

ITEM No ...2.....

REPORT TO: NEIGHBOURHOOD SERVICES COMMITTEE – 7 JUNE 2021
REPORT ON: NEIGHBOURHOOD SERVICES SERVICE PLAN 2021-24
REPORT BY: EXECUTIVE DIRECTOR OF NEIGHBOURHOOD SERVICES
REPORT NO: 161-2021

1.0 PURPOSE OF REPORT

1.1 To present the Service Plan for Neighbourhood Services for the period 2021-2024.

2.0 RECOMMENDATIONS

2.1 It is recommended that elected members approve the attached service plan.

3.0 FINANCIAL IMPLICATIONS

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

4.0 BACKGROUND

4.1 This Service Plan reflects the next tier of the performance management framework and addresses the key outcomes in the City Plan 2017-26 and Council Plan 2017-22 where Neighbourhood Services are responsible to deliver actions or achieve targets towards improving various outcomes.

4.2 In March 2021, elected members endorsed the Council's Performance Management Framework (Article V of the minute of the meeting of Policy & Resources Committee on 8 March 2021, Report No: 66-2021 refers). This framework was reviewed following the recent Best Value Review and sets out the arrangements for performance management across the Council. The framework required that Neighbourhood Services review its Service Plan for the period 2021-24 and report the outcome of this review to elected members by June 2021.

4.3 Neighbourhood Services is a strategic service area that has responsibility for a wide range of functions organised into the service areas of Housing and Communities, Community Safety and Protection, Environment and Construction Services.

4.4 The plan summarises what each of the service areas do, their key performance indicators and priority projects and describes how the 11 priorities for Neighbourhood Services outlined in the Council Plan 2017-2022 will be delivered. It also includes Neighbourhood Services actions required under the City Plan for Dundee 2017-2026 and the Fairness Commission Action Plan. Any relevant actions from the Covid-19 Recovery Plan for Neighbourhood Services have been incorporated into this plan (Article XIV of the minute of the meeting of Policy & Resources Committee on 24 August 2020, Report No: 185-2020 refers). These 11 priorities for Neighbourhood Services outlined in the Council Plan 2017-2022 are detailed below:

- reducing levels of anti-social behaviour
- creating stronger, more resilient, influential and inclusive communities and neighbourhoods
- improving the life chances for people of all ages through learning, personal development and active citizenship
- keeping people safe and protected from health hazards
- providing a fair-trading environment for consumers and businesses
- improving the housing quality of social rented and private sector tenants especially the elderly and those vulnerable to adverse living conditions
- leading the city in safeguarding the environment and enhancing health for current and future generations
- recycling waste to meet Scotland's zero waste ambitions



- providing sustainable waste management systems which comply with national policy and legislation and achieve Scottish government targets
- implementing air quality strategies supporting cleaner air for Scotland
- managing our public open spaces and outdoor sporting and recreational facilities

4.5 The Neighbourhood Services Service Plan incorporates performance information for each specific service area. These performance indicators and key projects support the 11 NS priorities and include the following items:

- key performance indicators and projects already agreed by the Council in the Council Plan, City Plan, Fairness Commission Action Plan and Covid-19 Recovery Plan.
- additional measures to the above so that all Neighbourhood Services indicators are contained within a performance framework.
- quality performance indicators from the Local Government Benchmarking Framework (LGBF). It should be noted that satisfaction performance indicators are based on the results of the Annual Citizens Surveys (except where otherwise described).

4.6 The plan therefore links Council priorities with service area activities and the associated performance measures and projects.

4.7 Upon consideration by committee of the attached plan, the performance indicators, targets and actions will be monitored through the Council's performance management monitoring system. Lead officers will update this system with the latest performance data and updates on delivery of actions within prescribed timescales. This aids performance management and the production of monitoring reports including:

- regular reviews by the Neighbourhood Services Management Team;
- corporate reports covering the Council Plan, City Plan and Local Government Benchmarking Framework (LGBF); and
- reports to the Neighbourhood Services Committee. In line with the recently approved performance management framework the expectation is that progress on implementing these actions will be reported to elected members each 6 months.

5.0 POLICY IMPLICATIONS

5.1 This report has been screened for any policy implications in respect of Sustainable Development, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

6.0 CONSULTATIONS

6.1 The Council Management Team have been consulted in the preparation of this report and agree with its contents.

7.0 BACKGROUND PAPERS

7.1 None.

Elaine Zwirlein
Executive Director of Neighbourhood Services
27 May 2021

Neighbourhood Services

SERVICE PLAN

2021 - 2024



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FOREWORD

This Service Plan is the overarching document which sets out the programme of work and improvement activity within Neighbourhood Services. The service has operational action and project plans which sit beneath this plan which provide more details on how specific programmes will be progressed.

Neighbourhood Services is a strategic service area that has responsibility for a wide range of functions organised into the service areas of Housing and Communities, Community Safety and Protection, Environment and Construction Services. Neighbourhood Services aims to respond to people's needs and deliver best value, fairness and sustainability by creating stronger, more resilient, influential and inclusive communities and neighbourhoods. Our aim is to work closely with our partners and communities to create thriving neighbourhoods and improve the quality of life for the people living in them.

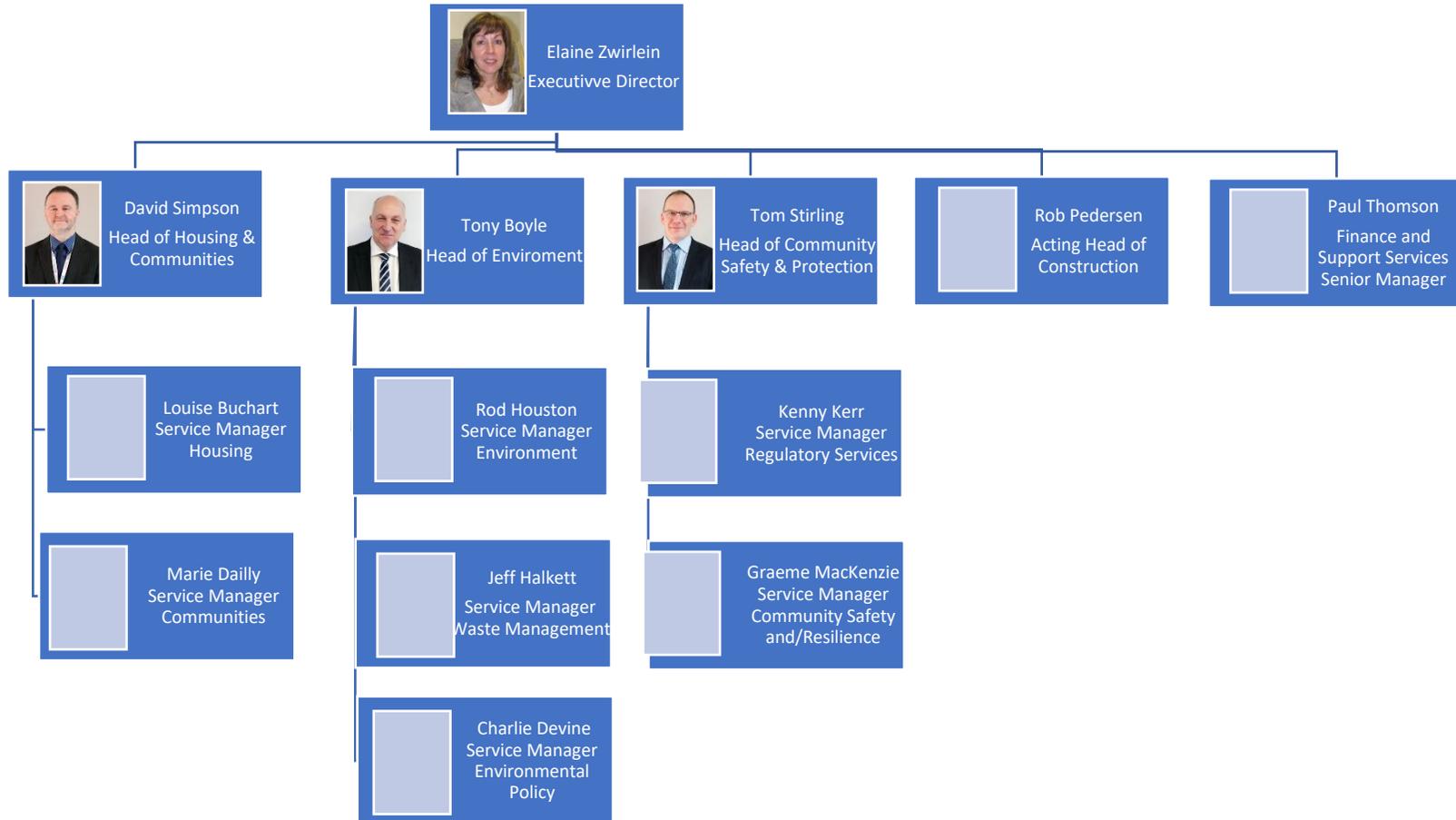
Over the course of our previous service plan we have delivered many significant achievements. For example: improving safety and tackling anti-social behaviour and crime through the delivery of the Safety and Resilience Centre (SARC), tackling homelessness through our Rapid Rehousing Transition Plan, having positive environmental impacts by the construction of the new waste to energy plant that will shortly be operational.

During the Covid-19 pandemic we have maintained essential service provision and our teams have had significant input to control of the virus and supporting the set-up of mass vaccination centres. Our approaches to dealing with the pandemic are on-going and are reflected in this plan.

Neighbourhood Services will continue to have a major impact by positively shaping Dundee's citizens lives and the quality of their surroundings through the actions highlighted in this plan. This Service Plan sets out the strategic direction for the Service for the next three years to 2024 and outlines key priorities, actions and improvements which the service intends to deliver. It also identifies the key actions to be undertaken to meet these priorities and sets out the performance indicators which will be used to monitor progress.

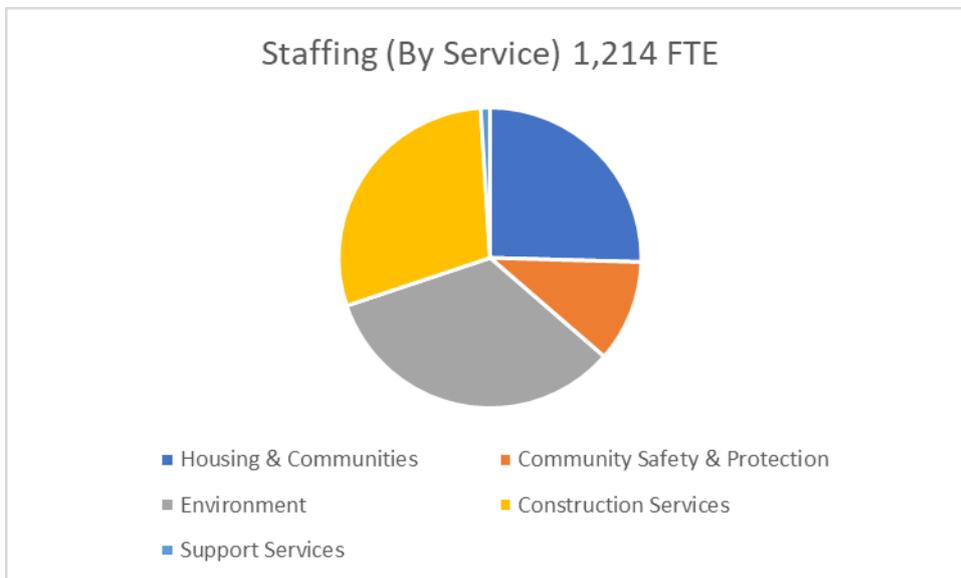
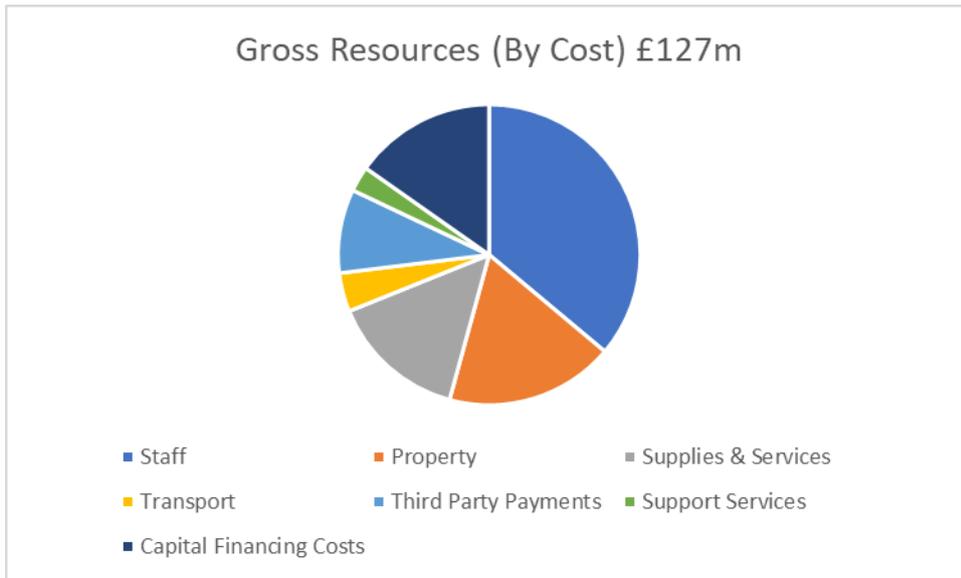
The impact of the covid-19 pandemic has been significant, particularly on some of our most vulnerable citizens, and therefore this plan incorporates a number of actions where we will look to mitigate these impacts moving forward and allow us to continue towards achieving the Council's corporate objectives.

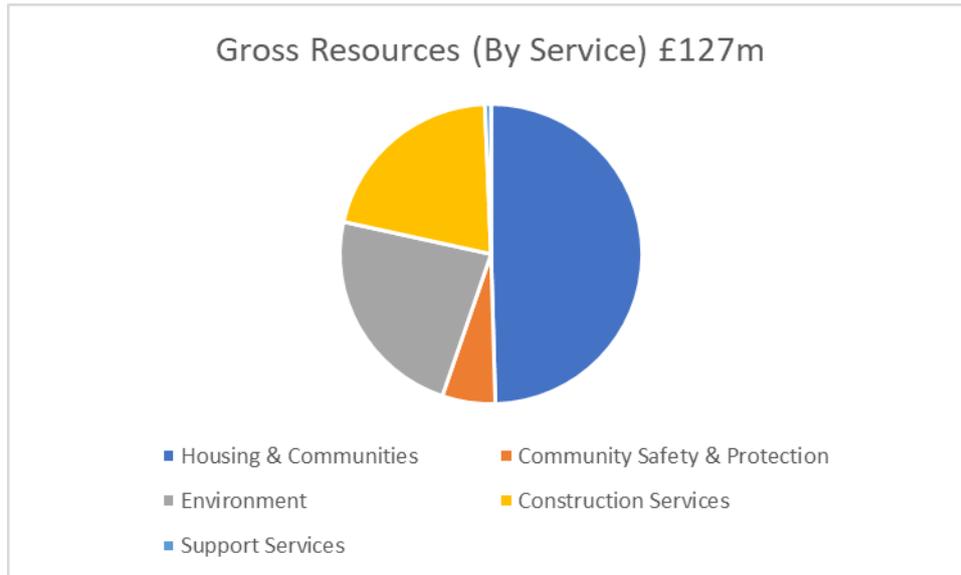
NEIGHBOURHOOD SERVICES MANAGEMENT TEAM STRUCTURE



OUR RESOURCES

The resources that fund the services delivered in the Neighbourhood Services Plan are split into separate budgets namely General Fund and Housing (HRA). General Fund services are largely available to all citizens and are as such funded by government grants, local taxation, fees and charges. Services for council house tenants are funded from the ring-fenced Housing (HRA) and are funded by rent payers and service charges. Construction Services costs are funded by charges to their internal and external customers, they return a net surplus to the overall general fund. Details of the gross revenue expenditure associated with providing our services (£127m) together with the budgeted staffing complement (1,214 FTE) are provided below:





In addition, the service is responsible for the delivery of various elements of the Council's Capital Plan. The Capital Plan is allocated on thematic basis that cover the priorities that are included in the City Plan. Under the Health & Well-being theme, Environment Services have responsible for the delivery of various improvements to Parks and Open Spaces in addition to investments in our Recycling and Waste Management infrastructure. Under the Building Stronger Communities theme, the Housing service are responsible for a gross expenditure programme of £125m that will be delivered over the next five years on investments including energy efficiency improvements, new council house build programme and maintaining the existing housing stock at the Scottish Housing Quality Standard.



KEY DRIVERS FOR OUR SERVICE

There is various statutory legislation that directly influence the work carried out by the service on a day to day basis, the most significant items are:

Housing (Scotland) Act 2001

An Act of the Scottish Parliament to make provision about housing, including provision about homelessness and the allocation of housing accommodation by social landlords, the tenants of social landlords, the regulation of social landlords, Scottish Homes, the strategic housing functions of the Scottish Ministers and local authorities and grants for improvement and repairs; and for connected purposes.

Housing (Scotland) Act 1987 Part II, Homeless Persons as amended by Housing (Scotland) Act 2001 Part I and the Homelessness etc (Scotland) Act 2003

The above legislation places statutory duties on local authorities assess households who are homeless or threatened with homelessness.

Welfare Reform Act 2012

Changes to the benefits system are having an impact on the rental income for Housing Services. The introduction of Universal Credit, direct payment of rent benefits to the tenants rather than directly to Housing Services, began in April 2015.

Statutory guidance, legislation and the regulatory framework (Housing)

The Act covers key areas such as allocation of social housing; use of Short Scottish Secure Tenancies, anti-social behaviour, the eviction process, and other tenant's rights (e.g. assignation, succession etc).

The Requirements for Community Learning and Development (Scotland) Regulations 2013

Places a legal requirement on local authorities to fulfil this role. CLD Regulations:

- To ensure communities across Scotland – particularly those who are disadvantaged – have access to the CLD support they need;
- To strengthen co-ordination between the full range of CLD providers, ensuring that CPP's local authorities and other providers of public services respond appropriately to the expectations set by the CLD Strategic Guidance.

The Community Empowerment (Scotland) Act 2015

Established to empower community bodies through the ownership or control of land and buildings, by strengthening their voices in decisions about public services.

Nature Conservation (Scotland) Act 2004

It is the duty of every public body and office-holder, in exercising any functions, to further the conservation of biodiversity so far as is consistent with the proper exercise of those functions.

Wildlife and Natural Environment (Scotland) Act (WANE) 2011,

Part 5 Section 36 states: (1) "A public body must prepare and publish a biodiversity report within 3 years of the base date; (2) A biodiversity report is a report on the actions taken by the body in pursuance of its duty under section 1 during the period to which the report relates.

Part 9 of Empowerment Act 2015 – Allotments, places a number of duties on local authorities with regards allotments including the requirement to produce and publish a local food growing strategy.

Environmental Protection Act 1990

Allows the council to specify the type and number of waste containers that householders must use for waste and recycling collections, and to specify where the containers are to be placed for collection. Similar arrangements can be made for any commercial premises who have requested the council to arrange to collect their waste. The act also places a Duty of Care on businesses to store waste safely and securely to prevent it causing pollution or harming anyone.

The Waste (Scotland) Regulations 2012, places a duty on the council to provide a collection service for a range of recycling materials. The same legislation places a duty of businesses to separate out and present for collection the same materials.



Environmental Protection Act 1990

This Act provides the regulatory framework for a range of areas including fly-tipping, contaminated land, statutory nuisances, control of litter and stray dogs.

Environment Act 1995

This Act sets out requirements under the Local Air Quality Management regime for local authorities to monitor and report on a number of air pollutants in their locality and put action plans in place should it be found that set objective levels are not being met.

Food Safety Act 1990

This Act sets out environmental regulations for all businesses involved in selling food, supplying food, consigning or delivering it, and in preparing, presenting, labelling, storing, transporting, importing or exporting food.

Consumer Protection Act 1987

This Act provides the framework for ensuring that manufacturers do not produce unsafe goods. It also allows consumers to seek compensation if any defective product has caused personal injury, damage to property or death.

Private Housing (Tenancies) (Scotland) Act 2016

This Act sets out the requirements in respect of private residential tenancies. Its purpose is to improve security, stability and predictability for tenants and provide safeguards for landlords, lenders and investors.

Licensing (Scotland) Act 2005

Makes provision for the regulation of the sale of alcohol, for regulating licenced premises and other premises where alcohol is sold.

Civic Government (Scotland) Act 1982

Makes provision for licensing of a range of activities including taxi and private hire cars, second-hand dealers, metal dealers, street traders, market operators and public entertainment.

Control of Dogs (Scotland) Act 2011 / Dog Fouling (Scotland) Act 2003

These Acts set out requirements for local authorities to have authorised persons for the purposes of investigating incidents relating to out-of-control dogs and dog fouling enforcement.

Tobacco & Primary Medical Services Act 2010

Regulates that age restricted products such as tobacco, cigarettes and Nicotine Vapour Products (NVPs) are not sold to persons under 18.

Consumer Protection from Unfair Trading Regulations 2008

Impose a general prohibition on traders in all sectors from engaging in unfair commercial practices with consumers. Specifically, the Regulations protect consumers from unfair or misleading trading practices and ban misleading omissions and aggressive sales tactics.

Weights & Measures Act 1985

Requires consumers to be informed on quantity and protect against short measure, while allowing businesses flexibility to control quantity on the production line within specific tolerances.

Anti-Social Behaviour Etc (Scotland) Act 2004

This legislation places a statutory duty on local authorities to prepare a strategy for dealing with anti-social behaviour in the local authority area. This also provides local authorities and relevant authorities with the tools required to tackle anti-social behaviour.



Civil Contingencies Act (Scotland) 2005

Defines Councils as Category 1 responders under the Act, with duties to plan for emergencies, share information with other Category 1 responders and promote resilience in the wider community.

SERVICE PRIORITIES

This Neighbourhood Services Service plan describes how the 11 priorities for Neighbourhood Services described in the Council Plan 2017-2022 (see below) will be achieved. It also includes Neighbourhood Services actions required under the City Plan for Dundee 2017-2026 and the Fairness Commission Action Plan. These plans provide a first-tier of performance indicators and key projects for Neighbourhood Services.

This plan introduces additional (to the plans referred to above) performance measures for each specific service area. These performance indicators and key projects support the 11 Neighbourhood Services priorities below. They are designed to accompany and compliment the first-tier performance measures.

1. Reducing levels of anti-social behaviour.
2. Creating stronger, more resilient, influential and inclusive communities and neighbourhoods.
3. Improving the life chances for people of all ages through learning, personal development and active citizenship.
4. Keeping people safe and protected from health hazards.
5. Providing a fair-trading environment for consumers and businesses.
6. Improving the housing quality of social housing and private sector tenants especially the elderly and those vulnerable to adverse living conditions.
7. Leading the city in safeguarding the environment and enhancing health for current and future generations incorporating the principles of climate change adaptations and the Dundee city climate action plan.
8. Recycling waste to meet Scotland's zero waste ambitions.
9. Providing sustainable waste management systems which comply with national policy and legislation and achieve Scottish government targets.
10. Implementing air quality strategies supporting cleaner air for Scotland.
11. Managing our public open spaces and outdoor sporting and recreational facilities which supports our Biodiversity Action Plan and associated duties.

The Neighbourhood Services Service Plan 2021-24 comprises a series of key performance targets and indicators and key projects that are aimed to support the delivery of these priorities. In addition, this plan includes further actions for Neighbourhood Services that are still outstanding to be implemented from the Covid-19 Recovery Plan.

As part of the Council's Performance Management Framework it has been agreed that progress against these performance indicators and projects should be monitored through the Council's performance management monitoring system and reported to committee each 6 months thereafter.

WHAT WE DO

Neighbourhood Services is a strategic service area that has responsibility for a wide range of functions organised into the service areas of Housing and Communities, Community Safety and Protection, Environment and Construction. Neighbourhood Services aims to respond to people's needs and deliver best value, fairness and sustainability by creating stronger, more resilient, influential and inclusive communities and neighbourhoods. Our aim is to work closely with our partners and communities to create thriving neighbourhoods and improve the quality of life for the people living in them.

Neighbourhood Services provides a professional integrated service that brings together a wide range of services. They include management and maintenance of housing and the environment, waste management, supporting people to develop their communities and keeping people safe and healthy.

We strive to provide customer focused services that respond to people's needs and deliver value for money. Our aim is to work closely with partners and communities to create thriving neighbourhoods and improve the quality of life for the people living in them.



The service also encompasses Construction Services that provide a comprehensive construction and maintenance service on behalf of Dundee City Council to both internal and external customers.

HOUSING AND COMMUNITIES

Housing in partnership with Community Learning and Development colleagues, contribute generally to all 11 Neighbourhood Services priorities and Housing more specifically to priorities 2 and 6. The service area brings together services that play a vital role in the lives of many people.

Housing deliver services to over 12,000 council houses including repairs and maintenance, capital investment, housing options and lettings and tenancy estate management. We also aim to facilitate the building of 200 new units of affordable housing every year, and deliver our Housing Capital Investment Programme for new and existing stock, sustaining and regenerating communities by providing good quality housing that is affordable and energy efficient.

Main activities:

- provide housing which is high quality, affordable and efficient to heat.
- work with the Scottish Government and partner agencies to maximise affordable housing provision within the city.
- ensure that council housing stock is maintained to the Scottish Housing Quality Standard (SHQS) and meets the Energy Efficiency Standard for Social Housing (EESH) targets.
- prevent and reduce homelessness through early intervention and provide a responsive quality service in line with our statutory duties to those who are homeless or at risk of homelessness
- tackle homelessness by implementing our 'Not Just a Roof' Housing Options and Homelessness Strategy and Rapid Rehousing Transition Plan which includes the delivery of Housing First in partnership with Dundee Health and Social Care Partnership.
- implement tenancy sustainment and estate management strategies so that our tenants are supported to sustain their tenancies and ensures estates are well managed.
- work with Community Safety and Protection to tackle anti-social behaviour and improve community safety.

Community Learning and Development (CLD) supports a number of individuals or groups within local communities, however, our primary focus is on supporting the most disadvantaged or vulnerable within our communities. We focus on bringing about change in the lives of individuals and communities by engaging in learning, personal development and active citizenship. This service plays a lead role in supporting the engagement of all communities in the future delivery of public services. This role includes improving life chances and developing resilient and influential communities. Tenant participation is a statutory requirement carried out by the Community Empowerment Team, as is support to, and development of, Local Community Planning Partnerships which is also a statutory requirement.

Services including youth work, adult learning, community empowerment, community centres and Community Health Inequalities Team which is linked to Health & Social Care Partnership. Community Learning & Development has a powerful impact on the lives of learners and communities, supporting them to identify and work towards change. Whether that change takes place in an individual's life, helps to create a resilient and enterprising community or contributes to better public services in a changing landscape. Scotland has a need for successful learners, confident individuals, responsible citizens and effective contributors working together to build a shared future.

Main Activities:

- Community Empowerment – local community planning, capacity building with local community groups, asset transfer, community engagement, support to neighbourhood representative structures, participation requests and participatory budgeting.
- Lifelong Learning (Adult Learning) – ESOL: (English Speakers of Other Languages) supports learners to realise their potential by gaining language & other skills to participate more fully in community, family, employment and learning.



- Literacies - provides learning opportunities that enables adults to increase their skills, knowledge and understanding across the dynamic and diverse range of ways in which they encounter the use of words and numbers.
- Youth Work – engages with young people within their communities, offering a variety of different learning opportunities, including health & well-being learning programmes; diversionary activities where programmes are open to all but resources are focussed in those communities which are most at risk of anti-social/offending behaviour; targeted groupwork which is primarily for young people who have disengaged with school, offering a flexible learning package, where the learning takes place within a community setting. Young people are also gaining valuable accreditation whilst participating in some of these learning opportunities.
- Community Health Inequalities Team – Consists of both nursing & CLD staff and is part of the integrated Health Inequalities Service supported by Neighbourhood Services and Health & Social Care Partnership. Focus for the team, to improve the health & well-being and tackle health inequalities within designated communities – targeted at, most at risk groups and individuals.
- Community Centres – Situated at the heart of the community, these facilities offer a wide range of learning opportunities within their centre programme. Centres are run by local people comprising a Local Management Group (Charity) who organise activities for all ages, provide opportunities for support agencies to work from the centre and provide community events, such as local festivals, all based on the needs of that particular local community.

COMMUNITY SAFETY AND PROTECTION

The Community Safety and Protection Division delivers a range of services designed to keep people who live in, work in and visit Dundee safe and healthy. Regulatory Services deliver services in relation to Environmental Health, Trading Standards, Private Sector housing. Community Safety and Resilience are responsible for the Community Safety Wardens service, the Anti-social Behaviour Team and the Safety Alarm & Response Centre (SARC). This service also coordinates the Council's Civil Contingencies role. All our regulatory services provide advice and information to their clients. Enforcement action is covered by a range of local and national policies and codes of practice.

Regulatory Services

Food Health and Safety - This team carries out two main statutory duties for the Council: As the city's Food Authority the service implements official food controls.

As the enforcing authority for Health and Safety at Work legislation the team carries out interventions to protect employees and the public in the private services sector. Activities covered includes catering, warehouses, entertainment, recreational and cosmetic services to list a few. (N.B. Health and Safety Executive is responsible for the enforcement of health and safety legislation in workplaces such as hospitals, factories, local authorities, and agriculture and construction sites).

The team provides an advisory and regulatory service for community and public events such as concerts and festivals. The welcome increase in such events in recent years has placed additional demands on the service.

Main activities:

- delivery of a food hygiene and food standards inspection programme for all food businesses in Dundee.
- reacting quickly to actual or potential food poisoning outbreaks and food alerts.
- acting to tackle food crime.
- checks on ensuring food is what it is claimed to be (labelling, sampling etc).
- investigating consumer complaints.
- provide a food safety and standards advisory service to all Council food operations.
- health and safety at work etc.



Health and Safety at Work

Main activities:

- programme of annual workplace visits on e.g.- Gas appliances in caterers, nurseries and care homes, piercers, tattooists and sunbed parlours events and festivals, workplace transport.
- systems checking for legionella and asbestos.
- respond quickly to notifications of workplace/service related infectious diseases.
- investigate serious workplace accidents.
- investigate complaints from the public and employees.
- offer advice and guidance on complying with legislation.

Community Safety and Resilience

Anti-social Behaviour Team - responds quickly to complaints and supports the victims of anti-social behaviour. Multi-agency working is essential to preventing anti-social behaviour occurring, by educating and providing alternatives for those involved in anti-social behaviour. Appropriate legal action is taken where necessary to prevent anti-social behaviour. Early intervention is recognised as key to resolving anti-social problems and to avoid escalation of issues. This service is key to delivering the Neighbourhood Services priority of reducing levels of anti-social behaviour.

The fast-paced development of social media is also a contributing factor in respect of how we communicate with service users and how this also impacts on anti-social behaviour, e.g. online bullying. The service aims to ensure we are able to communicate effectively and tackle issues arising through social media.

Main activities:

- respond to complaints of anti-social behaviour and take appropriate legal action.
- early intervention to resolving anti-social problems and to avoid escalation of issues.
- support the victims of anti-social behaviour.
- deliver appropriate educational messages and seek alternative activities for those involved in anti-social behaviour.

Community Safety Wardens deal with a variety of issues including service requests from the public and agencies particularly Police Scotland. Dealing with low level anti-social behaviour calls made by the public allows police officers to concentrate on more serious crimes.

Main activities:

- dealing with calls from the public about people causing annoyance.
- intelligence led tasking - acting daily on information from the Police.
- collection of drug paraphernalia.
- assisting Police Duty Sergeants in missing person searches.
- high-visibility patrols of hot spot areas to provide a reassuring visual presence in areas throughout Dundee. This can have a positive impact on the fear of crime and act as a deterrent to anti-social behaviour.
- report environmental issues to other Council services and Housing Associations. This includes assessing potential fire hazards, and liaising with Scottish Fire & Rescue.
- education, door knocking and leaflet drop exercises to support community safety initiatives - e.g. in schools, sheltered housing complexes etc.
- where appropriate, record incidents on body worn video cameras, to act as a deterrent and to ensure both staff and members of the community are safer, as well as providing evidence if necessary.
- respond to local issues relating to Community Safety raised by partners, elected members, residents, Local Community Planning Partnerships, etc.



The Safety and Alarm Response Centre (SARC) fulfils a number of roles for the Council, including

- monitoring of cameras across a range of Council owned assets
- operating a 24-hour contact service for tenants in multi storey dwellings
- undertaking out of hours security patrols

The Resilience service has been instrumental in coordinating a number of workstreams around Covid-19 responses. Ordinarily the team's key objectives are to ensure the Council is compliant with resilience planning requirements and maintaining capability to coordinate the Council's response in the event of a civil emergency.

Trading Standards enforce numerous pieces of consumer protection legislation to ensure a fair and safe trading environment for consumers and businesses in the city.

Main activities:

- Weights and Measures - Metrological control over transactions in goods, including verification of equipment and maintenance of standards of mass, length and volume. This includes the hosting of a calibration laboratory in conjunction with Angus and Perth & Kinross Councils.
- Safety - Legislative controls over the safety of goods supplied to consumers, and registration of petroleum spirit and flammables.
- Age restricted sales enforcement (Tobacco and Nicotine Vapour Products)
- Fair Trading - Ensuring honesty in trade by enforcing a level playing field as regards matters such as pricing, descriptions, trademarks, counterfeits, hallmarking, scams and other trading malpractices. This includes the operation of a local assured trader scheme, 'Dundee Trusted Trader'
- Animal Health & Welfare – Including movement licences, and monitoring the welfare of animals during transport and at markets

ENVIRONMENT

The Environment service aims to enhance the quality of life of all our citizens and make Dundee a great place to live, work and visit. The service manages and develops Dundee's public physical environment and fosters civic pride by encouraging all to care for Dundee's outstanding environment. It also covers all aspects of waste strategy and policy. This includes maximising recycling to achieve local and national targets set out in the Zero Waste Plan, Household Waste Recycling Charter and Associated Code of Practice.

Under a partnership with Angus Council, the service is now responsible for the management of the Dundee and Angus Residual Waste Partnership. This multi-million pound contract was agreed in November 2017 and covers a 28-year period during which residual waste will be treated through a waste to energy plant. A newly constructed plant will generate heat and electricity for neighbouring companies contributing towards city-wide carbon reduction targets and future district heating networks. In addition to securing employment, the contract also provides a range of community benefits to both authorities such as apprenticeships, support for local businesses and contributes to environmental initiatives and strategies.

Waste Management

This service is responsible for all aspects of domestic and commercial waste collection, disposal and recycling in the city. This includes:

- undertaking household general waste and recycling collections



- operation of household waste recycling centres and mini recycling centres & points
- provision of a commercial waste collection service
- developing waste strategy and policy in line with changes to government policy & legislation
- management of waste disposal and SEPA regulated waste sites including the production and sale of Discovery Compost

Main activities:

- provide an efficient waste collection, recycling and disposal service to householders and businesses.
- develop and implement zero tolerance policies on side waste and contamination of recycling bins.
- develop and implement a revised waste education strategy in schools
- encourage householders to minimise waste, and maximise re-use and recycling in the city.
- develop a policy for promoting increased re-use within Dundee.
- implement a long-term strategic waste to energy solution for the city.

Environmental Services

The broad functions of this service area include: -

- “Street Scene”- including litter picking, responsibility for street furniture etc. for streets and open spaces
- parks and open space management
- cemetery management
- provision and maintenance of sport facilities
- arboriculture and forestry
- playgrounds management and development
- facility management (including Baxter Park, Lochee and Castle Green, Duntrune etc.)
- specialised teams including graffiti and rapid response unit
- contract works in respect of landscape, litter collection and tree works etc.
- operational support as required for events, emergency works e.g. severe weather incidents etc.
- garden maintenance
- landscape design and associated contract works
- liaison and partnership working with third sector including key stakeholder groups
- asset management of land
- policy and planning relating to waste management, streetscape/land management
- events management support
- marketing, promotion and development of the service
- community growing
- allotments
- outdoor access
- biodiversity
- Green Health Partnership
- community engagement, supporting volunteers etc.
- delivery of environmental management capital programme, including landscape design and contract administration

Main activities:

- efficiently manage and develop the Council land asset and associated facilities.
- deliver well governed, vibrant, efficient and effective services which maximise the quality and bio-diversity of open spaces, parks, streets and other assets under the division’s control.
- deliver a dignified and efficient bereavement service and provide for future need for burial grounds.
- promote and increase participation in outdoor sport and physical activity with strategic partners from foundation to excellence level through the management and development of facilities.
- encourage community/stakeholder ownership and involve citizens in their neighbourhoods, including parks, streets and open space.
- provide advice to independent community growing projects.



- deliver Dundee's Cycling Strategy which will improve health and encourage sustainable travel.
- partner with City Development in delivery of Dundee's Cycling Strategy which will improve health and encourage sustainable travel.
- promote outdoor access and the use of open spaces, and build on the increased use throughout Covid-19.

CONSTRUCTION SERVICES

Construction Services provide a comprehensive construction and maintenance service on behalf of Dundee City Council to both internal and external customers. With a directly employed workforce of semi-skilled, skilled and apprentice trades persons and professional/support staff. With an annual turnover of £27million the organisation is one of the largest in-house providers of building maintenance services in Scotland and is the largest direct employer of multi-trade construction disciplines within Tayside.

Main activities are:

- major contracts (refurbishment and new build)
- minor/specialist works
- housing repairs & maintenance
- property maintenance (Non-Housing)
- external cyclical maintenance
- gas servicing
- lift maintenance
- electrical testing
- disabled adaptations

FINANCE AND SUPPORT SERVICES

The service provides support to the front-line divisions within Neighbourhood Services to enable them to monitor and manage their resources effectively and sits as a service link with Corporate Services functions including Human Resources, Business Support, Customer Services, Finance and I.T.

The team are responsible for leading the preparation and of the service plans and co-ordinating input to any other strategies. It develops and co-ordinates performance management systems including performance management scorecards and co-ordinates benchmarking for the Association for Public Sector Excellence (APSE), Local Government Benchmarking Framework (LGBF) and Scotland's Housing Network (SHN).

The outposted Health and Safety Team are responsible for developing and co-ordinating the management of health and safety across Neighbourhood Services. This includes advice and assistance to managers and employees on health and safety matters including all notifications under the Reporting of Injuries Diseases and Dangerous Occurrence Regulations on behalf of the Service.

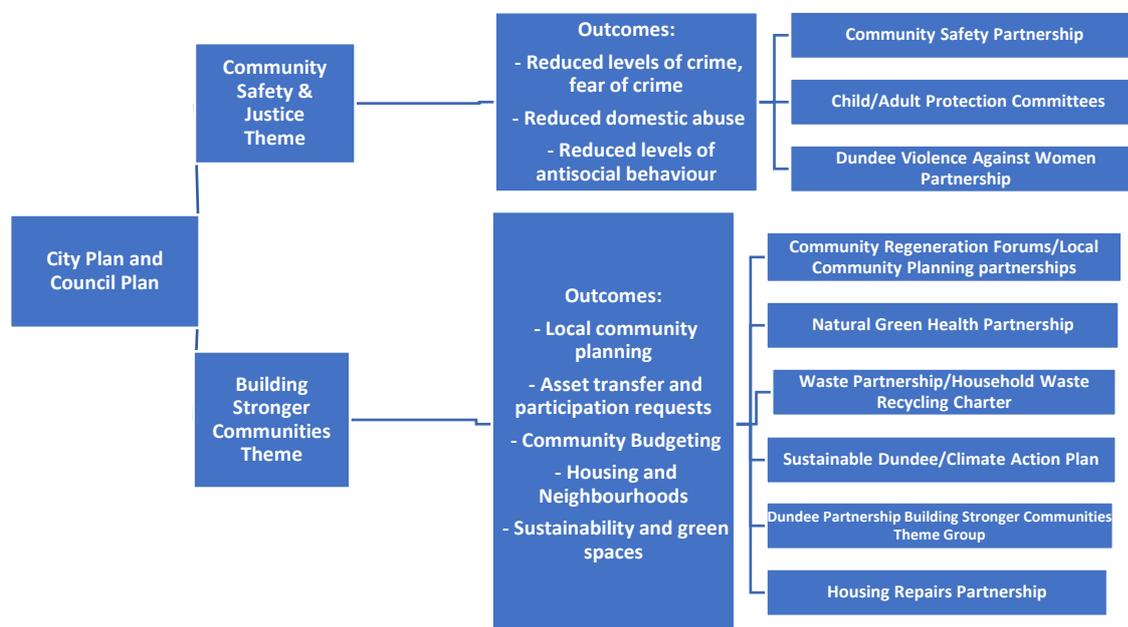
Main activities:

- financial monitoring and budgeting support
- preparation and monitoring of the Service Plans
- develops and co-ordinates performance management systems and benchmarking
- Health and Safety surveillance, promotion and reporting
- co-ordinating complaints and freedom of information requests



STRATEGIC PRIORITY STRATEGY MAP

The following diagram shows how Neighbourhood Services priorities fit with the Council and City Plan. The City and Council Plan themes and outcomes are matched to partnership tools for delivering these priorities together with the other key strategies Neighbourhood Services are charged with delivering.



KEY STRATEGIES

Neighbourhood Services has responsibility for the development and implementation of the following strategies:

Strategies in place	Outcomes	End Date	Review Dates
Housing - 'Not Just a Roof' Housing Options & Homelessness Strategy	Citizens of Dundee will be able to live a fulfilled life in their own home or homely setting. If people do become homeless, they will be able to access quality information, advice and support which will enable them to live a fulfilled life and gain and maintain their own home.	2021	2023
Rapid Rehousing Transition Plan	Rapid Rehousing recognises that a safe and secure home is the best base to build and live our lives. Reducing the time people spend homeless and in temporary accommodation also reduces the damage to people's health and wellbeing that being homeless causes. Where homelessness cannot be prevented, Rapid Rehousing means: A settled mainstream housing outcome as quickly as possible and time spent in temporary accommodation reduced to a minimum. When temporary accommodation is needed the optimum type is mainstream, furnished within a community.	2024	Annually



	<p>For people with multiple needs beyond housing: Housing First is the first response for people with complex needs and facing multiple disadvantages. Highly specialist provision within small, shared, supported and trauma informed environments if mainstream housing, including Housing First, is not possible or preferable.</p>		
Household Waste Recycling Charter and Associated Code of Practice - Waste and Recycling Strategy Action Plan 2020-25 (Zero Waste Plan)	<p>To achieve a zero waste Scotland, where we make the most efficient use of resources by minimising Scotland's demand on primary resources and by maximising the reuse, recycling and recovery of resources instead of treating them as waste.</p>	2025	2025
Dundee Cycle Strategy 2019	<p>Dundee City Council and its partners will enable and encourage more people to cycle more often primarily in order to:</p> <ul style="list-style-type: none"> • Provide a more socially-inclusive transport system; • Improve public health; • Reduce the adverse impacts of transport in Dundee on its communities; and • Promote Dundee as place to visit and stay. 	2026	2026
Community Learning & Development Strategy	<p>The CLD Strategy focuses on the Dundee Partnership's commitment to work together and with local people, in achieving the core purpose of CLD3</p> <ul style="list-style-type: none"> • Improved life chances for people of all ages, through learning, personal development and active citizenship • Stronger, more resilient, supportive, influential and inclusive communities 	2021	2021
<p>Community Learning & Development Plan 2019-24</p>	<p>CLD Partners will:</p> <ul style="list-style-type: none"> • Coordinate the provision of community learning & development with stakeholders • Describe the actions that will be taken to provide and coordinate community learning & development between 1 September 2021 and 31 August 2024 • Describe the actions of partners for the provision of community learning and development from 1 September 2021 to 31 August 2024 • Describe the needs of providing community learning & development that will not be met 	2021	2024



	between 1 September 2021 to 31 August 2024		
Dundee Community Safety Outcome Improvement Plan	<p>On the basis of statistical analysis and consultation, the priority outcomes for Community Safety and Justice as outlined in the City Plan for Dundee are as follows:</p> <ul style="list-style-type: none"> • Dundee has reduced levels of crime • Dundee has reduced levels of domestic abuse • Dundee has reduced levels of re-offending (will be managed via the Community Justice Outcome Improvement Plan) • We have improved safety of our local communities by reducing the risk to life, property and the environment from fire • We have improved road safety in Dundee • Dundee has reduced levels of antisocial behaviour 	2022	2022
Local Housing Strategy 2019-24	The LHS is the primary strategy for the provision of housing and associated services to address homelessness, meeting housing support needs and tackling fuel poverty by ensuring provision of high-quality housing and neighbourhoods where people want to live.	2024	2024
Strategic Housing Investment Plan 2019-24	<p>The Dundee Strategic Housing Investment Plan (SHIP) 2019-24 sets - out the affordable housing investment priorities of the Council and its partners for the period 2019-2024.</p> <p>The Strategic Housing Investment Plan (SHIP) is the key statement on affordable housing development priorities within Dundee. The SHIP is a rolling plan/programme covering a period of five years. It is linked to the Local Housing Strategy (LHS), identifying the affordable housing investment priorities outlined in the strategy.</p>	2024	Annual
Tenant Participation Strategy 2017-21	<p>The Strategy will:</p> <ul style="list-style-type: none"> • Develop a range of opportunities for people to get involved, which reflect local circumstances and allow people to participate effectively. • Build and develop an agreed programme of scrutiny activities with people who use our services. • Ensure all tenants, staff and all other people who use our services, will be given access to adequate levels of training and support that will enable them to participate more effectively. 	2021	2021



	<ul style="list-style-type: none"> • Continuously develop ways of improving communication and information sharing to meet the needs of all. 		
Dundee Biodiversity Action Plan 2020-30	<p>The Scottish Government and Dundee City Council declared a 'Climate Emergency'. Biodiversity is negatively affected by climate change but the ecosystem services it supports make an important contribution to climate change mitigation and adaptation.</p> <p>Dundee City Council, in partnership with other organisations, continues to maintain and enhance a biodiverse, healthy and sustainable environment.</p> <ul style="list-style-type: none"> • By protecting, enhancing and incorporating quality green infrastructure into our urban setting, we will improve biodiversity and help create an environment that is resilient to climate change. • Greenspaces are managed to preserve their wildlife value, as well as to enhance their contribution to the community and its inhabitants. • The wider community understands what biodiversity is, what it means to them and how they can contribute. 	2030	2030
Local Food Growing Strategy	<p>The Local Growing Strategy has a vision of: Dundee will build on its enviable resource of community growing spaces and allotments, working with communities, local people and organisations to enable them to access 'grow your own' opportunities, whilst recognising the value of such growing spaces in reducing food insecurity</p>	2025	2025

City Plan and Council Plan

This Service Plan reflects the next tier of the performance management framework and addresses the key outcomes in the City Plan 2017-26 and Council Plan 2017-22 where Neighbourhood Services are responsible to deliver actions or achieve targets towards improving various outcomes.

Neighbourhood Services is a strategic service area that has responsibility for a wide range of functions organised into the service areas of Housing and Communities, Community Safety and Protection and Environment. It also includes Neighbourhood Services actions required under the City Plan for Dundee 2017-2026 and the Fairness Commission Action Plan 2016.

We are determined to tackle poverty and inequality, and our City Plan 2017-2026 is underpinned by a commitment to this. We will build on the work of the first two Dundee Fairness Commissions and community engagement work such as Engage Dundee in order to do this. Through concerted action during the period covered by the City Plan, we aim to reduce the levels deprivation, and see Dundee achieving the same levels of affluence and inclusion seen across Scotland.

Actions for Neighbourhood Services can be found in the table below:



Action	End Date	Review Dates
Homelessness and Complex Needs - Implement a Lead Professional Model	31 March 2022	Annual
Build 1,000 new units of affordable housing from 2017-2021	31 March 2022	Annual
Increase the number of accredited private sector landlords by 5%	31 March 2022	Annual
Increase the number of private sector landlords signing up to Homefinder Projects to improve standards	31 March 2022	Annual
Develop district heating scheme non-domestic sectors with a view to expanding into households when and where appropriate	31 March 2022	Annual
Provide external wall insulation to 400 private flats per year to reduce fuel poverty	31 March 2022	Annual
Support to enable private tenants to making Repairing Standard referral to the First Tier Tribunal and Third-Party Referrals	31 March 2022	Annual
Apply Care Leaver Protocol to ensure young people exiting care are sustaining tenancies	31 March 2022	Annual

Equalities

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 placed a duty on Dundee City Council and Dundee Education Authority to publish Mainstreaming Equality reports by 30 April 2013 and to report every two years after that on progress. It also requires public authorities to publish a fresh set of equality outcomes every four years.

Actions for Neighbourhood Services can be found in the table below:

Action	End Date	Review Dates
Undertake further consultation with Gypsy/Traveller communities to discuss environmental improvements	March 2022	Annual

Delivery - Performance

The performance framework consists of:

- Key performance indicators and projects already agreed by the Council in the Council Plan, City Plan and Fairness Commission Action Plan.'
- Additional measures to the above so that all Neighbourhood Services are contained within a performance framework (including statutory and regularity indicators).
- Quality performance indicators from the Local Government Benchmarking Framework (LGBF). It should be noted that satisfaction performance indicators are based on the results of the Annual Citizens Surveys except where otherwise described. The plan therefore links Council priorities with service area activities and the associated performance measures and projects.

Measures

The Neighbourhood Services Service Plan comprises a set of key performance targets and indicators and key projects that are aimed to support the delivery of these priorities. Taken from Priorities, any measures/actions in relation to and providing evidence where they sit within each area. Each indicator will provide 3 years' worth of data from baseline with target. This will allow opportunity to changing of targets if too low or ambitious. Actions will provide the priorities it falls within, the desired outcome of the action and the risk. If possible, actions will be in relation to an indicator measure and risk.

- Indicators
- Actions
- Any Risks



MANAGING OUR RISKS

The service has a risk register, which is being reviewed to be aligned with this plan and following the Council's Risk Management Improvement Plan process. The Neighbourhood Services' Risk register is on the Council's Performance Management System (Pentana). Each Head of Service is responsible for reviewing their respective risks on regular basis and the overall register is discussed regularly at Neighbourhood Services Management Team and any mitigating actions are implemented to address areas of concern.

TRANSFORMATION

Within Neighbourhood Services, there has been a wide range of transformation projects implemented over the last 5 years that have contributed to service improvements and our share of corporate budget savings and efficiencies targets. Examples of these reviews have included the following:

- Streetscene Major Service Review
- Implementation of new Energy from Waste, Life Extension Project
- Community Safety Warden Review
- Review of Community Learning & Development Service
- Lettings, Housing Options and Homelessness Service Review
- Changing the waste collection infrastructure for household waste to meet the requirements of the Scottish Government Waste Charter and associated Code of Practice
- Introduction of a permitting scheme for garden waste collections

The Neighbourhood Service Management Team will continue to review all areas of service delivery in line with best practice to identify further opportunities for transformational change wherever possible. These reviews will be developed as part of the Council's wider transformation agenda.

WORKFORCE PLANNING

Workforce planning will ensure that we have the right people, in the right place, at the right time and who have the right skills, knowledge and attitudes to provide services confidently, competently and in partnership. The recent Best Value Action Plan included a recommendation that each service assesses their current workforce skills against future needs to determine any skills gap and succession planning to meet the Council's priorities. Key processes such as Employee Development & Progress Review are already in place and the development of the wider Neighbourhood Services Workforce Plan is under way and will be implemented over the course of this service plan.

Neighbourhood Services - Service Plan 2021-2024



The following key performance targets, indicators, projects and actions are aimed to support the delivery of the service strategic priorities below:

1. Reducing levels of anti-social behaviour.
2. Creating stronger, more resilient, influential and inclusive communities and neighbourhoods.
3. Improving the life chances for people of all ages through learning, personal development and active citizenship.
4. Keeping people safe and protected from health hazards.
5. Providing a fair-trading environment for consumers and businesses.
6. Improving the housing quality of social housing and private sector tenants especially the elderly and those vulnerable to adverse living conditions.
7. Leading the city in safeguarding the environment and enhancing health for current and future generations incorporating the principles of climate change adaptations and the Dundee city climate action plan.
8. Recycling waste to meet Scotland's zero waste ambitions.
9. Providing sustainable waste management systems which comply with national policy and legislation and achieve Scottish government targets.
10. Implementing air quality strategies supporting cleaner air for Scotland.
11. Managing our public open spaces and outdoor sporting and recreational facilities which supports our Biodiversity Action Plan and associated duties.

PERFORMANCE INDICATORS

Strategic Priority	Indicator Title	Performance 2018/19	Performance 2019/20	Performance 2020/21	Target 2020/21	Target 2021/22 and onwards
6	Percentage of tenants satisfied with the overall service provided by their landlord	90%	90%	80.8%	90%	90%
6	Percentage of tenants satisfied with overall quality of home	91%	91%	76.4%	91%	91%
6	Number of Council and Registered Social Landlord new housing completions	161	58	27	200	200
4	% of gas safety certificates obtained within 12 months	99.88%	100%	100%	100%	100%



Strategic Priority	Indicator Title	Performance 2018/19	Performance 2019/20	Performance 2020/21	Target 2020/21	Target 2021/22 and onwards
2	Percentage of new tenancies sustained for more than one year	83.73%	85.49%	93.8%	90%	90%
6	% of lets to statutory homeless	43.4%	46.6%	56.8%	55%	55%
6	Average length of time taken to complete emergency repairs	8.24 hours	8.72 hours	5.93 hours	6 hours	6 hours
6	% of reactive repairs completed within timescales	84.58%	83.99%	88.27%	85%	85%
6	% of reactive repair jobs completed right first time	83.39%	83.08%	88%	85%	85%
6	Average days taken to re-let properties	52.16 days	48.18 days	110 days	45 days	45 days
2	% of lets to BME groups	3.0%	3.2%	1.72%	3.3%	3.3%
6	% of tenancy offers refused during the year	46.65%	43.17%	47.39%	47%	47%
6	% Gross rent arrears	7.94%	8.0%	9.75%	6.4%	6.4%
6	% of rent lost through properties being empty	1.46%	1.57%	2.66%	1.5%	1.5%
6	Average time to complete non-emergency repairs	5.15 days	5.08 days	5.88 days	9 days	9 days
6	Percentage of Council dwellings that are energy efficient (ESSH)	84.2%	85.9%	87.1%	100%	100%
3	Number of Dundee Citizens engaging in CLD Programmes	6,793	6,466	1,932	3,000	3,000
3	Percentage of Dundee Citizens from SIMD 1&2 (20% SIMD Rank)	58.73%	59.02%	59.89%	60%	60%
3	Number of Recovery & Resilience Sessions (Capacity Building)	n/a	n/a	1,101	1,000	1,000
3	Total number of targeted groupwork sessions	n/a	n/a	866	1,000	1,000

Neighbourhood Services - Service Plan 2021-2024



Strategic Priority	Indicator Title	Performance 2018/19	Performance 2019/20	Performance 2020/21	Target 2020/21	Target 2021/22 and onwards
2	Total number of individuals supported to reduce risk and promote positive outcomes (1 to 1 support).	n/a	n/a	700	630	630
3	Number of attendances by young people engaged in diversionary learning programmes.	n/a	n/a	5,912	12,000	12,000
2	Number of people attending community centres.	n/a	n/a	54,393	70,000	70,000
2	Number of people consulted on community planning Issues (including engagement events, consultations, on-line/off-line).	n/a	n/a	1,844	2,500	2,500
2	Number of initial enquiries & pre-applications for asset transfer.	n/a	n/a	4	8	8
8	Percentage of household waste recycled or composted	40 %	35.8%	38.42%	48%	48%
8	% of household waste landfilled	7%	8%	7%	7%	6.5%
9	Percentage of adults very satisfied or fairly satisfied with refuse collection	99%	96%	97%	97%	99%
9	Street cleanliness score - Streets cleaned to an acceptable standard	94%	92%	90%	92.4%	94%
9	Percentage of adults very satisfied or fairly satisfied with the cleanliness of streets	95%	96%	96%	96%	97%
11	Percentage of citizens very satisfied or fairly satisfied with quality and maintenance of and open spaces	99%	99%	97%	97%	99%
11	Percentage of residents who were very satisfied or fairly satisfied with the natural environment in the neighbourhood	100%	100%	100%	100%	100%

Neighbourhood Services - Service Plan 2021-2024



Strategic Priority	Indicator Title	Performance 2018/19	Performance 2019/20	Performance 2020/21	Target 2020/21	Target 2021/22 and onwards
11	Percentage of residents who were very satisfied or fairly satisfied with areas for children to play outside	90%	85%	93%	93%	93%
7	Percentage of residents who felt that their neighbourhood was a very good or fairly good place to live	98%	98%	98%	98%	99%
11	Increase the number of Keep Scotland Beautiful (KSB) Green Flags awards achieved	6	6	6	7	7
11	Retain the KSB Beach Award (Broughty Ferry)	1	1	1	1	1
11	Retain the KSB City Category Award	1	1	1	1	1
4	Percentage of serious health and safety accidents and incidents receiving a response within 48 hours	97%	100%	100%	97%	97%
4	Percentage of communicable disease cases and outbreaks investigated within 48 hours of being brought to our attention	100%	100%	100%	100%	100%
4	Percentage of food premises deemed to be broadly compliant	86.5%	82.9%	94%	92%	92%
6	Percentage of registered private landlord sector properties managed by an accredited landlord or letting agent	23.3%	28%	31%	25%	25%
6	Total number of accredited private landlords	151	147	149	187	187
1	Number of anti-social behaviour complaints	1,821	1,733	1,946	1,670	1,587
Other	Average FTE sick days lost per FTE Employee	11.39 days	16.19 days	29.45 days	10 days	10 days

Neighbourhood Services - Service Plan 2021-2024



Strategic Priority	Indicator Title	Performance 2018/19	Performance 2019/20	Performance 2020/21	Target 2020/21	Target 2021/22 and onwards
Other	Health and Safety - Reduction in number of days lost due to health and safety incidents	159 days	210 days	137 days	218 days	218 days
Other	Reduce the number of occupational health surveillance appointments not attended	37	58	47	48	48
Other	Percentage of staff receiving an Employee Performance and Development Review within 12 months	n/a	77%	0%	100%	100%

n/a denotes not available due to the following:

- It is a new performance indicator where there is no historical data.
- Current results have yet to be published.
- Data collection systems are being reviewed



ACTIONS

The following key actions are aimed to support the delivery of the service strategic priorities:

ACTIONS Strategic Priority	Action Title	Outcome	Service	Due Date
3	Work with schools to provide enhanced provision to support S1-S3	Increased levels of confidence and improve mental health and wellbeing within this age group	Communities	March 2022
8	Deliver a new Waste to Energy Plant	A modern energy from waste plant which will generate electricity and steam for local use whilst meeting the Scottish Government's Zero Waste priorities	Environment	June 2021
7	Review and advance the 'Take Pride in Your City' campaign	More individuals and groups making a difference in neighbourhoods, parks and open space on littering, dog fouling, fly-tipping, discarded chewing gum	Environment	December 2021 (annually)
10	Working with City Development to deliver the 2017 Programme for Government commitment of introducing a Low Emission Zone in Dundee	Working alongside City Development and key stakeholders as a part of the Dundee Low Emission Zone Delivery Group to identify the most appropriate design for the low emission zone and introduce this as per the appropriate legislation once finalised	Community Safety and Protection	May 2022
5	Produce a detailed operational plan for trading standards incorporating projects to meet statutory requirements. The plan includes intelligence led projects designed to meet the changing needs of consumers/business and reflects the Consumer Protection Partnership national priorities	Meeting statutory targets and providing a fair-trading environment for consumers and businesses	Community Safety and Protection	March 2022
2	Complete the annual rent consultation exercise	Improved customer satisfaction with communication and consultation	Finance & Support Services	January 2022 (annually)
6	Complete the Annual Return on the Charter (ARC) for the Scottish Housing Regulator	Compliance with legislation	Finance & Support Services	May 2021 (annually)

Neighbourhood Services - Service Plan 2021-2024



2	Develop/review departmental systems for monitoring and reviewing service user feedback and implementing improvements	Improved efficiency and performance	Finance & Support Services	September 2021
Other	Review management of risk assessment process including development of inventory and completion of Annual Assurance statements	Improved health and safety procedures. Creating a safe environment for our staff and service users.	Finance & Support Services	June 2021 (annually)
6	Review Not Just a Roof Housing Options and Homelessness Strategic Plan 2016 – 2021	Prevention of homelessness Positive experiences of supports and services Living a fulfilled and healthy life	Housing	March 2022
6	Undertake a review of Year 2 - Rapid Rehousing Transition Plan and reflect the impact on the strategic plan due to Covid-19	Prevention of homelessness Positive experiences of supports and services Living a fulfilled and healthy life	Housing	June 2021



RECOVERY PLAN

The following actions are taken from the Covid-19 Recovery Plan which are to be taken forward into the Service Plan:

Strategic Priority	Action Title	Service	Due Date
6	Support the delivery of ultrafast broadband to all council tenants in partnership with the private sector.	Housing	March 2023
6	Implement a roadmap for recovery to allow for the safe reopening of sheltered complexes across the City.	Housing	December 2021
6	Undertake a risk-based assessment of Dundee City Council new build programme for affordable housing. The overall aim of this exercise is to predict where the best options exist to minimise the risk in relation to time and cost delays in gaining necessary approvals and commencing on site.	Housing	March 2022
6	Undertake a review as part of the Rapid Rehousing Transition Plan of the impact of Covid-19 for Temporary Accommodation.	Housing	November 2021
2	Refugee Programme - expectation is that approx. 4-6 families to arrive each year once normal services resumed.	Housing	March 2022
2	Implement city wide engagement strategy including 3-year cycle of Engage Dundee – Local Community Plans – Engage Dundee – Plan reviews	Communities	April 2022
2	Currently engaging with Dundee Association of Local Management Group to develop the service recovery plans their programmes in community centres, once all services can open. Ongoing work to be progressed in line with easing of lockdown restrictions	Communities	April 2022
2	Supporting network of Community groups including CCs, DFTA CRF and NRS to look at their role beyond lockdown. Look at external funding and income generation for LMGs	Communities	April 2024
3	Review of ESOL & Literacies Team as part of service re design.	Communities	April 2022
4	The Recovery Friendly agenda is taken forward in local communities in a safe manner and includes new actions relevant to the impact of the pandemic on people in recovery.	Communities	April 2024
9	Route re-development due to anticipated reduction in capability to achieve daily collection targets.	Environment	February 2022
9	Review of collection frequencies for general waste and recycling streams to meet budgetary targets. Route changes through introduction of new policies covering side waste, multiple general waste bins and contamination	Environment	February 2022



9	Review of fleet requirements once the effect of measures such as collection frequency changes, workload capability and social distancing arrangements are known. Determine the requirement for further additional modifications.	Environment	March 2022
9	Revised programme for internal waste project covering remaining schools, offices and council building	Environment	September 2021
8	Updated replacement and refurbishment programme for all recycling points	Environment	August 2021
8	Develop re-use policy	Environment	November 2021
8	Deposit Return Scheme – forecast effect on each waste stream including costs and benefits	Environment	December 2021
9	Review revised Waste Charter Code of Practice once published & conduct impact/cost-benefit analysis	Environment	July 2021
8	Management of contractual variations associated with transitional phase arrangements between current and new stages of contract e. potential supply arrangements with Michelin Scotland Innovation Parc	Environment	December 2021
8	Assess any wider implications impacting on the contract within the context of the Council's Waste & Recycling Strategy	Environment	Post-introduction of the relevant policies contained in the Council's Waste & Recycling Strategy.
8	Upon this project advancing, detailed evaluation of the Life Extension project to be undertaken after first full year of project completion. Review to identify projected revenue and anticipated range of programme and related critical success factors.	Environment	June 2022