



Dundee City
Council
Plan
2022-2027

Annual Progress Report 2024-25

CONTENTS

Introduction by the Leader and Chief Executive	3
Background	5
Progress Summary 2024 - 2025	7
Areas for Improvement	9
Reduce Child Poverty and Inequalities in Incomes, Education and Health	10
Deliver Inclusive Economic Growth	23
Tackle Climate Change and Reach Net Zero Emissions by 2045	36
Build Resilient and Empowered Communities	48
Design a Modern Council	60

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:



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



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



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



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.

The strategic priorities are:



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.

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:

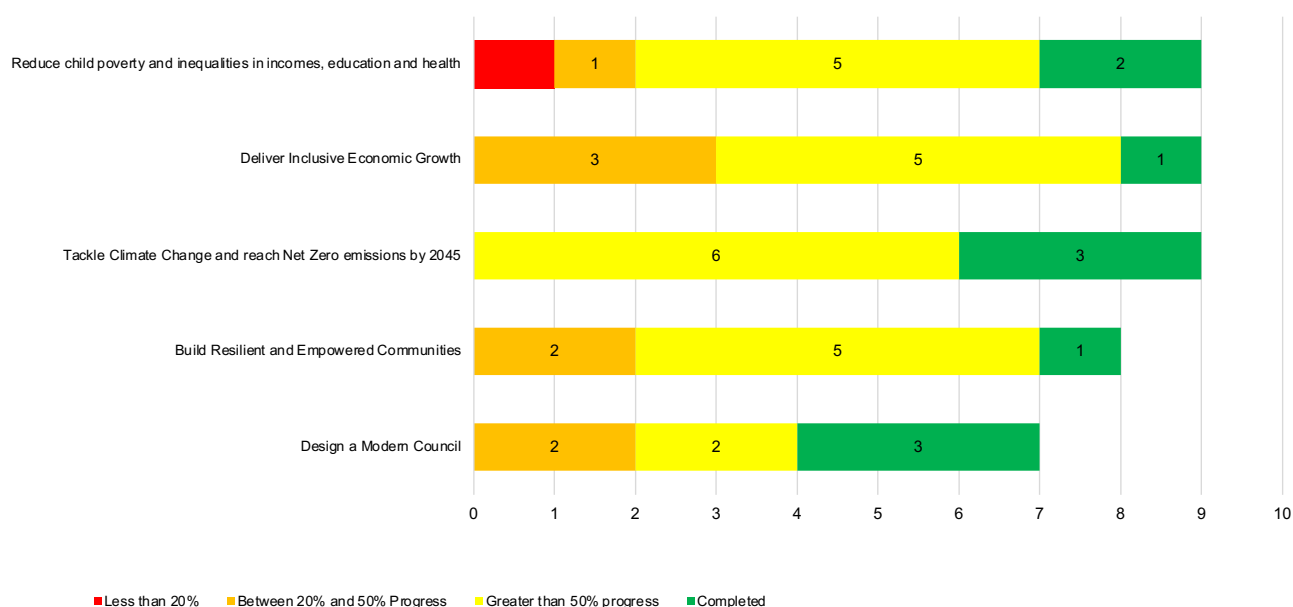
Priority Theme		Within 5% of target	Improved over previous year	Total Indicators
	Reduce Child Poverty and Inequalities in Incomes, Education and Health	5 (83%)	5 (83%)	6
	Deliver Inclusive Economic Growth including Community Wealth Building	3 (75%)	3 (75%)	4
	Tackle Climate Change and achieve Net Zero 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

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



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 2023/24, 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-year-olds holding an NEC card which includes a free bus pass.

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

The UN Sustainable Development Goals	The National Performance Framework		Council Plan Key Priority
	 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  Tackle poverty by sharing wealth, opportunity and power more equally  We live in communities that are inclusive, empowered, resilient and safe	 Reduce child poverty and inequalities in incomes, education and health  Resilient and Empowered Communities  Design a Modern Council

Actions completed 2024/25

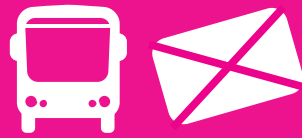
- Deliver on the Mainstreaming Equalities Report Action Plan
- Promote the uptake of concessionary travel scheme for young people.

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.

79%



Take up in Dundee of young people aged 5-21 using a National Entitlement Card for free bus travel.

58.6%

Take up of free school meals (includes pupils from P1-S6).



566



2020/21

629



2021/22

577



2022/23

593



2023/24



Average tariff score for pupils living in SIMD Quintile 1 higher than pre Covid 2019/20.

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 PI'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.

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%	▲	▲	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	▲	Improving	▲	Improving
▲	Within 5% of target	=	Maintaining	=	Maintaining
✓	On Target	▼	Deteriorating	▼	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 Baldrigon, 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, Baldrigon, 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	<div><div>60%</div></div>	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	<div><div>40%</div></div>	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.	<div><div>30%</div></div>	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.	<div><div>10%</div></div>	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

	<p>In Progress - Action is progressing well, on target for achieving all objections set in the initiation phase.</p> <p>20% - The task is defined and agreed by relevant partners/stakeholders.</p> <p>40% - Necessary tasks planned and implementation in early stages.</p> <p>60% - Number of key actions achieved/agreed process or improvement taking shape or in place or underway.</p> <p>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.</p>
	<p>Overdue – Action is still progressing; however, it has exceeded its due date.</p>
	<p>Completed - Action has been completed, and objectives have been achieved.</p>

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 UN Sustainable Development Goals



The National Performance Framework



A globally competitive, entrepreneurial, inclusive and sustainable economy



Thriving innovative business with fair and quality jobs for everyone



Open connected and make a positive contribution internationally

Council Plan Key Priority



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.

46.9%

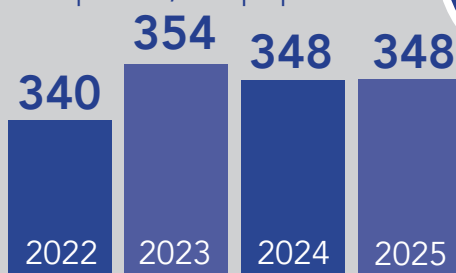


of Dundee City Council procurement spent with
Dundee based organisations in 2023/24

2020/21 - 37.5% • 2021/22 - 36% • 2022/23 - 39%

Target
2023/24 - 39.4%
2026/27 - 50%

Business SME business
base per 10,000 population



Target
2025 - 372

1.36m

Visitors to Dundee in 2023,
bringing **£290m** into the city.



Priorities in Action

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 programme. 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 PI'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			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		Improving		Improving
	Within 5% of target		Maintaining		Maintaining
	On Target		Deteriorating		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	<div><div>55%</div></div>	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	<div><div>40%</div></div>	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	<div><div>40%</div></div>	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	<div><div>30%</div></div>	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 progress symbols and progress percentage explained

	<p>In Progress - Action is progressing well, on target for achieving all objections set in the initiation phase.</p> <p>20% - The task is defined and agreed by relevant partners/stakeholders.</p> <p>40% - Necessary tasks planned and implementation in early stages.</p> <p>60% - Number of key actions achieved/agreed process or improvement taking shape or in place or underway.</p> <p>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.</p>
	<p>Overdue – Action is still progressing; however, it has exceeded its due date.</p>
	<p>Completed - Action has been completed, and objectives have been achieved.</p>

Tackle Climate Change and Achieve Net Zero by 2045



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

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

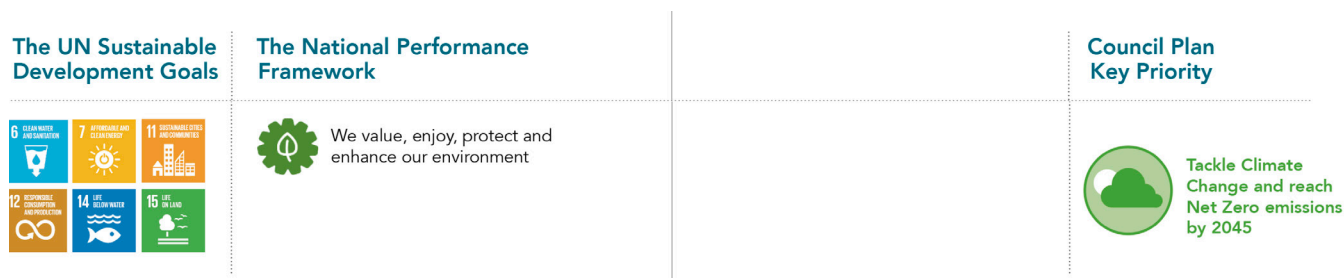
Strategic highlights from last year

- 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 the 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)



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

Dundee City Council's Carbon emissions in 2023/24 were:

27,064 tCO₂e

2021/22 - **28,270** tCO₂e • 2022/23 - **24,413** tCO₂e



Target
2023/24-**26,990**
2026/27-**20,596**

Dundee energy consumption in buildings goes up in 2023/24.

2021/22 - **20,823** tCO₂
2022/23 - **17,562** tCO₂
2023/24 - **18,656** tCO₂



Target
2023/24-**19,781**
2026/27-**16,111**

36.6%



Household waste recycling rate; and an all-time low of 1.5% of household waste going to landfill.

Target
2023/24-**37%**
2026/27-**47%**



21

Community Projects have been funded with approximately £655,000 from the Climate Fund.

Priorities in Action

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 PM_{2.5} 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 PI'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 tCO ₂ e
	Reduce energy consumption in Council buildings tCO ₂

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 tCO ₂ e*	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 tCO ₂ (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%	▼	▲	This is the most up to date data we have, from the recently published Dundee Walking & Cycling Index 2023.




* 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.

Performance Indicator Key




Status		Short Term Trend		Long Term Trend	
●	More than 5% away from Target	▲	Improving	▲	Improving
▲	Within 5% of target	=	Maintaining	=	Maintaining
✓	On Target	▼	Deteriorating	▼	Deteriorating

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 progress symbols and progress percentage explained

	<p>In Progress - Action is progressing well, on target for achieving all objections set in the initiation phase.</p> <p>20% - The task is defined and agreed by relevant partners/stakeholders.</p> <p>40% - Necessary tasks planned and implementation in early stages.</p> <p>60% - Number of key actions achieved/agreed process or improvement taking shape or in place or underway.</p> <p>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.</p>
	<p>Overdue – Action is still progressing; however, it has exceeded its due date.</p>
	<p>Completed - Action has been completed, and objectives have been achieved.</p>

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)

The UN Sustainable Development Goals	The National Performance Framework	Council Plan Key Priority
	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	Reduce child poverty and inequalities in incomes, education and health Resilient and Empowered Communities Design a Modern Council
	A globally competitive, entrepreneurial, inclusive and sustainable economy Thriving innovative business with fair and quality jobs for everyone Open connected and make a positive contribution internationally	Deliver Inclusive Economic Growth (including Community Wealth Building)
	We value, enjoy, protect and enhance our environment	Tackle Climate Change and reach Net Zero emissions by 2045

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.

341



Target
PA
200

Council and Registered Social
Landlord Housing Completions in 2024/25
2020/21-27, 2021/22-100,
2022/23-101, 2023/24-264

17.7%

of retail units vacant
in 2023/24
(8% in 2016)



Target
2032
8%

983

Dundee Citizens
contributing to local
community plan
outcomes.



Target
750

1.18%

of 2023/24 budget
subject to participatory
budgeting.



Target
1%



1470 1302 1314

2022/23

2023/24

2024/25

Antisocial Behaviour Complaints

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

Priority	On Target	Within 5% of 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 PI'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%			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	▲	▲	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	▲	▲	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

Performance Indicator Key

Status		Short Term Trend		Long Term Trend	
■	More than 5% away from Target	▲	Improving	▲	Improving
▲	Within 5% of target	=	Maintaining	=	Maintaining
✓	On Target	▼	Deteriorating	▼	Deteriorating




Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Maximise participatory budgeting in all forms	<div><div>100%</div></div>	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	<div><div>95%</div></div>	30th June 2025	<p>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.</p> <p>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.</p>	CF

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Increase community use and ownership of Council owned assets	<div><div>75%</div></div>	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.	<div><div>50%</div></div>	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)	<div><div>50%</div></div>	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	<div><div>50%</div></div>	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	<div><div>30%</div></div>	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

	<p>In Progress - Action is progressing well, on target for achieving all objections set in the initiation phase.</p> <p>20% - The task is defined and agreed by relevant partners/stakeholders.</p> <p>40% - Necessary tasks planned and implementation in early stages.</p> <p>60% - Number of key actions achieved/agreed process or improvement taking shape or in place or underway.</p> <p>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.</p>
	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)

The UN Sustainable Development Goals	The National Performance Framework	Council Plan Key Priority
	 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	 Reduce child poverty and inequalities in incomes, education and health  Resilient and Empowered Communities  Design a Modern Council
	 A globally competitive, entrepreneurial, inclusive and sustainable economy  Thriving innovative business with fair and quality jobs for everyone  Open connected and make a positive contribution internationally	 Deliver Inclusive Economic Growth (including Community Wealth Building)
	 We value, enjoy, protect and enhance our environment	 Tackle Climate Change and reach Net Zero emissions by 2045

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.

415,148

Online transactions have increased by 8% in 2024/25.

2023/24 - 384,760, 2022/23 - 347,519



£10m

Savings needed to balance the budget for 2025/26.



181

Apprentice and work experience opportunities in the Council.



The number of online self-service transactions as a proportion of all customer service transactions continues to increase year on year.

62.1%

2023/24

62.3%

2024/25



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 be 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 enrich 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 PI'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	



Status	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			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%			Slight increase over the previous year. Monthly values vary between 60% and 65%

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.

Performance Indicator Key




Status		Short Term Trend		Long Term Trend	
	More than 5% away from Target		Improving		Improving
	Within 5% of target		Maintaining		Maintaining
	On Target		Deteriorating		Deteriorating

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Long-Term Financial Strategy to be updated to reflect new Council Plan priorities	<div><div>100%</div></div>	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	<div><div>100%</div></div>	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	<div><div>100%</div></div>	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
	Deliver options to balance the Council's budget each year	<div><div>75%</div></div>	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	<div><div>50%</div></div>	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	<div><div>25%</div></div>	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	<div><div>25%</div></div>	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 progress symbols and progress percentage explained

	<p>In Progress - Action is progressing well, on target for achieving all objections set in the initiation phase.</p> <p>20% - The task is defined and agreed by relevant partners/stakeholders.</p> <p>40% - Necessary tasks planned and implementation in early stages.</p> <p>60% - Number of key actions achieved/agreed process or improvement taking shape or in place or underway.</p> <p>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.</p>
	Overdue – Action is still progressing; however, it has exceeded its due date.
	Completed - Action has been completed, and objectives have been achieved.



www.dundee.gov.uk