

ITEM No ...3.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 25 SEPTEMBER 2023
REPORT ON: SERVICE PLAN FOR CITY DEVELOPMENT 2023-2028
REPORT BY: EXECUTIVE DIRECTOR OF CITY DEVELOPMENT
REPORT NO: 266-2023

1 PURPOSE OF REPORT

1.1 To present the Service Plan for City Development for the period 2023-2028.

2 RECOMMENDATIONS

2.1 It is recommended that Committee approve the attached service plan.

3 FINANCIAL IMPLICATIONS

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

4 BACKGROUND

4.1 Following the Council adopting the City Plan 2022-2032 (Article II of Policy and Resources Committee on 26 September 2022, Report No 255-2022, refers) and agreeing its new Council Plan for 2022-2027 on 5 December 2022 (Article II of Policy and Resources Committee on that date, Report No 280-2022, refers) individual service plans require to be updated and aligned. This Service Plan reflects the next tier of the performance management framework and addresses the key outcomes in the City Plan 2022-2032 and Council Plan 2022-2027.

4.2 The City Development Service Plan sets out the strategic direction for the service for the next five years (financial years 2023/2024 to 2027/2028) and outlines the key priorities and improvements which the service intends to deliver, based on the financial and employee resources which are expected to be available. It also sets out in more detail the service's key responsibilities and identifies the key actions to be undertaken to meet these priorities, as well as the performance indicators which will be used to monitor progress.

4.3 City Development manages the Council's corporate property portfolio and leads a number of important statutory functions like Planning and Building Standards and safety and compliance for the Council estate. We have the reputation as being one of the greenest Councils in Scotland, and the Service has responsibility for Dundee's Sustainability work, tackling the Climate Emergency and reducing Dundee's Carbon Emissions. Our Fleet Team, is recognised as one of the best in the UK for its efforts to move to a zero-emission and our Sustainable Transportation and Roads division is leading the way in attracting investment in active and sustainable travel.

4.4 City Development leads the transformation of the city's economy, built environment and transportation. We drive forward the £1.6 billion redevelopment of Dundee's Waterfront and work with the business community to increase employment through Discover Work Dundee, Invest in Dundee and help support the city centre. The Service also leads the Dundee Partnership's Fair Work and Enterprise, Discover Work, Tourism and Climate Change partnerships, and the £700m Tay Cities Deal Programme Management Office is hosted by City Development.

4.5 The service is committed to partnership working to deliver the city's objectives. Our multi-disciplinary approach, with strong in-house City Engineers and Architectural Services, has a long track record of success, with a common goal of creating jobs, raising the quality of life and improving the environment in the city.

- 4.6 The **key priorities** for City Development Department over the lifetime of the Service Plan are:
- a delivering a series of **Sustainable Transport** interventions, outlined in the Sustainable Transportation Delivery Plan 2024-2034, to help reduce carbon emissions, reduce dependence on cars, and improve air quality;
 - b continuing the **Property Rationalisation Programme** to reduce the amount of property occupied by the council - we currently spend around £30m annually on maintaining property and we need to realign this to focus on service delivery rather than keeping unnecessary buildings open; Our Property Rationalisation Programme is intended to improve the overall condition of our estate, reduce energy consumption and climate emissions, and bring our building footprint down closer to the average of similar Councils across Scotland;
 - c review the **Dundee Local Development Plan**, setting out the Council's land use planning strategy for the next 10 years and fulfilling the requirements of the Scottish Government's National Planning Framework 4;
 - d **job creation** remains at the heart of what we do, and we will accelerate key strategies in locations such as Dundee Waterfront, the city centre, Michelin Scotland Innovation Parc and Dundee Technology Park to ensure that they are delivering more jobs and investment;
 - e **climate change and sustainability** are key priorities for the Council, and we will deliver a series of short-term interventions to highlight the Council's commitment to addressing the climate emergency and support the asset investments made to reduce carbon emissions, including potential;
 - f the **staff** of City Development are at the heart of our success, and we will continue develop workforce planning for each of the three divisions. City Development has an ageing workforce profile and we will work to bring new talent into the service including graduate and apprentice positions;
 - g We will implement the priorities identified in the **City Centre Strategic Investment Plan** as a key corporate document. The Plan has been well received by the business and developer communities, and is already shaping an investment programme, and helping to attract new investment in the city centre as we recover from the impact of COVID-19;
 - h building on the success of V&A Dundee, we will work with partners to take forward **proposals** for Eden Scotland and the E-sports/entertainment arena in Dundee Waterfront. We will also deliver the Tay Cities Deal and the Dundee projects supported by the programme;
 - i **Construction** is one of the key local sectors and house building numbers is a key measure of how effective we are. In both 2021/2022 and 2022/2023 we exceeded our housebuilding targets and doubled the number of houses built in previous years. By removing barriers to brownfield development and ensuring the planning system helps accelerate sustainable development, we will provide homes at all levels of the market, regenerate communities and create jobs – with each house built sustaining two jobs in the construction sector for a year; and
 - j **Risk Management** - the service maintains risk registers for relevant projects and programmes, and these are reviewed regularly to align with this plan and following the Council's Risk Management Improvement Plan process;
- 4.7 The City Development Service Plan sets out performance measures and actions for each specific service area. Performance in relation to these measures and actions will be monitored in accordance with the Council's Performance Management Framework and reported to Committee on a twice-yearly basis.
- 4.8 The first performance report in relation to this service plan will be presented in June 2024 and will report on performance for Quarters 1 and Quarter 2 of financial year 2023/2024.

5 CITY DEVELOPMENT'S SERVICE PLAN

- 5.1 The key priorities for the City Development over this five-year period will be closely aligned with the priorities set out in the Council Plan 2022-2027:
- reducing child poverty and inequalities in incomes, health, and education;
 - delivering inclusive economic growth;
 - tackling climate change and achieving net zero emissions by 2045;
 - building resilient and empowered communities; and
 - designing a modern Council transformation programme for financial sustainability.
- 5.2 The City Development Service Plan is the overarching document which sets out - for elected members, other services, and our employees - the programme of work and improvement activity within City Development. It sits alongside the service's project and performance management procedures, Risk Register, and future Workforce Plan. The service has operational actions and project plans which sit beneath this Plan and provide more details on how specific programmes will be progressed.
- 5.3 The Service Plan sets out performance measures and actions showing how the service is contributing to each of the Council's priorities. The tables include the actual and target data for last financial year to set performance baselines, where available, to transition to the new service plan. Performance in relation to these measures and actions will be monitored in accordance with the Council's Performance Management Framework and will be reported to Committee on a twice-yearly basis.
- 5.4 For this Service Plan, the first performance report will be presented in April 2024, and will cover performance for financial year 2023/2024.

6 POLICY IMPLICATIONS

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

7 CONSULTATIONS

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

8 BACKGROUND PAPERS

- 8.1 None.

Robin Presswood
Executive Director of City Development

Dundee City Council
Dundee House, Dundee

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City Development Service Plan 2023 - 2028



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FOREWORD

Dundee faces significant challenges in its economy, improving the built environment, addressing climate change, reducing property costs and improving quality for service users and staff alike. We also lead the Council's efforts to help some of the 11,000 Dundonians without work into a job, training or education. To address these challenges, the team at City Development have adapted to new ways of working and accessing services.

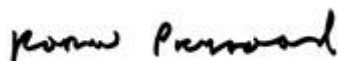
We lead on sourcing and securing external funding to support the creation, adaptation, and improvement of the city's infrastructure, and improving its economic outcomes. We have also introduced new initiatives around active travel, with school streets and outdoor hospitality policies introduced to manage increased footfall in public spaces.

We have delivered some of the most innovative and exciting projects in the country and all our staff should be proud of our track record in such a challenging year:

- Radio 1's Big Weekend brought an incredible weekend of performances from some of the biggest names in music to Camperdown Park, Dundee. It took place from May 26-28 2023, with star names taking part including Lewis Capaldi, Jonas Brothers, The 1975, Niall Horan, Anne Marie, Becky Hill and Wet Leg. Over 81,000 people attended the event, enjoying four stages of music across three days at the biggest music festival held to date in Dundee. Feedback has been overwhelmingly positive with locals and visitors alike soaking up the sunny atmosphere;
- our Planning and Building Standards colleagues have supported the construction sector in delivering over 3300 housing completions over the past 10 years, with significant growth in completions over the past two years;
- launching the Dundee Climate Leadership Group to oversee the city's journey towards net zero carbon, and creating a new climate change team within Planning and Economic Development;
- our Employability Pathway supported over 1500 people into a positive destination between October 2019 and March 2023;
- to support decarbonisation, we have installed solar canopies in three our multi-story car parks and two of our operational depots. In addition to harvesting green energy at source we have also reduced our energy consumption through the completion of the LED street lighting conversion programme which has halved energy use and reduced annual CO2 emissions by 5 tonnes compared to 2012 levels;
- we have continued to reduce emissions from the Council's fleet and have the highest proportion of public sector zero emission vehicles in Scotland. To support public and business transition to electric vehicles we have expanded public charging provision including the opening of the new 4th EV hub in April 2023;
- the transformation of the city's economy is continuing, with over 1,200 new jobs in the waterfront area against a target of 3,000. Growth continues in key sectors including renewables and low carbon, computer games, digital and cyber-security, life sciences and tourism. City Development has also worked with our colleagues at Scottish Enterprise to help major employers such as ATS/Embark and BT to help safeguard around 1300 jobs in the city;

- the Tay Cities Region Partnership, supported by the Programme Management Office (PMO) continues to drive forward the Tay Cities Region Deal with a total investment by UK and Scottish governments of £300m, and leverage of £400 million pounds of matching investment within the Region. This investment will support 6,000 jobs across the region;
- Tay Cities funding has helped progress Dundee projects through the Tay Cities Region Deal at cyberQuarter, Growing the Tay Cities Biomedical Cluster, the 5G Digital Testbed and Discovery Point Transformed;
- continued to grow the number of community leased or transferred Council buildings as part of the Council's Property Rationalisation programme, supporting positive social change;
- maintained occupancy rates in our commercial property portfolio at over 90% despite continued worldwide and UK economic uncertainty;
- published an ambitious 30-year City Centre Strategic Investment Plan. A range of projects, both large and small scale, have been implemented or approved to kickstart regrowth of the city centre, with a particular focus on doubling the number of residents in the heart of the city;
- as part of recovery measures, we have adopted a new policy to considering proposals for outdoor hospitality; worked with the Chamber of Commerce to develop a Love Dundee Local campaign; and supported the tourism sector through a marketing campaign;
- education and community facilities continue to be improved with the East End Community Campus now commenced on site with the construction phase of the project, and the refurbishment of Olympia near completion;
- collaborating with our neighbouring Perth & Kinross authority has provided the opportunity to expand Harris Academy with works progressing on site;
- completion of a new residential facility for care experienced children and young people;
- Broughty Ferry to Monifieth Active Travel initiative progresses on site with initial phases complete, delivering new cycle and footpath along the Broughty Ferry esplanade;
- final phases of the Broughty Ferry Flood prevention scheme completed; and
- delivery of a salt barn for enhanced winter maintenance storage to reduce wastage of salt.

This Service Plan sets out the key priorities for the coming five years, providing a more detailed overview of the work of the three services which comprise City Development – Design and Property, Planning and Economic Development and Sustainable Transport and Roads.



Robin Presswood
Executive Director of City Development

CITY DEVELOPMENT

City Development leads the transformation of the city’s economy, built environment and transportation. We drive forward the £1.6 billion redevelopment of [Dundee's Waterfront](#) and work with the business community to increase employment [Discover Work Dundee](#), [Invest in Dundee](#) and help support the city centre.

We lead the Dundee Partnership’s Fair Work and Enterprise, Discover Work and Tourism Partnerships, and have responsibility for Dundee’s Sustainability work, tackling the Climate Change Emergency and reducing Dundee’s Carbon Dioxide Emissions.

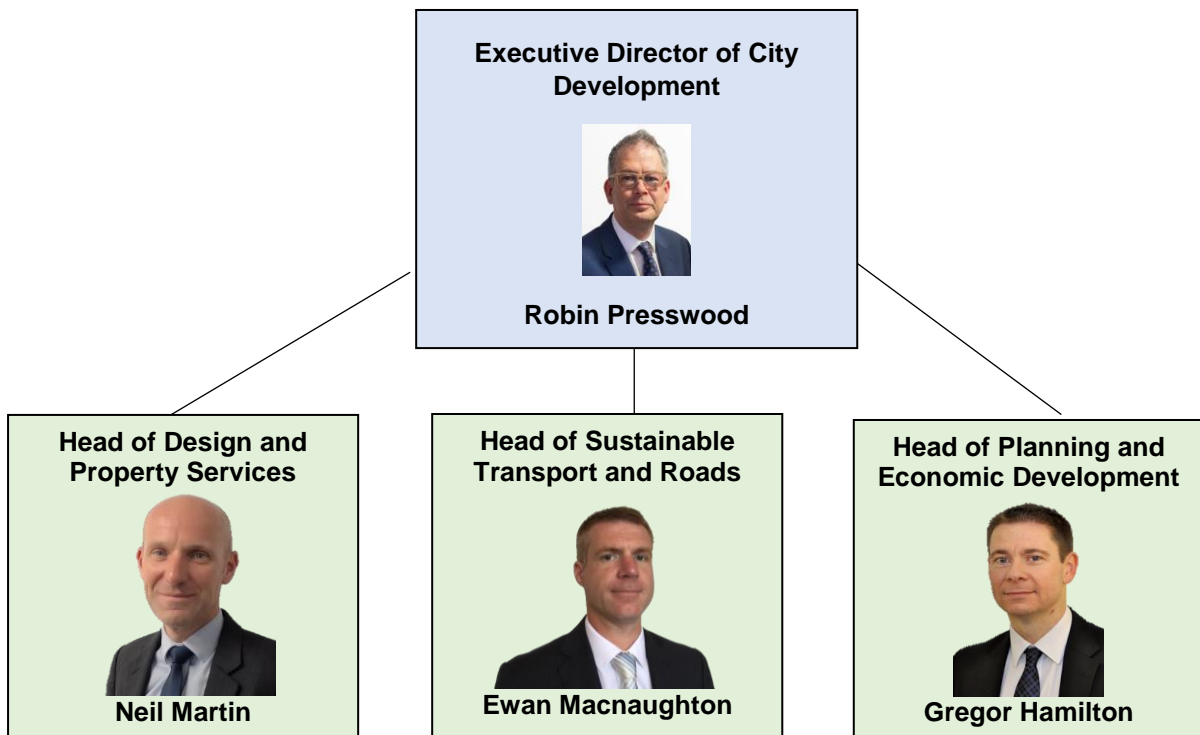
Dundee’s economy is transforming rapidly, and thanks to partnerships with the local Universities and Dundee and Angus College, is rapidly transforming into a Tech led economy with world-class research. Growth in tourism and low carbon industries ensure that there are job opportunities for those without Higher Education qualifications, and our employability programmes are supporting significant numbers of clients back into the workplace.

The £700m Tay Cities Region Deal Programme Management Office (PMO) is hosted by Dundee City Council as the Accountable Body. It sits within City Development. The Deal will transform the Region’s economy and help secure a massive boost in the Region’s Culture and Tourism sector, building on the success of V&A Dundee.

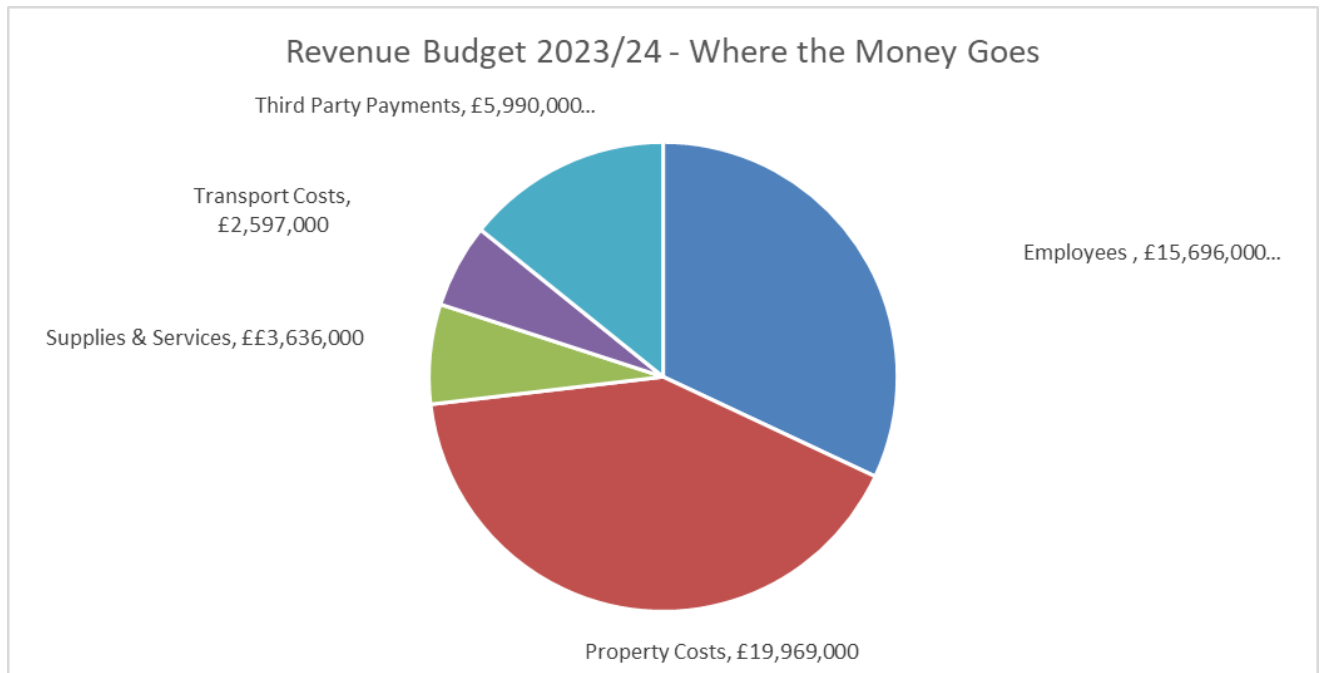
We manage the Council’s corporate property portfolio and lead a number of important statutory functions including Planning and Building Standards and Safety. We have the enviable reputation as having one of the greenest Council vehicles fleets, led by our Fleet Team, and we are setting new records for attracting investment in active and sustainable travel.

The service is committed to partnership working to deliver the city’s objectives. Our multi-disciplinary approach, with strong in-house Architectural Services and City Engineer has a long track record of success, with a common goal of creating jobs, raising the quality of life and improving the environment in the city.

CITY DEVELOPMENT MANAGEMENT STRUCTURE



CITY DEVELOPMENT BUDGET



*excludes on-street car park budget

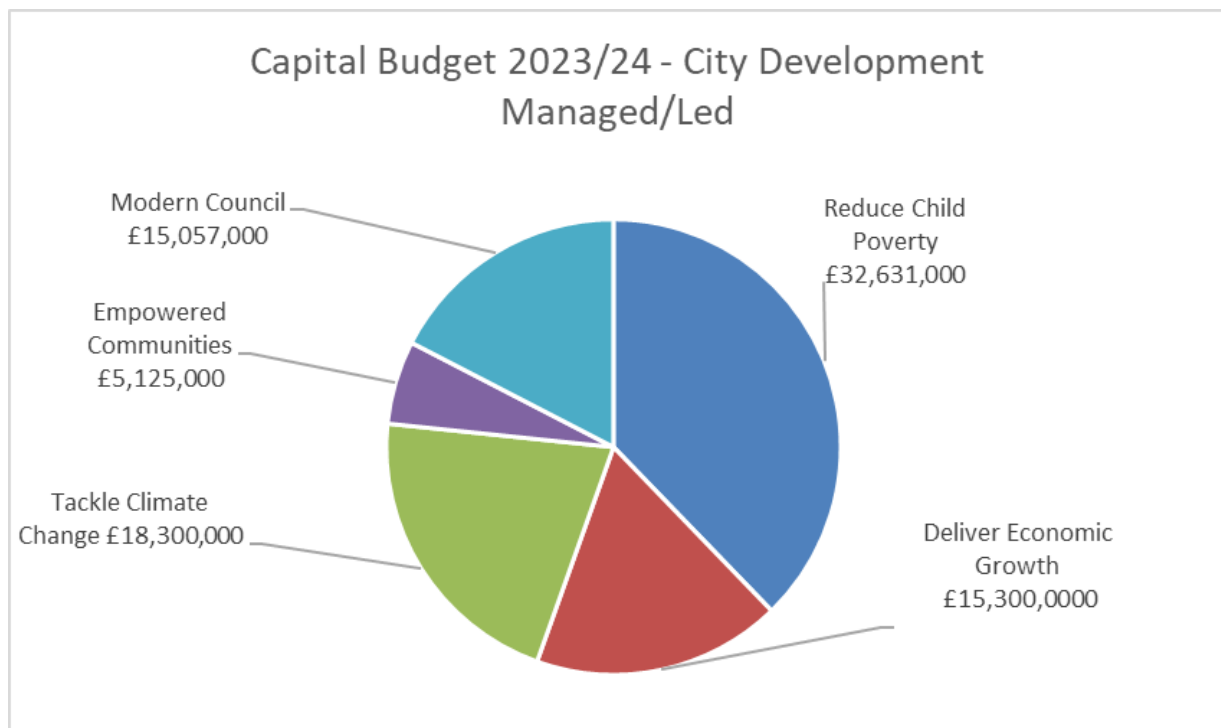
SUMMARY OF BUDGETED INCOME 2023/2024

Service	£000	Description
Planning and Economic Development	2,591	Planning fees, Building Warrant, ESF and ERDF funding for Employability and Business Gateway respectively.
Design and Property	13,889	Mainly from property rent income £5.3m; fee recovery of £7m through Architecture and Engineer's services.
Sustainable Transport and Roads	13,649	Mainly from off-street car parking income £4m; on-street car parking income £1.6m fee recovery of £7m by Fleet service.
Dundee Growth Accelerator	3,005	Recovery of annual grant by meeting targets such as international visitors, additional jobs created and economic growth by Dundee Central Waterfront projects including V&A, Railway Station units and Office buildings. The annual grant to cover the prudential borrowing costs committed in building various Central Waterfront projects.
Total	33,134	

CAPITAL BUDGET

The table and graph below detail Capital Expenditure projects, where City Development leads or manages the projects, as per the Capital Plan 2023 – 2028:

Project/Nature of Expenditure	2023/2024 £000's	2024/2025 £000's	2025/2026 £000's	2026/2027 £000's	2027/2028 £000's
Reduce Child Poverty and Inequalities in incomes, Education and Health	32,631	44,473	17,191	6,753	-
Deliver inclusive Economic Growth (Including Community Wealth Building)	15,300	6,361	3,500	700	1,279
Tackle Climate Change and reach Net Zero Carbon Emissions by 2045	18,300	4,440	2,050	1,300	1,300
Build Resilient and Empowered Communities	5,125	5,125	5,010	4,750	4,750
Deign a Modern Council	15,057	11,730	7,213	5,713	3,975
Total Gross Expenditure	86,413	72,129	34,964	19,216	11,304



WHAT WE DO

Planning and Economic Development Division

The Planning and Economic Development service supports the Council Plan through the delivery of a range of functions that seek to ensure a strong and sustainable city economy and an excellent quality of life.

The work of the Planning and Economic Development Division is split across the following areas.

Planning Service

The Planning Service carries out several statutory and non-statutory functions which support sustainable economic growth and assist in protecting the city's built and natural environment. The Planning Service prepares and monitors the implementation of the Dundee Local Development Plan and assists the preparation of the Regional Spatial Strategy. It undertakes the Housing Land Audit, Business Land Audit, and Vacant and Derelict Land Survey. The Team also produces area-based frameworks, strategies and other plans, and leads on physical regeneration projects, including public art.

The Planning Service is also responsible for the determination of planning, listed building consent, conservation area consent, advertisement consent, hazardous substance consent, tree works applications and planning enforcement service and offers pre-application advice.

Building Standards Service

The Building Standards Service discharges statutory functions on behalf of the Council including verifying building warrants and completion certificates, inspecting houses in multiple occupation, enforcement of unauthorised work, issuing temporary raised structure consents, administering the certification of sports ground safety and administering the Council's responsibility for public safety dangerous and defective buildings.

Economic Growth

The Economic Growth Team is tasked with leading on the delivery of the economic priorities for the city as set out in the Council Plan, City Plan and the Tay Cities Regional Economic Strategy. The team leads on engagement with the business community in the city, manages and delivers business support activity through Business Gateway Tayside and associated financial support programmes, supports inward and mobile investment through Invest in Dundee, and specific programmes of support to key industries in the city including Energy, Digital and Life Sciences. The team also delivers new economic infrastructure and wider investment in the city supported by the Tay Cities Deal and other national funding. The Team also contributes towards strategic elements of employability in the city through our participation in the Discover Work Partnership and manages the investment of national funding streams for delivery of support to priority client groups across the city.

City Promotion

The City Promotion Team is responsible for a range of activities that contribute to how the city is perceived and its reputation as a place to live, work, invest and visit. The Team leads on delivering the city's Tourism Strategy and co-ordinating the Dundee Tourism Leadership Group. The team delivers the Dundee City Region Convention Bureau who work with hospitality/industry partners and leading institutes to attract business events to the city. We deliver key events including Summer Streets Festival and Christmas activities and work with

wider event sector to attract and deliver events in Dundee's parks and public places. The team also supports the management of the city centre, working closely with stakeholders to improve city centre facilities, promote the shopping and hospitality sector, attract businesses and visitors and promote a safe, crime free environment.

Adult Employability

The Adult Employability Team delivers services to jobless citizens aged 25 and over, supporting people into work through the employability pathway of targeted support. The service's priority client groups in the city include those long-term unemployed, people living in SIMD areas of the city, and older unemployed, especially male. The team also delivers a Humanitarian and BME Employability Service that supports jobless citizens from the BME community and Refugees ("New Scots") who have re-settled in Scotland. The service spans all five stages of the employability pathway, with particular emphasis on working with key partners to provide a holistic approach to living and working in Scotland. The Team is focussed on moving clients into fair and sustainable employment and supporting employers meet their recruitment needs.

Sustainability and Climate Change

The Sustainability and Climate Change Team supports Chief Officers across the Council in the strategic delivery of the Council's sustainable development, climate emergency and carbon management commitments. Areas of responsibility include: developing a Local Heat and Energy Efficiency Strategy and Delivery Plan as well as a Local Area Energy Plan for the city; coordinating delivery of the Council's actions set out in its Net Zero Transition Plan; developing and implementing the city-wide Dundee Climate Action Plan in partnership with the Dundee Climate Leadership Group; CDP reporting; embedding sustainability in the delivery of Council services in order to reduce carbon emissions; monitoring, auditing and reporting on Council performance via Public Bodies Climate Change Duties and carbon accounting; facilitating joint funding initiatives and inter-agency projects including development of Heat Networks and Climate Adaptation projects and annual awareness campaigns as well as promoting awareness of Sustainable Dundee.

Tay Cities Programme Management Office (PMO)

A small team of officers hosted by the Lead Authority Dundee City Council to coordinate the operational tasks needed to implement the delivery of the Deal on behalf of the Tay Cities Region Deal Partnership.

The Tay Cities partnership comprises Angus, Dundee City, Fife, and Perth and Kinross councils; the Higher Education and Further Education sector; the business sector; the region's third sector interface bodies; Scottish Enterprise and Skills Development Scotland. Sharing the banks of the River Tay, they have a long history of collaboration to build on. The Deal will further energise activity to deliver improved outcomes for the region's people, places, businesses, and communities.

The Governance and background of the Deal are set out in the [Deal Document](#). The Partnership have also produced two Annual Reports – one in [March 2022](#) and one in [March 2023](#) – that provide the most current position with regard to the delivery of the Deal.

Sustainable Transport and Roads Division

The Sustainable Transport and Roads service is responsible for ensuring the safe movement of goods and people allowing for economic and social development within the city.

As part of this responsibility the service undertakes management and maintenance of the Council's transport assets which include vehicles, roads, street lighting, car parks and traffic signals, to ensure safe and efficient access to users.

The service's core objectives are aligned to delivering a transition to sustainable forms of transport including an increase in active travel and low carbon transport. The service is delivering these objectives through promotion of low carbon transport, smart mobility and sustainable travel options, and building the associated infrastructure to support the requirements of future transport networks.

The remits of the Division's 5 service areas are as follows.

Roads Maintenance Partnership

The Roads Maintenance Partnership is a Partnership between Dundee City Council and Tayside Contracts and is responsible for the management and maintenance of the Council's 550km (342 miles) adopted road network, and 900km (560 miles) footway network. The principal remit of the Partnership is to manage the functionality and operability of the road and footway network by maintaining the asset in a safe and serviceable condition, and planning roadworks to minimise disruption to users. The Partnership is responsible for routine and safety inspections in accordance with the Council's Inspection and Defect Categorisation Policy and provides reactive repairs to defects, in addition to cyclical maintenance activities such as gully cleaning and winter maintenance. Other services provided by the Partnership include planned maintenance activities including road and footway reconstruction and resurfacing. The service is also responsible for the coordination of roadworks undertaken on the network, inspection of statutory undertaker's reinstatements, and administration of disabled parking bay applications.

Street Lighting Partnership

The Street Lighting Partnership is a partnership between Dundee City Council, Angus Council, Perth & Kinross Council, and Tayside Contracts. Within Dundee the partnership is responsible for the maintenance of Dundee City Council's streetlighting apparatus which includes 25,000 streetlights and 3,000 illuminated signs and bollards throughout the city, as well as a variety of other items of electrical street furniture. The partnership team is responsible for ensuring the safety of all electrical infrastructure in the public realm through maintenance, electrical testing and replacement of equipment as required. The team undertakes lighting and electrical design work and provide professional advice to housing developers, community groups, elected members and the emergency services, together with working in close cooperation with SSE to provide power supply points to the infrastructure. The partnership also provides design and installation services for electrical installation projects for public and private clients within Dundee.

Corporate Fleet

The Corporate Fleet team is responsible for management and maintenance of the Council's fleet assets. The Council holds 812 vehicles and as an operator of goods vehicles is responsible for ensuring statutory compliance in respect of licensing, inspections, and vehicle maintenance. In addition to fleet vehicles, the service also provides maintenance

to 468 items of plant, associated with landscaping and construction apparatus. On behalf of the Council, the Corporate Fleet team is required to hold an Operator's Licence which requires the Council to commit to various undertakings, including compliance with the Driver and Vehicle Standard Agency (DVSA) regulations regarding drivers' hours and tachographs. As part of the service's remit the Corporate Fleet team is responsible for the Council's fleet asset management plan and fleet renewal programme, including procurement and disposal of assets. The Corporate Fleet team operate the Council's fleet of 16 school passenger transport minibuses and operate a testing centre for the 710 licensed taxis in Dundee to ensure public safety standards are maintained in this area of transport provision

Parking and Sustainable Transport

The Parking and Sustainable Transport Team is responsible for the management and operation of the Council's parking assets which include off-street multi-storey and surface level car parks. The team is also responsible management and enforcement of on-street parking. The team is responsible for the management of the Council's school passenger transport service and procuring providers of subsidised public transport services. The team provides asset management and improvement services to bus infrastructure with includes bus stops and shelters, together with real time information and ticketing technology. Through collaborative working as a member of the Tayside Bus Alliance, the team support the development bus service improvement measures which aim to increase patronage through prioritised infrastructure and journey time reliability. The Parking and Sustainable Transport Team lead on sustainable transport infrastructure improvements including strategic cycleways, active travel hubs, public cycle storage, and school travel objects such as Safer School Streets.

Traffic and Road Safety

The Traffic and Road Safety team is responsible for managing and improving traffic control throughout the city. This remit includes management of the Council's traffic signal apparatus and urban traffic control system, including the expansion and improvement of traffic signal equipment. To enable this the service is also responsible for undertaking surveys and traffic modelling to determine the optimum pedestrian, cycle, and vehicle traffic management systems. These surveys include road safety audits, speed surveys, traffic counts, and traffic modelling. As part of the Council's road safety remit the team review accident cluster sites and consider accident prevention measures to reduce likelihood and severity. The team also administer and manage road construction consent applications associated with new developments in the city and facilitate new street naming applications. The team is responsible for administering traffic regulation orders which include areas such as prohibition of parking, stopping up of roads, and changes to speed limits.

Design and Property

The Design and Property Division plays a central role in delivering the Council Plan through the provision of property and land. The Division contributes towards developing a strong and sustainable city economy, creating a vibrant, attractive city offering an excellent quality of life and assisting in providing a city of opportunity by helping to tackle social and economic exclusion, creating a community that is healthy, safe, confident, educated and empowered.

Property Management

The value of the Council's property asset portfolio excluding Housing is in the region of £900m. City Development currently manages over 600 operational assets for the Council and L&CD services to be delivered.

The efficient management of the Council's commercial property portfolio maximises revenue and capital income. While the development of the Council's land and property assets to promote economic development and job creation within the city. The strategic management of property acquisitions and disposals also promote economic development and maximise capital income.

The provision and delivery of a full maintenance and repair scheme for the Council's property portfolio including schools, care homes and high-profile, frontline service properties. This includes the promotion of robust property management practices by implementing compliance auditing and the monitoring of the Council's property health and safety regime.

Property Management is also responsible for the implementation of a Corporate Property Asset Management Plan to promote efficient use of corporate property resources and maximise efficiency savings ensuring best value of the Council's property assets.

Corporate Property Asset Management

Based on the Local Government Benchmark Indicators, both the percentage of operational buildings that are suitable for their current use and the percentage of internal floor areas in a satisfactory condition have improved slightly, though remain beneath our benchmark family of comparable Councils. Further rationalisation and investment in existing and new properties in future years may assist with this trend continuing on a gradual basis.

The Property Rationalisation initiative will continue to work and support colleagues across all Services and L&CD to identify potential areas within the portfolio where the Council can vacate from existing older and less efficient properties to provide services from alternative modern functional premises. This strategy will assist with continuing the trend for improvement of both strategic key performance indicators.

Energy Management

The Council's cost avoidance and greenhouse gas reduction strategy for properties depends upon the systematic use of management techniques and technology to improve performance.

The Councils' first carbon management plan was adopted in 2009 to reduce CO₂ emissions from its operations. Since 2007/2008, the total carbon footprint of our buildings has reduced despite a number of net additions to the property portfolio. Energy Management Team aim to build on the success of the innovations such as building fabric improvements, renewable energy installations, "smart" metering, upgrade of existing Building Energy Management and

Monitoring and Targeting systems and extending a number of successful behavioural changes schemes.

Architectural Services

The Architects Team provides a comprehensive range of Architectural design services to the Council Service departments as lead consultant and as part of multi-disciplinary teams.

The Architects Team also provides services to the Tay Road Bridge Joint Board and consultancy services to other external public bodies including NHS Tayside and Police Scotland.

The Architects Team seeks to provide a high quality, flexible and responsive service to ensure that projects are delivered safely, on time, within budget, and meeting the quality and operational requirements of the Client.

Building Services and Engineering Consultancy

Building Services and Engineering Consultancy is provided by Mechanical and Electrical officers within Design and Property Division.

Each Team is structured to best reflect the diverse nature of services provided with appropriate qualified staff including apprentices to assist with succession planning.

To assist in the provision of a building services engineering consultancy service to the Council encompasses a wide range of services from inception through to project completion, energy efficiency and life cycle maintenance.

Clerk of Works

Clerk of Works provide inspection and monitoring of all aspects of construction projects undertaken by the Design and Property Division as well as projects delivered by outside consultants to the Council.

The team have now been relocated within the Architectural Services section providing closer communication with designers, technical support and quality management system processes. Resulting in a high quality, flexible and responsive service to ensure meet the quality objectives for each project.

Capital Projects and Cost Management

Working hand in hand with the City Engineers and Architectural Services, the Capital Projects and Cost Management Section provide a wide range of services including Project Management, Programming, Procurement route advice, cost management, deliver and coordinate revenue funded Capital Projects. These services are delivered by the team through the management of a combination of internal staff and external consultants and contractors.

The team is also responsible for running the private financial contracts on behalf of the Council for 3 secondary and 6 primary schools. Within these contracts we manage planned preventative maintenance, lifecycle spend and performance monitoring of the contracts.

The section support all operational areas across the Council when it comes to the property portfolio and property asset strategies. From feasibility and business case to options appraisals and cost projections.

City Engineer

The City Engineer provides a comprehensive range of civil, structural and environmental engineering design and project management services to the Council and its various Services both as lead consultant and within multi-disciplinary teams. The City Engineer has responsibility for the statutory functions of flood risk management, coastal protection, and highways structures management, and supports Building Standards in their management of statutory functions associated with dangerous buildings and public safety.

The City Engineer provides engineering services as Engineer to the Board for the Tay Road Bridge Joint Board and consultancy services to other external public bodies including Perth & Kinross Council, Angus Council, Scottish Borders Council, NHS Tayside and Police Scotland.

The City Engineer provides a high quality, flexible and responsive service to ensure that projects are delivered safely on time, within budget and to meet the quality and operational requirements of the client. Recent high-profile projects have included the delivery of Seabraes pedestrian bridge and coastal defences between the airport and City Quay.

Technical Support Team

The Technical Support Team provide technical and administrative support across the Design and Property Division. The team administers and maintains the GVA Property Management System on behalf of the Property Division and the Timemaster project/fee management system for Architectural/Engineering Services.

Dundee Waterfront

With the large major infrastructure components of the Masterplan having been achieved and the important civic spaces completed, the strategy for future years of the Masterplan is to successfully attract and secure mixed-use developments to the remaining available sites.

Working alongside the developer and investor community, City Development showcases the opportunity offered for retail, hospitality, commercial accommodation and leisure by the Central Waterfront and the wider city centre. A strong pipeline of leads is actively managed by team members from across the service, and a growing proportion of enquiries are coming from private sector organisations who are new to Dundee and attracted by the ever-growing “buzz” about the city.

The profile of the city will be boosted further by proposals for both the Eden Project Scotland to the east of the city centre and the potential new events arena within the Central Waterfront. City Development is working with key stakeholders, supporting them to develop detailed investment grade business cases to unlock significant public and private sector funding to deliver benefits for people, business and communities.

The role of housing as a key component of the waterfront is well understood and supports our ambitions to complete the waterfront. There are currently 220 units on site being built for predominantly social rented users.

The £13m Victoria Dock development by Culross Developments for Hillcrest Housing Association includes 53 good quality flats for social rent and 66 for mid-market rent spread across two apartment blocks offering a mixture of two and three bedrooms. The ground floor of the apartment block located on Victoria Dock Road will also offer retail space, paving the way for the first local convenience store to be located at City Quay.

As affordable social housing, and mid-market rental properties have been the main development sector within the waterfront to date, officers are proactively targeting developers of homes for private rent and sale. This will ensure a balance of tenures and assist in attracting private investment in line with the original masterplan. The Waterfront has seen a number of high-quality developments which demonstrate innovative construction methods, inspirational design, and the ability to retain key heritage assets within a modern development.

We are targeting Build to Rent (BTR) opportunities -a property development that is designed with the sole intention of appealing to the open-market rental market as opposed to long-term home ownership. Dundee is well placed to attract a scheme of this type, thanks to the growing knowledge economy driven by the presence of the two universities and the strength of the digital economy and life sciences sector locally. The presence of graduates and early career professionals in the city have drastically changed the demographic profile over the last 20 years, and these groups create a significant market for this often-premium product.

Employment in the area will be increased through these developments, and improvements to active travel options and other infrastructure will improve the accessibility of these employment opportunities for people across the city and beyond. Jobs targets will reflect the positive social and economic effects brought about by these projects which will in turn support our ambition to double the resident population living in and around the city centre.

STRATEGIC CHALLENGES

City Development is performing strongly, supporting job creation, sustainable transportation, property rationalisation, commercialisation and the implementation of key policies supporting the city centre, increasing housebuilding, and delivering a city-wide approach to sustainability.

The financial pressures on City Development remain significant. As a service with £33m annual income target from external clients and internal fee recoveries, we are very susceptible to market conditions and other changes outwith our control. In conjunction with colleagues in Corporate Finance we have put in place a clear financial strategy to reduce City Development's overspend from a peak of £3.4million in 2019 to achieve break even. The **key priorities** for City Development Department over the period 2023/2024 to 2027/2028 include:

- a delivering a series of **Sustainable Transport** interventions, outlined in the Sustainable Transportation Delivery Plan, to help reduce carbon emissions, reduce dependence on cars, and improve air quality;
- b continuing the **property rationalisation programme** to identify efficient ways to deliver services from fewer premises, and using hybrid-working to reduce corporate offices and share property with other public sector partners. The Council currently spend over £30m annually on maintaining property and needs to reduce this to focus on service delivery;
- c **job creation** remains at the heart of what we do, and we can now clearly show that key strategies in locations such as Dundee Waterfront, Michelin Scotland Innovation Parc and Dundee Technology Park are all starting to deliver jobs and investment;
- d **climate change and sustainability** are key priorities for the Council, and we will deliver a series of short-term interventions to highlight the Council's commitment to addressing the climate emergency and reduce carbon emissions;
- e we will continue to invest in workforce plans for each of the three divisions. City Development has an ageing workforce profile and we will continue work to bring new talent into the service including graduate and apprentice positions throughout the service;
- f the **impact of COVID-19** has been felt across the city but nowhere more than the city centre. The **City Centre Strategic Investment Plan** is a key corporate document, with priorities identified for the council and key public and private partners;
- g building on the success of V&A Dundee, we will work with partners to take forward **proposals** for Eden Scotland and the potential e-sports/entertainment arena in Dundee Waterfront. We will also deliver the Tay Cities Deal and the Dundee projects supported by the programme;
- h **Construction** is one of the key local sectors and house building numbers is a key measure of how effective we are. By ensuring sufficient land is allocated and appropriate permissions are granted we will support the delivery of at least our target of 480 houses completed each year;

- i **Risk Management** - the service maintains risk registers for relevant projects and programmes, and these are reviewed regularly following the Council's Risk Management Improvement Plan process; and
- j a final key priority is **financial sustainability**, and we will aim to achieve a balanced budget once the short-term impact of COVID-19 is addressed.

SERVICE PRIORITIES

Economically Dundee is fulfilling the vision of attracting talented people and becoming a vibrant and attractive city where people choose to live, learn, work and visit. The challenge is to maximise the potential opportunities and create inclusive growth that benefits the whole population.

The Council works extensively with local, regional and national partners with the aim of growing the economy and creating new job opportunities, ranging from semi-skilled and skilled to professional, academic and managerial.

The £1.6 billion Waterfront project provides a platform to attract new investment and jobs. The addition of the Dundee V&A has placed Dundee on the global tourist map and will continue to be an asset alongside the city's other attractions including the new Tay Cities Deal funded Discovery Dome attraction at Discovery Point. To create inclusive growth the city needs to convert its economic opportunities into jobs and wage growth for Dundee residents who are either inactive, unemployed or on lower than the average wage.

The Council recognised the serious and accelerating environmental, social and economic challenges posed by climate change and declared a climate emergency in June 2019. To respond to this challenge, Committee agreed a science-based target for working towards net-zero greenhouse gas emissions by 2045 or sooner for Dundee and published its Climate Action Plan, in November 2019.

Climate change reporting is now mandatory across the public sector in Scotland, reflecting the expectation that the public sector will lead by example in tackling climate change. The Council's latest Public Bodies Climate Change Duties (PBCCD) Report is available to view on our website.

The Council reduced its carbon emissions by 11% in the past year, with emissions from energy use in buildings down by 11%. Looking further back, the Council's overall carbon footprint is down by 49% compared to 2007/8. Energy consumption in Council buildings is down from 32,163 tonnes CO₂ in 2015/16 to 20,001 tonnes CO₂ in 2020/2021. There is still much more to do if we are to continue to play our part in tackling the climate emergency. The Climate Action Plan is full of practical solutions to reduce emissions from energy use, transport and waste as well as adapting to our changing climate, and will guide future spending and resource decisions.

Dundee has one of the highest concentrations of Electric Vehicles (EVs) of any city in the UK, with the Council's fleet of nearly 200 EVs being the largest of any local authority and representing 27% of the overall fleet. Dundee City Council continues to progress its EV transition to E-mobility in-line with government targets.

Addressing Climate Change is also reflected in seeking to be a leader in the development of the new jobs associated with transitioning to a low carbon economy, through initiatives such as the Michelin Scotland Innovation Park.

The long-term vision is for Dundee to become a Sustainable City, that plays a leading role in Scotland's goal to achieve net-zero greenhouse gas emissions by 2045 or sooner.

Priorities	Description
<i>Deliver Inclusive Economic Growth</i>	<p>Waterfront</p> <ul style="list-style-type: none"> • Completion of the remaining development areas within site 6. • Letting of the remaining unit at Dundee Railway Station. • Support private sector partners including Build to Rent to develop non-council owned waterfront sites.
<i>Build Resilient and Empowered Communities</i>	<p>Increase community control of Council owned assets Help reanimate vacant places in the city centre and other retail areas Incorporate the 20 Minute Neighbourhood concept into the forthcoming the Local Development Plan</p>
Transition Net Zero	<p><i>Provide infrastructure to meet future transport requirements including electric vehicle charging infrastructure to accommodate user demand levels. Establishment of low carbon transport hubs to provide alternate travels options, and continue the development and improvement of the city's cycle network.</i></p> <p>Provide a safe and accessible transport network with multi-model connectivity to centres of employment, education, leisure and health services.</p> <p><i>Drive the response to the climate emergency through our statutory and core functions by promoting the efficient use of energy; reducing waste; improving access to services by walking, cycling and public transport; developing renewables; enhancing biodiversity; and adapting to the impacts of climate change.</i></p> <p>Decrease emissions associated with transport through conversion of the Council's fleet to low carbon vehicles and improve active travel routes and accessibility through the city.</p> <p>Implement the Dundee Low Emission Zone enforcement system in May 2024.</p> <p>The development and implementation of a carbon management plan and carbon budget to reduce emissions from the Council's estate and operations in line with net-zero ambitions.</p> <p>The implementation of an energy management strategy to promote efficiencies, reduce the Council's carbon footprint and maximise savings.</p> <p>Developing a city-wide Local Heat and Energy Efficiency Strategy and delivery plan and Local Area Energy Plan.</p> <p>Coordinating the delivery of the Council's actions set out within its Net Zero Transition Plan in order to achieve Net Zero by 2045 or sooner.</p>
<i>Design a Modern Council</i>	<ul style="list-style-type: none"> • Property Management • Explore opportunities for co-location of Council operations and investigate shared service provision with

Priorities	Description
	<p>neighbouring local authorities via Tayside Collaborative Opportunities.</p> <ul style="list-style-type: none"> • To maximise efficiency and savings of operational properties by strategic asset management planning. • Benchmark against other local authorities to drive continuous service improvement. • Benchmark road and transport services nationally with other local authorities and benchmark internal service delivery value and performance against regional private sector providers. • To continue to implement compliance auditing and monitoring of the Council's property health and safety regime. • The efficient management of the Council's commercial property portfolio to maximise revenue and capital income. • The development of the Council's land and property assets to promote economic development and job creation within the city.
<i>Communications</i>	<p>Increase the transparency and accessibility of Council held data through greater publication of information. Promote Dundee's positive reputation as a place in which to invest, live, work and visit.</p> <ul style="list-style-type: none"> • Develop and implement digital platforms to provide real time information, service options, and electronic transaction options. • The most cost-effective way to reduce emissions is to reduce the amount of energy used in the first place. The aim is to raise awareness among staff and build on the current change culture to reduce CO₂ emissions, cut costs and enhance the Council's reputation. • Highlight that no/low-cost measures (eg controlling internal environment conditions, small improvements to building fabric, using energy efficient appliances, switching off appliances when not in use) can make a significant difference. • Continue the awareness programme by holding regularly workshops with staff that can influence our energy consumption eg teachers, caretakers/facilitators, property inspectors.

WORKFORCE STRATEGY

The Service Plan incorporates a Workforce Plan to 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. Specifically, it will:

- provide the foundations for the organisational culture we need to sustain;
- give clarity to our people and future employees on our Council's commitment to them and its expectations of them;
- ensure our people priorities are aligned with the policy direction, financial planning, the City and Council Plans and our change programmes;
- support leaders and managers to give clear direction to our employees and contribute to the success of the business of our Council;
- deliver a framework for personal development and career progression with a specific focus on encouraging female leaders of the future; and
- reward our employees fairly for the work they do. Vitally, we need to value and develop our workforce in the same way as we have committed to our city. It is our workforce together with our partners, who are tasked with delivering on the overarching city strategic commitments.

A number of issues are Service wide, and a number of issues are specific to the three divisions within City Development.

SERVICE WIDE

Succession Planning

The age profile of the Service poses challenges, as many colleagues are in the latter stages of their career as shown below:

	Design and Property	Planning and Economic Development	Sustainable Transport and Roads	Directorate	Total
Age Range	%	%	%	%	%
Under 25	3.51	4.08	6.45		4.66
25-30	3.51	18.37	11.29		10.5
31-40	13.16	21.43	13.71		15.45
41-50	26.31	23.47	19.36	14.29	22.74
51-60	37.72	24.49	31.45	71.42	32.36
61+	15.79	8.16	17.74	14.29	14.29
	100	100	100	100	100

Data as at June 2023

Without attention, there will come a time when experienced colleagues retire and there are too few younger members of staff to grow into more senior roles.

There is a low turnover of staff within the Service, although the numbers leaving have increased in recent years. There is a relatively flat structure and opportunities for promotion are limited. This may contribute to colleagues leaving Dundee City Council to advance their career elsewhere. Although this can impact on service delivery, it also presents an opportunity to review the skills requirement within the Service and bring in new talent.

Action 1 – pursue opportunities to recruit posts in younger age-groups and enable career development in a structured and pro-active manner. Develop clear approach to succession planning to anticipate key staff retiring and ensure service resilience.

Employee Development

Arrangements are in place to ensure that all employees benefit from quality conversations with their colleagues and line manager on a regular basis. This presents the opportunity to identify priority objectives as well as training and development needs. As well as professional and technical training, it is important that opportunities are available to develop leadership and management skills to ensure that future talent can be nurtured and retained. Opportunities are sought to allow all staff to lead projects to develop skills on the job, as well as appropriate training courses and qualifications.

Action 2 – ensure 100% of staff within the Service benefit from quality conversations with their line manager and team colleagues and ensure that professional development and training needs are identified, implemented, and monitored.

Apprenticeship Programme

City Development will be looking to develop Modern/Graduate Apprenticeship opportunities across all three Divisions. The posts will be looking to work across cross divisions in a defined career progression path.

Action 3 – continue Apprenticeship opportunities approach across the Service

Gender Imbalance in Leadership

We have identified gender imbalance as a key issue to be addressed through the Workforce Development Plan, as only 5 members of the extended leadership group are female.

Action 4 – we intend to develop a long-term approach with Corporate Services to the development of female leaders of the future.

Resilience

There are several key roles with City Development that require specialist contractual, financial and legislative knowledge. Specific succession planning for these roles needs to be developed to allow continuity of service provision and managing risk in case of staff absence, staff departures and retirement.

Action 5: identify shadowing and mentoring programme with staff to ensure resilience in key roles within the division.

Emerging Legislation and New Skills Sets

City Development is seeing a range of additional duties arising from new legislation. This legislation is placing obligations to modernise and deliver more services in new ways, including digital. This needs to be considered when considering future recruitment needs.

Action 6: consider the impact of emerging legislation and future skill sets in future recruitment.

Specialisms

Single points of specialism failure are identified in several activity areas linked to small specialist teams and an aging workforce profile. The Department's structure enables staff rotation to safeguard against single points of failure however some specialisms remain which require specific expertise. We will seek to bolster resilience in these areas through operating collaboratively with neighbouring authorities.

Action 7 – advance collaborative specialism resource agreements with neighbouring authorities.

External funding opportunities

The growth in external funding, has provided opportunity to accelerate new infrastructure development. This will require advancement of forward programming and project delivery management. To enable growth through external project funding we will seek to secure multi-year resource funding awards to enable recruitment and retention of project staff.

Action 8 – secure multi-year funding awards to enable growth in project delivery teams.

Apprenticeship Programme

City Development will be looking to continue with successful recruitment through the Modern/Graduate Apprenticeship opportunities. The posts work across the divisions with a defined career progression path to be considered.

Developing the workforce across the department will allow the services to adapt to the demands of the Council going forward and provide services to external clients

Action 9 – develop sustainable proposal for new Apprenticeship model.

KEY LEGISLATIVE DRIVERS

Legislation	Description
Town and Country Planning (Scotland) Act 1997 as amended by the Planning (Scotland) Act 2006 and the Planning (Scotland) Act 2019	<p>These Acts manage the development and use of land in the long-term public interest through both forward planning, development management and enforcement. The new 2019 Act, which is in the process of being implemented through a series of secondary legislation, aims to strengthen the contribution planning can make to inclusive growth, delivering housing and infrastructure, and to empowering communities.</p>
Planning (Listed Buildings and Conservation Areas) (Scotland) Act 1997 as amended	<p>This Act is implemented by Historic Environment Scotland and the Council and seeks to preserve and enhance the historic and built environment through the designation of listed buildings and conservation areas; determination of applications for works to designated buildings/areas; and enforcement action.</p>
Planning (Hazardous Substances) (Scotland) Act 1997	<p>The planning authority, in conjunction with the Health and Safety Executive, controls the use and storage of hazardous substances to protect public safety and the environment.</p>
Building (Scotland) Act 2003	<p>The purpose of the Act is to protect the public interest and sets out the essential standards that are required to be met when building work or conversion of a building takes place to meet building regulations.</p> <p>Under the Act, Building Standards discharge the Councils verification function, before granting a building warrant, plans and specifications are assessed to ensure compliance with building standards and before accepting or rejecting a completion certificate reasonable inquiry is undertaken.</p> <p>Also, under the Act, other duties are also undertaken by Building Standards, this includes ensuring the safety of the public when in and around buildings and, where necessary, taking enforcement action in respect of:</p> <ul style="list-style-type: none"> • Unauthorised works; • Defective buildings; and • Dangerous buildings.

Legislation	Description
Civic (Scotland) Government Act 1982	Under Section 89 of this Act, no person shall use or permit the use of a raised structure for the purpose of providing for himself or others raised seated or standing accommodation. Building Standards discharge the Councils statutory duty in this regard and oversee the approval process for the use of a raised structure (stage) within the city.
Safety at Sports Grounds Act 1975 Fire Safety and Safety of Places of Sport Act 1987	These Acts gives the Council powers to issue safety certificates to confirm sports grounds in the city are safe for spectators. Building Standards discharge the Councils duties in this regard.
Licensing (Scotland) Act 2005	Before an application can be made to the Licensing Board for a Premises Alcohol Licence, a Section 50 Certificate must be obtained from Building Standards. This certificate confirms the suitability of the premises for its intended use.
Housing (Scotland) Act 2006	This Act covers the licensing of houses in multiple occupation within the city. Building Standards assist colleagues in Housing to ensure essential fire safety features comply with Building Regulations.
Climate Change (Scotland) Act 2009	Creates the statutory framework for greenhouse gas emissions reductions in Scotland by setting interim reduction targets up to2050. Part 4 of the Act places duties on public bodies relating to climate change.
Heat Networks (Scotland Act) 2021	An Act of the Scottish Parliament to make provision for regulating the supply of thermal energy by a heat network, and for regulating the construction and operation of a heat network; to make provision about the powers of persons holding a heat networks licence; to make provision about conferring rights in heat network assets where a person ceases operating a heat network; to set targets relating to the supply of thermal energy by heat networks; to make provision about plans relating to increased use of heat networks; and for connected purposes.
Equality Act 2010	Socio-economic duties.
Roads (Scotland) Act 1984	Powers and duties of local roads authorities in regard to the management and operation of the public road and footway network. This legislation includes powers of control and enforcement together with responsibilities and duties of the roads authority.

Legislation	Description
Road Traffic Regulation Act 1984	The Road Traffic Regulation Act 1984 is an Act of Parliament in the United Kingdom, which provided powers to regulate or restrict traffic on UK roads, in the interest of safety. The Act provides the Council as roads authority powers to make Traffic Regulation Orders (TROs) to prohibit or restrict traffic and implement changes to road occupation such as one-way systems and vehicle weight restrictions.
Transport (Scotland) Act 2019	Powers and duties of transport authorities in respect to national and regional transport strategies; low emission zones, bus service improvement partnerships, public transport ticketing schemes, new parking prohibitions, and roadworks management improvements.
The Construction (Design and Management) Regulations 2015	The CDM 2015 Regulations aim to improve health and safety in the construction industry by ensuring that works are sensibly planned so the risks involved are managed from start to finish; the right people are engaged for the right job at the right time; work is coordinated with others; the right information is available about the risks and how they are being managed; this information is communicated effectively to those who need to know; workers are engaged and consulted about the risks and how they are being managed.
The Flood Risk Management (Scotland) Act 2009	The Flood Risk Management (Scotland) Act 2009 requires the relevant responsible authorities to work together to produce a co-ordinated flood risk management plan to reduce the overall risk of flooding from whatever source. Consequently, Dundee City Council has worked in partnership with Scottish Ministers, SEPA, Scottish Water, Angus Council, Perth and Kinross Council, Aberdeenshire Council and Fife Council to produce a Local Flood Risk Management Plan covering the Tay Estuary and Montrose Basin. The main aim of the Plan is to determine a pre-emptive, rather than reactive, approach to flooding. As lead local authority for the partnership, Angus Council were responsible for publishing the agreed Plan.
Reservoirs (Scotland) Act 2011	This Act sets out a regulatory regime for the safe construction and operation of reservoirs in Scotland including scheduled maintenance inspections.
Coast Protection Act 1949	Dundee City Council is a Coast Protection Authority and has powers under the Coast Protection Act 1949 to carry out such coast protection work, whether within or outside their area, as may appear to them to be necessary or expedient for the protection of any land in their area.
UK Roads Liaison Group Code of Practice	This Code of Practice sets out the asset management requirements for Dundee City Council as

Legislation	Description
- "Well Maintained Highway Infrastructure"	owner of roads, bridges and highway structures, including their inspection and maintenance, to ensure that they are safe and fit for purpose.

KEY STRATEGIES/OBJECTIVES

City Development has a number of plans and strategies that will be focused on delivering inclusive economic growth including community wealth building.

A strong city economy creates enough jobs to sustain its population's income and local service needs and wants. A sustainable economy can do this for the long term by design by continually renewing itself and preventing depletion of its natural, social and financial resources. Dundee is familiar with smart technology that can sense changes in the environment and intelligently adapt itself.

Dundee is well positioned for the future with two globally renowned universities and St Andrews just across the bay, along with Dundee and Angus College plus Innovation Hubs at Michelin, and Forth Ports position in renewable technologies and thousands of jobs in digital technology and life sciences. The £300m Tay Cities Deal will bolster the infrastructure needed to sustain this growth but ensure it is inclusive growth that provides jobs for local people.

The city received a massive boost from the arrival of V&A Dundee and can now look forward to the development of the Eden Project.

The Waterfront continues to make exciting progress, with more award nominations for the superb Waterfront Place and all bar one of our new commercial units now fully let. The original promise of a major jobs boost is well underway, with over 1,000 of the original 3,000 jobs target for the waterfront now met and more jobs planned. This includes employers that the Council has supported including NHS24 and Social Security Scotland.

Strategies in Place	Outcomes	End Date
Tay Cities Regional Economic Strategy and Action Plan	Sets out a regional strategy and more detailed proposals for programmes and projects in relation to City Deal investment that supports economic growth in the region.	2019-2039
Tay Cities Region Deal Document	Sets out the Partnership and Governments commitment to achieving the full implementation of the Tay Cities Region Deal.	2034/35
Tay Cities Skills Investment Plan	Sets out a regional approach to Skills and Investment activity.	2021 - 2035
Tay Cities Region Tourism Strategy	To develop Dundee into a globally recognised, locally loved sustainable destination.	2019 - 2024
Discover Work Strategy: Transforming Employability for a new Dundee	Sets out the strategic vision, goals and context relating to the ambitious transformation of employability in the city	2022 - 2027
Dundee Local Development Plan	Facilitate sustainable economic growth and protect the built and natural environment through directing the right development to the right locations.	2019 - 2024
City Centre Strategic Investment Plan	Facilitate positive physical, social, environmental and economic change within and around the city centre; and set out the Council's approach to future development and investment.	2050
Dundee Climate Action Plan	City-wide strategy with a first set of Energy, Transport, Waste and Resilience actions in a long-term pathway to achieve net-zero greenhouse gas emissions by 2045 or sooner.	2019-2025
Dundee Net Zero Transition Plan 2023-2027	The Plan outlines the Council's organisational approach and emissions reduction programmes to achieve our goal of net zero by 2045 or sooner.	2045 or sooner
District Heating Strategy	Sets out the Council's vision for the delivery of district heating in the Dundee City Council area, identifying potential heat network opportunities, stakeholder engagement plans and next steps required to realise its ambitions.	2018 - 2028
Regional Transport Strategy	Regional transportation strategy led by Tactran. Dundee City Council has board representation which provides input to strategy development.	2034
Sustainable Transport Delivery Plan	Expansion of sustainable transport infrastructure including active travel, bus priority, mobility as a service, and electric vehicle charging assets.	2034

Strategies in Place	Outcomes	End Date
2001 – 2031 Waterfront Masterplan	Secure the regeneration of the Central Waterfront to provide a variety of new mixed-use developments.	2031
Property Asset Management	The existing GVA property asset management system has not been supported for a considerable time. For City Development to be able to provide a fast, effective Property Management service for the Council a key development going forward is for the procurement of a new property asset management system and develop a prioritised plan to fully populate it with accurate data for the overall estate.	2028
Property Portfolio	<p>To ensure the Council have the correct level of accommodation, the Council requires to continue with the review of properties occupied by the City Council and L&CD to make most effective use for operational service assets, allowing surplus property to be repurposed where possible or disposed of. Property rationalisation has realised some revenue budget savings in previous years, and continues through further phases. With City Development supporting other Service departments to develop effective ways of sharing premises and working effectively from fewer locations in the future.</p> <p>Through this strategy the aim is to optimise the Council and L&CD use of property and reduce the property footprint, delivering savings in Non-Domestic Rates, planned and reactive maintenance, cleaning, energy consumption and Health and Safety compliance expenditure.</p>	Ongoing

MEASURES**SERVICE KEY PERFORMANCE INDICATORS**Sustainable Roads and Transport

Indicator Title	20/21	21/22	5 Year Target
Number of road accident casualties	116	156	Annual Decrease
Percentage of the road network that should be considered for maintenance treatment.	25.6%	28.2%	27.7%
Number of road and footway defects per annum	16,466	12,715	Maintain Performance
Percentage of Category 1 defects repaired within target time.	98%	98.06%	>90%
Cost per Kilometre of roads	£16,346	£14,0946	£15,000
Statutory Undertakers Performance.	93%	93%	>90%
Percentage of residents who cycle	26%	32%	36%
Percentage of journeys to work made by public or active transport.	37.6%	32%	40%
Public EV Charging (KwH)	1,374,589	1,772,472	Annual Growth
Number of publicly accessible EV charge points	150	190	450

Design and Property

Indicator Title	20/21	21/22	5 Year Target
DCC carbon footprint emissions (t CO ₂).	28,851	28,270	26,990
CO ₂ emission (property energy consumption) in tonnes CO ₂ .	20,823	17,562	17,000
CO ₂ emission (property water consumption) in tonnes CO ₂ .	236	304	300
Energy consumption (gas, electricity, oil and solid fuel) in million kilowatt hours.	111.2	95	95
Proportion of operational buildings that are suitable for their current use.	73.95%	82.95%	85%
Proportion of internal floor area of operational buildings in satisfactory condition.	74.7%	75.47%	80%
Percentage of commercial properties let versus the total available properties within the council portfolio.	90%	92%	92%

Planning and Economic Development

Indicator Title	21/22	22/23	5 Year Target
New business start-ups, per 10,000 Population, supported by Business Gateway Tayside in Dundee.	16.18	16.2	17.85
People securing and progressing into employment through the Employability Pathway.	463	530	550
Total number of jobs in Tourism Sector.	9,000	10,000	10,000
Youth unemployment rate (16-24)	21.8%	21.7%	20.7%
Proportion of People earning less than the Living Wage	10.2%	5.8%	5.6%
Visitor numbers to Dundee (000s)	650	1,265	1,200
% Working aged People in employment	71.3%	68.8%	72%
Number of workless households in Dundee	9,500	10,500	9,025
Median Earnings of Total Resident Workers as a % of Scottish Average	92%	91%	94.9%
Total No of house completions.	514	507	480
Percentage of dangerous building incidents responded to within 24 hours.	97.5	N/A	100%
Percentage of requests for a building warrant responded to within 20 working days.	N/A	N/A	100%
Town Centre Vacancy Rates.	13.8%	13.28%	12.4%

KEY ACTIONS 2023-2028

Action Title	Outcome	Service	Assigned to	Due Date
Review Dundee Local Development Plan	Engage stakeholders to review the Local Development Plan responding to the requirements of National Planning Framework 4 and providing a robust basis for land use change in the city over the next 10 years	Planning and Economic Development	Senior Manager – Planning	
Identify surface water drainage solutions for key brownfield sites across the city.	Engage with stakeholders and the developers to address key surface water drainage constraints preventing brownfield development across the city.	Planning and Economic Development	Senior Manager – Planning/Team Leader - Infrastructure	31/03/28
Swallow Roundabout upgrade.	Work with the community, developers and landowners to ensure delivery of Swallow roundabout upgrade works.	Planning and Economic Development	Senior Manager - Planning	31/03/25
Identify additional affordable housing sites.	Identify suitable sites to maximise the number of units secured through the Affordable Housing Supply Programme.	Planning and Economic Development/Housing	Senior Manager – Planning/Service Manager – Housing	31/03/28
Assure Building Warrant approval process meets national targets to ensure buildings are designed to comply with Building Standard.	The Building Warrant process does not stifle development across the city by causing unnecessary delays.	Planning and Economic Development	Team Leader – Building Standards Service	31/03/28

Action Title	Outcome	Service	Assigned to	Due Date
The competent handling of the Completion Certificate process attempts to ensure buildings are constructed to comply with Building Standards.	The Completion Certificate process does not the delay the occupation of new homes and businesses within the city.	Planning and Economic Development	Team Leader – Building Standards Service	31/03/28
City Centre Investment Plan	Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre. Develop and agree an approach with city centre stakeholders to city centre support mechanisms. Support recovery of the city centre by engaging with city centre businesses.	Planning and Economic Development	Head of Planning and Economic Development	Ongoing
Dundee City Events Strategy	Develop an Events Strategy to encourage a varied programme of activities across the city that enlivens Dundee and encourages people to live, work and visit.	Planning and Economic Development	Team Leader – City Promotion	November 2023
Continue to grow the number of jobs and homes within Dundee Waterfront	To ensure that construction and infrastructure development within Dundee Waterfront continue to grow the number of jobs within the city.	Planning and Economic Development	Head of Planning and Economic Development	Ongoing
Increase and enhance employment pathways	From a total of 11,000 unemployed or economically inactive people, including 16-19 year olds, support at least 1,600 into positive destinations over the	Planning and Economic Development	Head of Planning and Economic Development	Ongoing

Action Title	Outcome	Service	Assigned to	Due Date
	course of this employability pathway. This is a key part of the Community Wealth Building approach, supporting fair work objectives.			
Increase the number of start-ups and SME's	To support the creation of start-ups and SME's and to support their expansion.	Planning and Economic Development	Head of Planning and Economic Development	Ongoing
Responding to reports of dangerous and defective buildings within the city.	Ensure the safety of the public when in or around buildings.	Planning and Economic Development	Team Leader – Building Standards Service	Ongoing
Delivery of business and investor support and engagement across the city.	Meet Business Gateway Start-up targets year on year. Delivery of new Business Gateway Contract. Delivering of business and financial support programmes including Digital Boost and SDP. Company Engagement . Delivery of investor support services to maximise attraction of new and safeguarded jobs into the city.	Planning and Economic Development	Team Leader – City Growth	Ongoing
Help reanimate vacant places in the city centre and other retail areas	A vibrant and diverse city centre that supports jobs and cultural activity.	Planning and Economic Development	Team Leader – City Promotion	Ongoing
Incorporate the concept of 20-	Liveable communities that have access	Planning and Economic	Head of Planning and	Ongoing

Action Title	Outcome	Service	Assigned to	Due Date
Minute Neighbourhoods into the forthcoming Local Development Plan review.	to services and facilities that support everyday needs.	Development	Economic Development	
Position Dundee as a tech city through investment and development in the Cities digital infrastructure, skills and talent pipeline.	<p>Develop Digital Skills Programme activity.</p> <p>Development of 5G Use Cases utilising indoor and outdoor testbeds in the city and wider regional opportunities.</p> <p>Support infrastructure development that enables the deployment of ultra-fast Fibre across the city.</p>		Team Leader – Economic Growth	Ongoing
Raise profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to visitor, business, investor, and developer communities.	<p>Delivery of refreshed Dundee Waterfront Promotional Plan.</p> <p>Continue with effective city marketing - key location for overnight stays and staycations.</p> <p>Development of the next strategic investment opportunities across the city.</p> <p>Promote existing assets at Camperdown Park for commercial reuse.</p> <p>Redevelopment of online and social media content.</p>	Planning and Economic Development	Team Leader – City Promotion	Ongoing
Support our Key City Growth Sectors	Development of Life Sciences	Planning and Economic Development	Team Leader – City Growth	Ongoing

Action Title	Outcome	Service	Assigned to	Due Date
	<p>Innovation District.</p> <p>Continue to develop the Dundee Tourism Partnership and support the Tourism Leadership Group and delivery of the Cities Tourism Strategy and Recovery Plan.</p> <p>Identify further opportunities through Offshore wind future developers and contractors to identify supply chain opportunities.</p>			
<p>Deliver City Region Deal Investment to develop next generation of key economic development and visitor infrastructure across the city.</p>	<p>Support delivery of new Biomedical Innovation Hub at Technopole to support Life Science and MedTech companies.</p> <p>Support delivery of river-based tourism initiatives (eg marina development, Discovery Point redevelopment, Unicorn Maritime Museum).</p> <p>Support the project owners to develop a proposal for delivery of Comic Museum.</p> <p>Support development of and investment in Michelin Scotland Innovation Parc (MSIP) including Innovation Hub and Skills Centre.</p> <p>Support the future development of Dundee Airport and potential Aviation</p>	<p>Economic Development</p>	<p>Team Leader – Economic Growth</p>	<p>Ongoing</p>

Action Title	Outcome	Service	Assigned to	Due Date
	Academy project.			
Delivery of high-quality employability services to key target groups across the city and supporting them into sustainable employment.	<p>Implement Adult Employability Service Operational Plan to build on recent improvement.</p> <p>Achieve Key Performance Indicators and strategic priorities set by the Discover Work Partnership.</p> <p>Review service delivery and improvement in response to post COVID recovery.</p> <p>Work with delivery partners to engage businesses across the city in secure vacancies and other opportunities for key target groups through the successful Employability Academy approach.</p> <p>Conclude review in-house employability services to simplify delivery approach, remove duplication and improve access and connectivity between services.</p> <p>Scale up the employability function to respond to transfer of new funding opportunities from Scottish Government</p>	Planning and Economic Development	Employability Manager	Ongoing
Evolution of Discover Work Partnership, absorption of new	Ongoing implementation of new Discover Work Strategy, Action Plan	Planning and Economic Development	Team Leader – Economic Growth	Ongoing

Action Title	Outcome	Service	Assigned to	Due Date
funding streams and ongoing development of the Discover Work Service	<p>and Investment Plan for 2022-2027, and deliver revised structure of Discover Work Partnership to achieve stronger links between strategy and service delivery.</p> <p>Integration of devolved Scottish Government No One Left Behind funding into the Discover Work Partnership, and the transition to the UKSPF from current European Social Funds (ESF).</p> <p>Develop and implement a revised communications and marketing plan including refreshed website and promotional/social media activity.</p> <p>Develop and implement of a replacement management information system to track progress of employability clients.</p>			
Deliver the Council's sustainable development, climate emergency and carbon management commitments, ensuring that the Council is an exemplar in these fields.	<p>Develop, implement, and review corporate strategy and policy in relation to sustainable development, climate change and carbon management.</p> <p>Secure short, medium, and long-term reductions in carbon emissions from Council activities in accordance with Scottish Government targets, and to ensure compliance with the Public</p>	Planning and Economic Development	Sustainability and Climate Change Manager	Ongoing

Action Title	Outcome	Service	Assigned to	Due Date
	<p>Bodies Duty in the Climate Change (Scotland) Act 2009.</p> <p>Participate in joint initiatives and corporate or inter-agency project teams in pursuit of sustainable development, climate change and carbon management objectives.</p> <p>Develop E-learning to assist Council Services and partners to promote sustainable practices and reduce carbon emissions in line with Council targets.</p>			
Deliver Scotland's first council-led green participatory budgeting initiative	To act as a catalyst for community-based carbon reduction initiative	Planning and Economic Development	Sustainability and Climate Change Manager	31/03/27
Deliver a city-wide Local Area Energy Plan and Local Heat and Energy Efficiency Strategy	To deliver a statutory function, and prepare for a future transformation and decarbonisation of the city's energy and heat networks.	Planning and Economic Development	Sustainability and Climate Change Manager	31/03/27
Reduce the number of casualties from road accidents.	Year on year recorded reduction in road accident casualties.	Sustainable Transport and Roads	Traffic and Road Safety Team Leader	31/03/26
Maintain road conditions at a steady state.	Maintain road conditions at a steady state as recorded from the annual Scottish Road Maintenance Condition Survey and reported by the Local	Sustainable Transport and Roads	Road Maintenance Partnership Manager	31/03/26

Action Title	Outcome	Service	Assigned to	Due Date
	Government Benchmarking Framework.			
Reduce vehicle emissions in the city centre	Establish a number plate recognition system (ANPR) camera system and back office resource to enable enforcement of the low emission zone.	Sustainable Transport and Roads	Traffic and Road Safety Team Leader	30/05/24
Deliver the creation of a low carbon multi-modal transport hub in the northeast quadrant of the city centre	Deliver the Green Transport Hub and Spokes project	Sustainable Transport and Roads	Senior Manager - Transportation	31/03/26
Expand the provision of electric vehicle charging infrastructure	Installation of an additional 125 EV charge points from the 2023 baseline.	Sustainable Transport and Roads	Corporate Fleet Services Manager	31/03/25
Provide an enhanced active travel and cycle network.	Deliver the Broughty Ferry to Monifieth active travel improvement scheme and complete preliminary design option appraisals for the establishment of a strategic active travel network in Dundee.	Sustainable Transport and Roads	Sustainable Transport and Parking Team Leader	31/03/26
Improve road safety for communities	Reduce speed limits on appropriate residential streets out with the principal road network to 20mph	Sustainable Transport and Roads	Traffic and Road Safety Team Leader	31/03/26
Increase the number of primary pupils walking and cycling to school	Deliver the School Street programme at identified appropriate sites	Sustainable Transport and Roads	Sustainable Transport and Parking Team Leader	31/03/26

Action Title	Outcome	Service	Assigned to	Due Date
Develop a Local Flood Risk Management Plan	In partnership with other Local Authorities, develop a Local Flood Risk Management Plan (Cycle 2) that covers the Tay Estuary and Montrose Basin Local Plan District which covers Dundee.	Design and Property	Infrastructure Team	30/6/2028
Partnership Working with Housing and Dundee Contract Services	Continue to develop a collaborative partnership working arrangement with Housing and CS through the Executive and Steering groups to improve delivery and co-ordination of work programmes.	Design and Property	Architects Manager and Capital Projects Manager	31/03/28
Replace current Asset Management system	Progress with strategy or renewal of the current GVA asset management system for Council properties.	Design and Property	Senior Manager Property	31/3/2028

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