelona.

After 15 successful years in business, it was time to consider STAR-Dundee's long-term future. With support from a succession planning initiative run by Scottish Enterprise, Professor Parkes looked at various options.



Case Study 1 STAR - Employee Owned Business (continued)

It soon became apparent that employee ownership was the way forward as a means of retaining and strengthening the existing culture and ensuring that the company always retained a Dundee base. It also meant that the employees who had poured their skill into the enterprise would be suitably rewarded. In 2017, STAR-Dundee was transformed from a start-up run and majority-owned by



its founder, to a company in which 55% of the shares are held by an Employee Ownership Trust (EOT) on behalf of its staff. The remainder are held by Steve Parkes, the University of Dundee and the other founders.

Employee ownership is also beneficial in terms of retaining and recruiting workers. This is particularly important in a business that features many highly technical roles: 40% of STAR Dundee's employees hold PhDs, and 90% have the training necessary for technical Research and Development. STAR-Dundee's main priorities when considering its succession options were to secure and strengthen the business, both in terms of its culture and success, and also to ensure the business remained rooted in Dundee. All of these objectives have been achieved through employee ownership, as well as making sure the staff have a meaningful stake in their company and its future success.

Case Study 2 First Aid Training Cooperative (FATC)

First Aid Training Cooperative provides high quality, accessible first aid training across the UK and worldwide. The co-operative helps employers, community organisations, individual practitioners and first aid trainers through an extensive range of public and private first aid courses and trainer hub. First Aid Training Co-operative provides the skills and confidence for First Aiders to deliver effective first aid in emergency situations, as well as develop new first aid trainers and support existing first aid training businesses.

The co-operative supports its members with the administration and regulation that comes with being a self-employed first aid trainer. A centrally administered service allows trainers to do what they do best without the stress of background paperwork and business administration. The organisation actively promotes the co-operative ethos of being in business for the right reasons.

Case Study 2

First Aid Training Cooperative (continued)

The co-operative's profits are put back into the development of the company, and what is left is shared amongst members and associates. FATC are a growing business and are always on the lookout for new, enthusiastic and inspiring trainers to join their team.

The organisation received support to become a co-operative from Cooperate Development Scotland, the part of Scottish Enterprise dedicated to supporting the growth of cooperative and employee-owned business models. Their business model has allowed them to have a light dynamic business mode with few fixed overheads which is able to respond quickly to changing market conditions, for example during Covid-19 they were able to move training online quickly. FATC now have a team of five staff in the office and 27 trainers delivering around 750 training days per year across the UK.

Tracking Progress

Community Wealth Building is intended to be an action focused approach. To support its development, we have produced a refreshed Action Plan which reflects Dundee City Council requirements and intentions across the pillar areas. This will be complemented by partnership reporting when the Community Wealth Building Charter, or equivalent is agreed. We will report progress regularly. Also, as Community Wealth Building is intended to be a living process we will review our action plan as required to take account of new opportunities identified which support the delivery of a wellbeing economy.

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This is provided in Appendix 1. We will provide regular progress updates.

Appendix 1 Actions and Indicators 2025-2030

Spending and Procurement - Actions

Action	Lead Service
Increase the amount of Dundee City Council direct procurement spend spent locally.	Corporate Services
Maximise local subcontractor and supplier spend from major Capital programmes.	Corporate Services
Work with anchor partners to establish local spend monitoring within Dundee City and Regionally and seek an increase among anchor partners.	Corporate Services
Encourage an increase in spend with supported business across Anchor partners and their contractors.	Corporate Services
Deliver a supplier development programme which supports local contractors to compete for public sector contracts, including Meet the Buyer Events and aligned training and engagement events	Corporate Services
Explore options for a 'local first' approach where possible including with below threshold low value tenders.	Corporate Services
Seek opportunities to improve understanding and engage with generative business models including social enterprises, employee-owned business and cooperatives.	Corporate Services
Delivery of comprehensive community benefits programmes for capital programmes which includes Supplier Development, Employment and Skills and Community and Environment outcomes and share good practice with partners.	Corporate Services
Delivery of Community Wish approach for Dundee City Council which allows the delivery of localised requests for support in local communities and explore expansion to partners contracts.	Corporate Services
Ensure that Fair Work practice requirements are included in all relevant contracts and develop monitoring system to confirm compliance.	Corporate Services
Support procurement staff and departments to develop knowledge of sustainable procurement including climate literacy.	Corporate Services

Spending and Procurement - Actions (continued)

Action	Lead Service
Develop a programme to embed Sustainable Procurement assessment/ Life Cycle mapping into key commodity areas and undertakes in depths assessments for sourcing strategies to identify environmental and social opportunities circular economy, carbon reduction and potential savings.	Corporate Services
Continue to explore opportunities to reduce carbon emissions through procurement initiatives, including development of relevant sustainability KPIs.	Corporate Services

Spending and Procurement - Measure of our Success

		Targets			
Indicator	Service	Baseline*	Year 1**	Year 3***	Year 5****
Proportion of procurement spend with local enterprises (Dundee City).	Corporate Services	46.9%	41%	50%	50%
Proportion of procurement Spend in Tayside and Fife.	Corporate Services	53%	55%	57%	59%
Proportion of procurement Spend in Scotland.	Corporate Services	79.8%	80%	80%	80%
Payment of local creditors % paid in less than 14 days.	Corporate Services	90%	90%	92%	93%

* The Baseline figures are taken from latest available data.

Workforce - Actions

Action	Lead Service
Continue to demonstrate commitment to Fair Work First.	Corporate Services
To review effectiveness of current recruitment process for supporting employability candidates into council posts and improve sustainability rates.	Corporate Services
The council should look to identify further opportunities to work together with partners to tackle shared workforce challenges in the future and explore and joint approaches to employability, skills and recruitment.	Corporate Services
Increase the impact of the Dundee Living Wage City campaign.	Corporate Services and Chief Executive's Services

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Workforce - Actions (continued)

Action	Lead Service
Maximise opportunities for modern apprentices and work experience placements (school, college, university, professional and employability) within DCC and other anchor organisations.	City Development
Develop and deliver pre-employment training programmes with Discover Work partners for priority customer groups which support the recruitment requirements of anchor organisations.	City Development
To support employment and training opportunities that form part of Community Benefits drawn from procured activity e.g. contracts awarded for the supply of products or services.	City Development
To support relevant actions in A Step Change in Positive Destinations for Young Dundonians to target employability opportunities for STARS i.e. young people at the greatest risk of not participating or entering a positive destination.	City Development

Workforce - Measure of our Success

			Target	S	
Indicator	Service	Baseline*	Year 1**	Year 3***	Year 5****
Number of Living Wage accredited employers based or headquartered in Dundee*****	Chief Executive's Services	126	160	195	195
Number of people employed by accredited living wage employers in Dundee.	Chief Executive's Services	43627	42468	43500	44500
Proportion of people earning less than living wage	City Development	12%	10.3%	10.3%	10.3%
Total number of opportunities provided to young people.*****	City Development	181	297	297	297
Percentage of 16- to 19-year-olds participating in Education, Training or Employment.	Children and Families	90.5%	93%	94%	95%
Percentage of Care experienced leavers entering a positive destination.	Children and Families	100%	95%	96%	97%

* The Baseline figures are taken from latest available data.

^{*****} Targets currently under review. New targets to be published summer 2025 as part of new three-year Living Wage City action plan. ****** Targets currently under review due to staffing changes.

Land and Property - Actions

Action	Lead Service
Review Community Land and Asset Transfer approach and develop an associated monitoring system which will better reflect how council land and property is accessed by communities.	Neighbourhood Services & City Development
Explore the Development of a shared area on the council's website, for Anchor Partners Registers of land and assets.	City Development
Explore production of GIS map of partners' land for development across anchor partners (subject to identification of resources).	City Development
Deliver the Local Food Growing Strategy and encourage communities to establish growing projects in their areas.	Neighbourhood Services
Develop and Regularly review Opportunities for including Community Wealth Building within the Planning System.	City Development
Understanding current use and where appropriate proposing reuse of Vacant and Derelict Land to reduce its impact on local communities.	City Development

Land and Property - Measure of our Success

			Targets		
Indicator	Service	Baseline*	Year 1**	Year 3***	Year 5****
Number of below market value lease and below market value sales undertaken for Community use.	City Development	60	60	60	60
Estimated annual rental savings for Community Groups from below market value leases of council properties for community use.	City Development	£300,000	£300,000	£300,000	£300,000

* The Baseline figures are taken from latest available data.

Finance - Actions

Action	Lead Service
Seek opportunities to invest in ethical, environmentally sustainable or local economic development opportunities through Tayside Pension Fund.	Corporate Finance
Explore with the credit unions their capacity to expand to support additional anchor partners and work with anchor partners to make use of credit unions.	Corporate Finance
Explore the development of a new web based debt portal to be accessed by citizens and staff, delivered in partnership with Brookbank Centre and Dundee Citizens Advice Bureau.	Corporate Finance
Deliver co-location of welfare and money advice services.	Corporate Finance
Identify further areas where participatory budgeting or engaging citizens in budget spending can be used.	Neighbourhood Services
Actively encourage development 'the Dundee Gift Card Campaign' within anchor partners.	City Development

Finance - Measure of our Success

			Targets		
Indicator	Service	Baseline*	Year 1**	Year 3***	Year 5****
Percentage of spend allocated by Participatory Budgeting.	Neighbourhood Services	1.18%	1%	1%	1%
Amount of Grant Funding brought into the City by community groups with support from DCC Communities.	Neighbourhood Services	£300,000	£500,000	£600,000	£750,000

* The Baseline figures are taken from latest available data.

Inclusive Ownership - Actions

Action	Lead Service
To undertake a consultation exercise with representatives from generative business which includes survey and workshops to identify partners strengths, challenges and identifies and agrees collective solutions to strengthen the sustainability of the sector going forward within the City.	City Development/ Corporate Services
To continue to work with Corporate Development Scotland to raise awareness of support available for companies and advisors concerning cooperative and employee-owned business models including workshops for advisers and learning journeys for companies considering these models.	City Development/ Corporate Services
Support collaboration and networking within the sector through supporting the development of a regular network meetings.	City Development/ Corporate Services
Development of a generative business list of local contractors including social enterprises, cooperatives, employee-owned business and the trading arms of local charities to ensure more frequent communications with generative business to make use of new opportunities.	City Development/ Corporate Services
Develop a web presence which pulls together information for generative business nationally and locally.	City Development/ Corporate Services

Appendix 2 Dundee Anchor Charter

Dundee Partnership Vision

Through its Community Wealth Building approach, Dundee's anchor institutions 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.

Community Wealth Building

Community Wealth Building provides a framework to deliver a wellbeing economy through harnessing the power and influence of anchor institutions. It seeks to redirect wealth back into the local economy and puts more control in the hands of local people. It supports anchor institutions to secure more benefits from their procurement and develop their local economy through greater local spend and promoting a more diverse business base which ensures that greater wealth is retained locally and benefits local people. It ensures that anchors are Fair Work First employers who are engaged in employing and developing local people to meet their potential. Finally, it supports anchor institutions to use their financial and land and property resources in a way which is productive and beneficial to local communities.

Anchor Institutions are organisations that are rooted in places by their purpose, histories, land and assets, and established local relationships. We, as Dundee's Anchor Institutions, have a powerful role to play to embed Community Wealth Building practice in Dundee. By increasing community wealth, all communities improve, wellbeing improves, and people thrive.

Our Commitment to Community Wealth Building in Dundee

We will commit to long term collaboration between Dundee Anchor Institutions to reframe the development of our local economies and environments through Community Wealth Building. This includes a commitment to increase understanding of Community Wealth Building within our organisations, agree actions for our organisations and to report on progress to the Dundee Partnership.

Spending and Procurement

Pillar Purpose

We commit to using our spend to support a diverse local business base.

Pillar Objective

Maximise economic, social and environmental benefit for the community through development of local supply chains comprising local SMEs, employee-owned businesses, social enterprises, cooperatives and other community owned enterprises.

- Commit to undertaking supply chain and spend analysis and work towards increasing local spend where possible.
- Agree targets to increase local spend.
- Proactively engage with other anchor institutions to identify and progress joint procurement opportunities, whilst supporting local and generative businesses to bid and respond to opportunities.
- Look to include community benefit requirements, which include Fair Work First to all relevant contracts across anchors and work to promote common approaches.
- Look to establish measures which embed circular economy principles, improve sustainability and reduce emissions across anchors.

Workforce



Pillar Purpose

We commit to being a Fair Work First employer to ensure the wellbeing of our workforce.

Pillar Objective

Create fair and meaningful employment and training opportunities by engaging in employability activity, recruiting from priority groups, paying the living wage and building progression routes for workers.

- Implement Fair Work First approach including becoming a Living Wage Accredited Employer.
- Commit to providing secure, safe employment, addressing gender pay imbalances and developing strategies for in-work progression and wellbeing support.
- Ensure workers are given an effective voice including access to trade union membership.
- Engage in employment and training programmes including work placement, employment programmes and apprenticeships.
- Develop recruitment approaches including academies which aim to recruit locally and from priority groups where appropriate, e.g. young people, people with long-term health problems, people experiencing poverty and unemployment or care experienced people.
- Seek opportunities to collaborate across partners including joint training, workforce planning and redeployments.

Land and Property

Pillar Purpose

We commit to the productive use of our land and assets to support local communities and enterprises.

Pillar Objective

Anchors are often major land holders and can support equitable land development and ownership models, including the imaginative use of assets for community and wider social and economic use, and which help to address climate change.

- Commit to undertaking an asset review to identify opportunities to use public sector land and property to build community wealth.
- Proactively support communities who wish to use or develop underutilised assets.
- Promote sustainable use of land and assets for community benefit.

Finance



Pillar Purpose

We commit to harnessing and growing local wealth.

Pillar Objective

Increase ethical and local investment and increase access to money advice and credit for low-income groups.

- Seek to invest in ethical, environmentally sustainable or local economic development opportunities.
- Support and promote progressive finance initiatives, including local credit unions to staff across our organisations and support money advice services.
- Actively encourage staff and service providers to shop locally and ethically, supporting 'Keep it Local' campaigns.
- Seek opportunities to bring increased funding and investment into the city.

Inclusive Ownership



Pillar Purpose

We commit to supporting plural ownership of the economy.

Pillar Objective

Advance inclusive economic ownership models such as local SMEs, employee-owned businesses, social enterprises, supported business, cooperatives, community enterprises and mutually owned companies and thus enable more wealth that is generated locally to stay within the community.

- Commit to support development of generative business models in local supply chains.
- Proactively engage with communities to co-produce local services and initiatives.
- Develop a Community of Practice for Inclusive business models in Dundee.



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Integrated Impact Assessment

Committee Report Number: Community Wealth Building and Action Plan 2025 -2030 (June 2025)

Document Title: Community Wealth Building Strategy and Action Plan 2025 to 2030

Document Type: Strategy

Description:

The updated and refreshed Action plan presents updated actions and indicators across the Pillar Areas.

The report is intended to be for Dundee City Council with reference to activities which can be taken forward by CWB Partnerships.

Intended Outcome:

To build upon the foundations already established for community wealth building and community planning in Dundee City Council's local authority area, and to facilitate the reporting of actions undertaken and ongoing objectives.

Period Covered: 01/04/2025 to 31/03/2030

Monitoring:

Through Community Planning Partnership activity and the Community Wealth Building Steering Group (DCC) and each of sub-groups for the CWB Pillar activity.

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Equality, Diversity and Human Rights

Impacts & Implications

Age: Positive

Community Wealth Building is a people-centred approach to local economic development, which re-directs wealth back into the local economy, and places control and benefits into the hands of local people. It asks that large anchor organisations like Local Authorities use their pillars of influence as major employers, owners of land and property, buyers of goods and services and financial institutions to retain wealth locally and ensure maximum opportunities for the communities they serve. CWB has significant potential to benefit health, help reduce health inequalities and achieve other positive outcomes. there are 4 CWB Pillars covering key activity with Anchor Organisations, namely: Spending (procurement), Workforce (fair work), Land and Property (economic value that local communities may gain from land and property assets), Inclusive Ownership (developing more local and inclusive enterprises which generate community wealth) and Finance (flows of investment which stays in the local area). CWB is recognised as a positive public health intervention as well as an economic approach. CWB supports the delivery of National Outcomes. It helps to eliminate unlawful discrimination, it advances equality of opportunity and could potentially have some positive impacts for people with protected characteristics.

Disability: Positive

Community Wealth Building is a people-centred approach to local economic development, which re-directs wealth back into the local economy, and places control and benefits into the hands of local people. It asks that large anchor organisations like Local Authorities use their pillars of influence as major employers, owners of land and property, buyers of goods and services and financial institutions to retain wealth locally and ensure maximum opportunities for the communities they serve. CWB has significant potential to benefit health, help reduce health inequalities and achieve other positive outcomes. there are 4 CWB Pillars covering key activity with Anchor Organisations, namely: Spending (procurement), Workforce (fair work), Land and Property (economic value that local communities may gain from land and property assets), Inclusive Ownership (developing more local and inclusive enterprises which generate community wealth) and Finance (flows of investment which stays in the local area). CWB is recognised as a positive public health intervention as well as an economic approach. CWB supports the delivery of National Outcomes. It helps to eliminate unlawful discrimination, it advances equality of opportunity and could potentially have some positive impacts for people with protected characteristics.

Gender Reassignment: Positive

Community Wealth Building is a people-centred approach to local economic development, which re-directs wealth back into the local economy, and places control and benefits into the hands of local people. It asks that large anchor organisations like Local Authorities use their pillars of influence as major employers, owners of land and property, buyers of goods and services and financial institutions to retain wealth locally and ensure maximum opportunities for the communities they serve. CWB has significant potential to benefit health, help reduce health inequalities and achieve other positive outcomes. there are 4 CWB Pillars covering key activity with Anchor Organisations, namely: Spending (procurement), Workforce (fair work), Land and Property (economic value that local communities may gain from land and property assets), Inclusive Ownership (developing more local and inclusive enterprises which generate community wealth) and Finance (flows of investment which stays in the local area). CWB is recognised as a positive public health intervention as well as an economic approach. CWB supports the delivery of National Outcomes. It helps to eliminate unlawful discrimination, it advances equality of opportunity and could potentially have some positive impacts for people with protected characteristics.

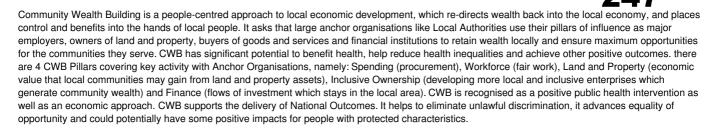
Marriage & Civil Partnership: Positive

Community Wealth Building is a people-centred approach to local economic development, which re-directs wealth back into the local economy, and places control and benefits into the hands of local people. It asks that large anchor organisations like Local Authorities use their pillars of influence as major employers, owners of land and property, buyers of goods and services and financial institutions to retain wealth locally and ensure maximum opportunities for the communities they serve. CWB has significant potential to benefit health, help reduce health inequalities and achieve other positive outcomes. there are 4 CWB Pillars covering key activity with Anchor Organisations, namely: Spending (procurement), Workforce (fair work), Land and Property (economic value that local communities may gain from land and property assets), Inclusive Ownership (developing more local and inclusive enterprises which generate community wealth) and Finance (flows of investment which stays in the local area). CWB is recognised as a positive public health intervention as well as an economic approach. CWB supports the delivery of National Outcomes. It helps to eliminate unlawful discrimination, it advances equality of opportunity and could potentially have some positive impacts for people with protected characteristics.

Pregenancy & Maternity: Positive

Community Wealth Building is a people-centred approach to local economic development, which re-directs wealth back into the local economy, and places control and benefits into the hands of local people. It asks that large anchor organisations like Local Authorities use their pillars of influence as major employers, owners of land and property, buyers of goods and services and financial institutions to retain wealth locally and ensure maximum opportunities for the communities they serve. CWB has significant potential to benefit health, help reduce health inequalities and achieve other positive outcomes. there are 4 CWB Pillars covering key activity with Anchor Organisations, namely: Spending (procurement), Workforce (fair work), Land and Property (economic value that local communities may gain from land and property assets), Inclusive Ownership (developing more local and inclusive enterprises which generate community wealth) and Finance (flows of investment which stays in the local area). CWB is recognised as a positive public health intervention as well as an economic approach. CWB supports the delivery of National Outcomes. It helps to eliminate unlawful discrimination, it advances equality of opportunity and could potentially have some positive impacts for people with protected characteristics.

Race / Ethnicity: Positive



Religion or Belief: Positive

Community Wealth Building is a people-centred approach to local economic development, which re-directs wealth back into the local economy, and places control and benefits into the hands of local people. It asks that large anchor organisations like Local Authorities use their pillars of influence as major employers, owners of land and property, buyers of goods and services and financial institutions to retain wealth locally and ensure maximum opportunities for the communities they serve. CWB has significant potential to benefit health, help reduce health inequalities and achieve other positive outcomes. there are 4 CWB Pillars covering key activity with Anchor Organisations, namely: Spending (procurement), Workforce (fair work), Land and Property (economic value that local communities may gain from land and property assets), Inclusive Ownership (developing more local and inclusive enterprises which generate community wealth) and Finance (flows of investment which stays in the local area). CWB is recognised as a positive public health intervention as well as an economic approach. CWB supports the delivery of National Outcomes. It helps to eliminate unlawful discrimination, it advances equality of opportunity and could potentially have some positive impacts for people with protected characteristics.

Sex: Positive

Community Wealth Building is a people-centred approach to local economic development, which re-directs wealth back into the local economy, and places control and benefits into the hands of local people. It asks that large anchor organisations like Local Authorities use their pillars of influence as major employers, owners of land and property, buyers of goods and services and financial institutions to retain wealth locally and ensure maximum opportunities for the communities they serve. CWB has significant potential to benefit health, help reduce health inequalities and achieve other positive outcomes. there are 4 CWB Pillars covering key activity with Anchor Organisations, namely: Spending (procurement), Workforce (fair work), Land and Property (economic value that local communities may gain from land and property assets), Inclusive Ownership (developing more local and inclusive enterprises which generate community wealth) and Finance (flows of investment which stays in the local area). CWB is recognised as a positive public health intervention as well as an economic approach. CWB supports the delivery of National Outcomes. It helps to eliminate unlawful discrimination, it advances equality of opportunity and could potentially have some positive impacts for people with protected characteristics.

Sexual Orientation: Positive

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

Yes

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Fairness & Poverty

Geographic Impacts & Implications

Strathmartine:	Positive
Lochee:	Positive
Coldside:	Positive
Maryfield:	Positive
North East:	Positive

East End:

The Ferry:

West End:

Positive Implications:

Community Wealth Building actions in each of the Pillars will help to advance equality.

Household Group Impacts and Implications

Looked After Children & Care Leavers: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Carers: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Lone Parent Families: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Single Female Households with Children: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Greater number of children and/or young children: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Pensioners - single / couple: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Unskilled workers or unemployed: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Serious & enduring mental health problems: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Homeless: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Drug and/or alcohol problems: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Offenders & Ex-offenders: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Socio Economic Disadvantage Impacts & Implications

Employment Status: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Education & Skills: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Income: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Caring Responsibilities (including Childcare): Positive



Positive Positive

Socio Economic Disadvantage Impacts & Implications

7**4**0

Community Wealth Building actions in each of the Pillars will help to advance equality.

Affordability and accessibility of services: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Fuel Poverty: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Cost of Living / Poverty Premium: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Connectivity / Internet Access: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Income / Benefit Advice / Income MaximisationPositive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Employment Opportunities: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Education: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Health: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality. Public Health: https://publichealthscotland.scot/publications/community-wealth-building-in-scotland-a-health-impact-assessment/

Life Expectancy: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Mental Health: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Overweight / Obesity: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Child Health: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Neighbourhood Satisfaction: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Transport: Positive

Community Wealth Building actions in each of the Pillars will help to advance equality.

Environment

Climate Change Impacts



Community Wealth Building actions in each of the Pillars will help to advance equality and maximise opportunity for environmental benefit. The sustainable procurement duty in the†Procurement Reform (Scotland) Act 2014†requires that before a contracting authority buys anything, it must consider: how it can improve the social, environmental and economic wellbeing of the area in which it operates, with a particular focus on reducing inequality, how its procurement processes can facilitate the involvement of†SMEs, third sector bodies and supported business, how public procurement can be used to promote innovation. It requires a contracting authority to be aware of how its procurement activity can contribute to national and local priorities and to act in a way to secure this.

The priorities for the public sector are to:

Emissions - focus efforts on the material decarbonisation opportunities it's business operations and also it's outsourcing activity (scope 3 emissions). This could include specifying requirements including $\hat{a} \in$ use of specific materials or process which reduce carbon impact; evaluation criteria which measures bidding organisation $\hat{a} \in$ commitment and innovation in reducing emissions and demand management considerations etc.

Adaption - be resilient to the future climate and to plan for business continuity in relation to delivery of their functions and the services they deliver to the wider community. This could include consideration to the specification of requirements, evaluation criteria or understanding the bidding organisation's business continuity approaches which take account of the potential impacts of climate change.

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Adapting to the effects of climate change: Positive

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Resource Use Impacts

Energy efficiency & consumption: Positive

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Sustainable Procurement: Positive

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Transport Impacts

Accessible transport provision: Positive

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Sustainable modes of transport: Positive



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Natural Environment Impacts

Air, land & water quality: Positive

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The priorities for the public sector are to consider its business activity and impact on the environment:

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Biodiversity: Positive

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Built Environment Impacts

Built Heritage: Positive

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Housing: Positive

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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: Not Known

There may be potential unintended consequences to community wealth building in the respect that we may not always be in a position to meet community asks such as asset transfer asks or community wish asks.

Economic/Financial Sustainability / Security & Equipment: Not Known

There may be potential unintended consequences to community wealth building in the respect that we may not always be in a position to meet community asks such as asset transfer asks or community wish asks.

Social Impact / Safety of Staff & Clients: Not Known

There may be potential unintended consequences to community wealth building in the respect that we may not always be in a position to meet community asks such as asset transfer asks or community wish asks.

Technological / Business or Service Interruption: Not Known

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Environmental: Positive

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Legal / Statutory Obligations: Positive

The sustainable procurement duty in theâ€Procurement Reform (Scotland) Act 2014â€requires that before a contracting authority buys anything, it must think about:

how it can improve the social, environmental and economic wellbeing of the area in which it operates, with a particular focus on reducing inequality, how its procurement processes can facilitate the involvement of†SMEs, third sector bodies and supported business, how public procurement can be used to promote innovation.

Organisational / Staffing & Competence: Positive

Despite the above mentioned potential unintended consequences to the community wealth building, the CWB Strategy and Action Plan provides an effective framework for ongoing delivery of national outcomes.

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 ...10.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 23 JUNE 2025

REPORT ON: TENDER FOR STRATEGIC MANAGEMENT SUPPORT SERVICES

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 186-2025

1. PURPOSE OF REPORT

1.1 The purpose of this report is to provide a summary of a sourcing strategy and to seek approval to undertake a compliant procurement process leading to the direct award of a contract for the provision of Strategic Management Support Services.

2. **RECOMMENDATION**

- 2.1 It is recommended that the Committee:
 - Approve the summary of the sourcing strategy outlined in section 5 of this report
 - Agree to the direct award via GCloud14 Framework, Lot 3 for the provision of Strategic Management Support Services, to Gartner Advisory Services (best practice research using the online cloud platform).

3. FINANCIAL IMPLICATIONS

3.1 The total projected renewal cost is £186,000 over a 2-year contract and this will be funded by the Corporate Services: People Services Revenue Budget.

4. DETAILS OF THE PROJECT BEING COMMISSIONED

- 4.1 The contract objective is to source support for the provision of management services to assist in managing the Council's strategic requirements. The contract period is for a total of 2 years.
- 4.2 There are no alternative delivery opportunities as this type of service is provided by a specialist organisation. It is also unsuitable for collaboration, as service provision is for bespoke services to each organisation based on their individual circumstances and requirements.
- 4.3 The supplier is committed to delivering community benefits as part of this contract.

5 SOURCING STRATEGY SUMMARY

5.1 The requirement is for the provision of specialist advisory services, which can be procured through an established supply framework – GCloud14. The framework

offers discounted pricing for Public Sector clients, purposely set up to provide streamlined call-off procedures. GCloud14 is a government framework, which is a compliant sourcing route which is underpinned by a suite of terms and conditions which offer protection and assist in the successful delivery of the project, alongside Best Value. The proposed framework provider has a range of specialist input and a proven record of providing quality services to public sector organisations.

5.2 The range of benefits that this contract will deliver:

In line with the Council's Modernising the Workforce workstream, and in recognition of the workforce proportion of the Council's budget, it is vital to ensure the right level of strategic support is in place to ensure we maximise our effectiveness.

Gartner is a leading research and advisory company that provides insights, advice, and tools for leaders. They offer valuable resources and services to help navigate the complexities of managing the workforce in today's dynamic business environment, through a variety of services and resources designed to provide strategic insights, practical solutions, and expert guidance:

- **Comprehensive Research and Analysis**: in-depth research reports and analysis across various industries and functions. This helps organizations understand market trends, emerging technologies, competitive landscapes and opportunities in talent management.
- Strategic Advisory Services: experienced analysts provide strategic advisory services to help develop and implement effective strategies and policies. This includes guidance on digital transformation, innovation, and operating model optimisation to streamline workflows, improve efficiencies, cut cost and shift spend to innovation, value-added work, thereby driving the impact of our workforce on the City priorities
- **Best Practices and Methodologies**: best practices, frameworks, and methodologies that can be adopted to improve efficiency, productivity, and performance across services and functions as well to develop and implement effective People policies, strategies and programs. This enables prioritisation of budget and resource allocation in alignment with the highest priority areas for the Council, alongside seeking ways to create efficiencies for the Council
- **Technology Evaluation and Selection**: assistance in evaluating and selecting the right technologies to meet their needs. Through tools like the Magic Quadrant and Critical Capabilities reports, organizations can make informed decisions about technology investment to accelerate workforce productivity whilst also meeting budget requirements.
- Workshops and Training: workshops, training sessions, and webinars to help build capabilities, enhance skills, and foster a culture of continuous learning and improvement. Learning from industry experts and gaining insights into the latest workforce trends and technologies.
- **Benchmarking and Performance Metrics**: benchmarking services that allow for the comparison of performance against industry standards and peers. This helps identify areas for improvement and track progress over time, also enabling confident decision-making.
- **Risk Management and Compliance**: insights and tools to help manage risks and ensure compliance with regulatory requirements. This includes guidance on cybersecurity, data privacy, and governance.

- Change Management and Organizational Development: support in managing change effectively, for example through organisational design, effective flexible policies and cultural transformation. This includes strategies for communication, leadership development, and employee engagement. This prepares leaders and managers to drive organisational transformation as technology reshapes strategy, assisting by creating a robust enterprise strategy to meet the Council's human and technology capability needs.
- Decision Tools: Access to Employee Diagnostic tools and BuySmart information, a tool for any council-wide technology-based procurement. This can be used in hand with public sector procurement processes; ensuring a faster and more streamlined evaluation process, to enable significant time savings, reduced risk and contractual savings.
- Equality, Diversity and Inclusion: assisting all aspect including our Mainstreaming Equalities Strategy via support with a leadership and management development scheme, 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.
- Gartner is wholly independent and objective, one of their unique aspects within the market. Their Office of the Ombuds – sitting within their Legal and Compliance function
 is committed to upholding the integrity of their research and advice. Their clients receive objective insights free from bias to make faster, decisions on critical priorities.

6. RISK ANALYSIS

6.1 There are four standard risks in any procurement and for public sector regulated procurement, 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	Actions to be taken to manage Risk
Commercial Risk – That either the price	Framework call off provide discounted pricing.
objectives are not achieved up front or there are other costs that arise during the contract and diminish the overall benefits.	Framework selection criterion has been applied to arrive at the framework shortlist.
Technical Risk – This concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the specification	The specification of requirements have been clearly defined.
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	The company provides a unique model of service provision. Framework Service Specification and Contract Conditions provides structure for contract monitoring and management.
Contractual Risk – Being able to remedy the company's shortcomings in the contractor's	This is managed through call off from a legally compliant

performance without severely damaging the contract and about avoiding reliance on the contracted supplier as the contract develops.	Framework which is underpinned by Framework Terms and Conditions.
Procurement Risk – where a procurement is found unsound in law, through the public procurement rules	A framework call-off process is being applied from a legally compliant Framework, in accordance with the Public Contracts (Scotland) 2015 Regulations.

7. CONCLUSION

7.1 The information above demonstrates clarity of sourcing strategy for the procurement of services.

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, 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 were consulted in the preparation of this report.

10. BACKGROUND PAPERS

10.1 None

PAUL THOMSON

EXECUTIVE DIRECTOR OF CORPORATE SERVICES DATE: 27 MAY 2025

ITEM No ...11.....

REPORT TO: CITY GOVERNANCE COMMITTEE - 23 JUNE 2025

REPORT ON: SOURCING STRATEGY AND PROPOSED TENDER AWARD FOR TREASURY SERVICES

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 190-2025

1. PURPOSE OF REPORT

1.1 The purpose of this report is to provide an update on the development of a sourcing strategy for the tender process for Treasury Advisory Services and to seek approval to commence a compliant tender process, leading to the award of a contract.

2. **RECOMMENDATION**

It is recommended that the Committee approves the commencement of a direct award to MUFG Corporate Markets Treasury Ltd (formerly Link Treasury Services Ltd) in respect of the provision of Treasury Services, based on the sourcing strategy summarised in this report.

3. FINANCIAL IMPLICATIONS

3.1 The contract will be for an initial period of 3 years with the option to extend for a further 2 years. If the extension is applied, the projected total cost across the 5-year contract would be circa £75,000. The contract will be funded from the Corporate Services Revenue Budget for which budget provision has been made.

4. DETAILS OF THE PROJECT BEING COMMISSIONED

- 4.1 The contract objective is to source Treasury Advisory Services to assist in managing the Council's financing requirements. The contract period is for a total of 5 years, which is further broken down to an initial 3 years, with options to extend for 2 additional years. The budget value for this contract is approximately £75,000 over the contractual period.
- 4.2 There are no alternative delivery opportunities as this type of service is provided by specialist companies. It is also unsuitable for collaboration, as service provision is for bespoke services to each specific authority based on their individual financial circumstances.

5 SOURCING STRATEGY SUMMARY

- 5.1 Although this contract is for specialist financial services, there is a framework available. This is the ESPO Framework 664_21 for Consultancy Services Lot 2h: Treasury Management. There are 5 suppliers on the list, however, the Council wish to direct award as the other providers offer services that are focused on England and Wales legislation and regulations. Most of the Scottish Councils use the incumbent provider, therefore providing a network where information and intelligence is shared. Furthermore, the provider also has close links with both Scottish Government and Cipfa, which enhances the services provided, especially in environment of changing regulation. The provider has a range of specialties and a proven record of providing quality services to Scottish local authorities.
- 5.2 The expected range of benefits that this contract will deliver is limited as this is a contract for specialist financial services. There are expected economic benefits in the form of bespoke financial advice to assist in managing Council finances, delivering financial value by optimizing

liquidity and cash flow, reducing financial risks, and streamlining operations to cut costs. These services provide enhanced returns on surplus cash, support strategic financial planning like debt management and capital structuring, and ensure compliance with financial regulations, which strengthen the Council's financial position and resilience.

6. RISK ANALYSIS

6.1 There are four standard risks in any procurement and for public sector regulated procurement. 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	Actions to be taken to manage Risk
Commercial Risk – 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.	Under the framework agreement, if a direct award is made, the rates are capped throughout the customer contract.
Technical Risk – This concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the specification	The specification is contained within the framework.
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	Company serves most of Scottish local authorities. Framework Service Specification and Contract Conditions provide a structure for monitoring performance.
Contractual Risk – Being able to remedy the company's shortcomings in the contractor's performance without severely damaging the contract and about avoiding reliance on the contracted supplier as the contract develops.	Company serves most of Scottish local authorities. Framework Service Specification and Contract Conditions provide a structure for monitoring performance.
Legal Risk – where a procurement is found unsound in law, through the public procurement rules	Procurement is through a legally compliant Framework.

7. CONCLUSION

7.1 The information above demonstrates clarity of sourcing strategy for the procurement of services.

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, 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 were consulted in the preparation of this report.

10. BACKGROUND PAPERS

10.1 None

PAUL THOMSON

EXECUTIVE DIRECTOR OF CORPORATE SERVICES

DATE: 26 MAY 2025

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ITEM No ...12......

- REPORT TO: CITY GOVERNANCE COMMITTEE 23 JUNE 2025
- REPORT ON: DUNDEE CITY COUNCIL FRAMEWORK FOR DOMESTIC CARPETS AND FLOOR COVERINGS
- REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES
- REPORT NO: 195-2025

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to provide an update on the development of a sourcing strategy for the tender process for Dundee City Council's Framework for Domestic Carpets and Floor Coverings and to seek approval to commence a compliant open tendering process, leading to award of Framework Contracts. To seek approval to extend the current multi-supplier framework contract for carpets and vinyl flooring supplying the Council's Scottish Welfare Fund until 30 September 2025.

2.0 RECOMMENDATION

- 2.1 It is recommended that the elected members: -
 - (i) approves the commencement of a procurement exercise in respect of the project described, based on the sourcing strategy summarised in this report;
 - (ii) approves the extension of the current contract for the Council's Supply of Carpets and Vinyl Flooring to the Scottish Welfare Fund (SWF) until 30 September 2025; and
 - (iii) notes the outcome of the tender process together with how this will be funded will be brought back to elected members for consideration in due course.

3.0 FINANCIAL IMPLICATIONS

3.1 The Framework will operate for an initial period of 2 years and have the option to extend for one year, plus one year. There are no direct financial implications associated with this report. From historical spend and market testing carried out, the total cost of the contracts awarded under the Framework is anticipated to be £3,600,000 (over 4 years).

4.0 DETAILS OF THE PROJECT BEING COMMISSIONED

- 4.1 The Council is seeking to procure a framework agreement for the measure, supply and fit of domestic carpets and floor coverings. The current framework is coming to an end and was for the recipients of a Welfare Fund award only. The new framework agreement will cover all areas of the Council, with the main spend being for Scottish Welfare Fund within Corporate Services, alongside Housing Budgets.
- 4.2 Dundee City Council established a multi-supplier framework in 2020 for Carpets and Vinyl Flooring (SWF only) through an open tender process. Approval is sought to continue to contract with the four suppliers on the framework for the period until 30 September 2025 to allow a new tendering process to be carried out which will cover all of the Council's requirements. The multi-supplier framework has proven to be very successful since the framework was awarded in 2020.
- 4.3 Contractors who are awarded work on this framework will be expected to deliver 1 Community Benefit outcome for each £100K of contracted spend. This could be done in the form of delivery of a community wish or a work placement for a young person or employability client.

Environmental Considerations - contractors will be asked to take cognisance of environmental factors - these could include but are not limited to: non-toxic materials, including free from

volatile organic compounds (VOCs) in line with current UK indoor air quality standards; avoidance where practical of the use of single use plastics and toxic material within products and packaging.

Social Benefits - the core function of this project is to provide low cost, new carpet/floor covering for low-income families in the city. It not only allows people to have an element of choice and dignity in the selection of floor covering, it helps individuals to sustain their tendencies or take up offers of new tenancies indirectly improving homelessness rates in the city.

5.0 SOURCING STRATEGY SUMMARY

- 5.1 The open tender process will be carried out to ensure provision of services to meet the scope of requirements for Dundee City Council.
- 5.2 Housing dwellings will have floor coverings as a result of the Framework solution being in place, which will help sustain tenancies, or help promote take up offers of new tenancies indirectly improving homelessness rates in the City.

6.0 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	Actions to be taken to manage Risk
Commercial Risk - 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.	There will be a fixed price per room/area which will need to be achieved. Anticipation of inflationary increases in advance (cpi).
Technical Risk - This concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the specification.	Detailed outcome specification of requirements and quality criteria will be communicated in the tender documentation.
Performance Risk - This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits.	Management of contracts through contract and supplier management activity. There will be supply resilience with up to 5 suppliers on the framework.
Contractual Risk - 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.	Supply resilience is be built in with up to 5 suppliers to be admitted to the framework. The contracts will be underpinned by DCC terms and conditions for the supply of goods.
Legal Risk - where a procurement is found unsound in law, through the public procurement rules.	A Framework will be established in line with the Public Contracts (Scotland) Regulations 2015.

7.0 CONCLUSION

7.1 The information above demonstrates clarity of sourcing strategy for the procurement of services.

8.0 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 or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

9.0 CONSULTATION

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

10.0 BACKGROUND PAPERS

10.1 None.

PAUL THOMSON EXECUTIVE DIRECTOR OF CORPORATE SERVICES 23 JUNE 2025

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