

ITEM No ...5.....

REPORT TO: CITY DEVELOPMENT COMMITTEE – 6 DECEMBER 2021
REPORT ON: CITY DEVELOPMENT SERVICE PLAN 2021-2024 PROGRESS REPORT
REPORT BY: EXECUTIVE DIRECTOR OF CITY DEVELOPMENT
REPORT NO: 321-2021

1 PURPOSE OF REPORT

1.1 To provide a mid-year progress report on the Service Plan for the City Development Service for the period 2021-2024.

2 RECOMMENDATION

2.1 It is recommended that Committee approve the service plan progress report as attached at Appendix 1.

3 FINANCIAL IMPLICATIONS

3.1 None.

4 BACKGROUND

4.1 In November 2020, elected members endorsed the Council's Action Plan to address the recommendations from the Best Value Audit (Article IV of the minute of the meeting of Dundee City Council on 16 November 2020, Report No: 284-2020 refers). The Action Plan sets out that all services are to develop a Service Plan for the period 2021-24 and present these plans to the appropriate Committee and provide progress reports twice yearly.

4.2 Report Number [185-2021](#) presenting the Service Plan for City Development Service for the period 2021/2024 was approved at City Development Committee on 21 June 2021 (Article II of the minute refers). The Service Plan sets out the strategic direction for City Development for the next three years and outlines key priorities and improvements, based on the financial and employee resources available. It also identifies the key actions to be undertaken to meet these priorities, and the performance indicators which will be used to monitor progress.

4.3 The report attached in appendix 1 is the first performance report in relation to this service plan and report on performance for Quarters 1 and Quarter 2 of financial year 2021/2022. It provides an update on the performance indicators and actions under each priority theme in the plan and in each theme, where required, identifies further improvement activity to achieve the targets and action in the plan. Thirteen are on target and six months into the plan significant progress is being made on most actions.

4.4 The **key priorities** for the City Development Service over the period 2021/22 to 2023/24 are set out in the report, which also includes performance measures and actions for each individual service area. Performance in relation to these measures and actions will be monitored in accordance with the Council's Performance Management Framework.

4.5 The reporting periods for Actions and Performance Indicators relative to the City Development Service Plan 2021/22 to 2023/24 are, in the main, annual. Consideration will be given to whether these can be revised to six-monthly or quarterly in order to provide a more comprehensive and clearer picture of the ongoing progress being made.

5 POLICY IMPLICATIONS

5.1 This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.

6 CONSULTATIONS

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

7 BACKGROUND PAPERS

7.1 None.

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18 November 2021

APPENDIX 1



City Development
Service Plan
2021-2024



City Development

Quarter 1 & 2 Performance Report December 2021



Executive Summary

Despite the impact of Covid, this has been a positive start to the year for the team in City Development.

Overall, the majority of performance indicators have either been improved or maintained and where these have declined in areas such as road safety, inward investment, tourism and start-ups the reduced performance can be attributed to the impact of the pandemic.

We have made good progress against our services priorities.

Sustainable Transport and Roads Division - we have restructured the Sustainable Transport and Roads team to give a sharper focus on sustainability, project delivery and external funding.

Property Rationalisation – implementation of Phase 2 of the Property Rationalisation Programme is progressing with the Lynch Centre now fully operational under Street Soccer's leadership, and Mitchell Street and Dudhope Castle now vacated and being marketed.

Job Creation – this has been one of the most successful years on record with NHS 24 and Social Security Scotland leading to the creation of 1,500 new jobs. Good progress has also been made elsewhere in the city, including the Port, MSIP and Dundee Technology Park.

Climate Change and Sustainability – additional investment has allowed the Team to grow to both drive forward the Policy and Partnerships work around sustainability and to target specific projects and external funding.

Investment in Staff – although training and development opportunities are more challenging during the pandemic, new opportunities for online learning have been developed and we continue to promote these for all our staff.

City Centre Investment Plan – the challenges of working in a multi partner/multi discipline environment led to some slippage on this key project but we now anticipate that it will be completed by the end of this financial year.

Waterfront/Eden and E-sports – development at the waterfront continues apace with only one of the nine speculatively developed properties at the waterfront still available. The Eden Project is now progressing at pace, the e-sports arena is currently developing its Business Plan, and has recently released new designs as part of the E-sport Scotland Festival.

Camperdown – the impact of the pandemic has meant that partnerships to attract private sector investment to Camperdown have been harder to finalise, although we continue to promote these.

Construction/House Building – after a significant dip in 2020, house building in 2021 has increased with draft figures for 2020/2021 suggesting growth has returned to the sector.

Tay Cities Deal – the first year of the Tay Cities Region Deal has been a significant success, more than 50% of the projects have been approved, and a significant number of them are on site creating both construction jobs and longer term jobs once the facilities are operational.

Financial Sustainability – the service has made significant progress in returning to a balanced budget, although there remain significant financial challenges caused by budget lines that are outwith our control such as energy, parking and external fees and charges. We ended the financial year with a surplus although this is distorted by the impact of the pandemic.

TREND OF PERFORMANCE INDICATORS

13 Improved and Maintained 

8 Deteriorated 



City Development

SERVICE PRIORITIES

- Delivering a series of Sustainable Transport interventions, and developing a Sustainable Transportation Plan, to help reduce carbon emissions, reduce dependence on cars, and improve air quality.
- Continuing the property rationalisation programme to reduce the amount of property occupied by the council - we currently spend over £17m annually on maintaining corporate property and we need to realign this to focus on service delivery rather than keeping unnecessary buildings open.
- 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.
- 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.
- The staff of City Development are our key asset, and we will continue to invest in workforce plans 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 throughout the service.
- The impact of COVID-19 will be felt across the city but nowhere more than the city centre. We will finalise the City Centre Strategic Investment Plan as a key corporate document, with priorities identified for the council and key public and private partners.
- 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.
- As the lead on supporting commercial activity for the council, we have a key role to play in bringing new attractions to Camperdown Park and we will work to secure investment and create jobs without damaging the natural environment of the park.
- 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 aim to support the delivery of our target of 480 houses completed each year through support from colleagues across the service.
- Delivering its commitment to the Tay Cities Region Deal.
- A final key priority is financial sustainability, and we aim to achieve a balanced budget once the short-term impact of COVID-19 is addressed.

Sustainable Transport and Roads

Action we have taken

Dundee City Council have continued to deliver infrastructure to support sustainable transport and reduce carbon emissions from both the Council's own energy consumption and provision of facilities for the travelling public.

In 2021 Dundee City Council ordered 39 new electric commercial vehicles which will replace existing diesel equivalents. The purchase of these vehicles is projected to reduce the Council's CO2 emissions by 51kg each year.

2021 also saw the completion of a nine-year programme to replace the Council's 25,000 street lamps with new LED apparatus. Since 2012 the Council has reduced street lighting energy consumption by 48% and CO2 by 78%. The LED replacement programme has resulted in an annual CO2 reduction of 4,773kg compared to 2012 levels.

The Council's City Development Committee have approved proposals to build a 4th public electric vehicle charging hub on Clepington Road which is currently programmed to be constructed in early 2022. The committee also approved the expansion of commercial coach charging infrastructure at Greenmarket which will accommodate the growth in electric coach services operating in Dundee.

During 2021 further, solar energy production technology has been installed at the Gellatly Street multi-story carpark and at the Council's Marchbanks Depot. The production of renewable electricity at source lessens the grid demand associated with expansion of electric vehicle charging infrastructure and also reduces electricity costs through production of on-site renewable power.

Active travel infrastructure has been expanded during the period with continuation of walking and cycling improvements. The active travel hub at the Waterfront opened to the public in September 2021 and the initial phases of the Broughty Ferry Active Travel route commenced with the delivery of cycle route improvements between Balmossie and Seven Arches, and Stannergate to Douglas Terrace.







Planning work has continued in regard to active travel links to the new Western Gateway Development. An options study was completed into active travel routes and improvements are programmed in 2022 to upgrade part of the Dykes of Gray footway route. Work is also programmed to commence in early 2022 on the A90 Swallow Roundabout Improvement which will provide signalised pedestrian crossing phases at the junction.

Dundee City Council have commissioned an options appraisal on bus priority routes in the region as lead authority for the Tayside Bus Alliance. The Council have also commissioned an initial study of footway parking restrictions to inform the implementation of national legislation prohibiting footway parking currently targeted by the Scottish Government to be introduced in 2023.

A statutory consultation has commenced on retaining two new bus lanes at Westport and Meadowside, which were installed as a rapid deployment bus priority measure during the Covid-19 pandemic. Cycle parking in the city centre is also planned to be improved with new bike racks and shelters scheduled to be installed in early 2022.

Mobility as a Service (MaaS) pilots have been further developed in the period with a public transport incentive trial planned with the NHS and a Mobility App being developed for release in 2022 which will provide sustainable travel option information.

Work continues to best utilise technology to deliver value efficiencies in the Council's transportation services. New digital vehicle booking systems have been introduced in 2021, and uptake of cashless car parking payment methods has increased over the last year, in part influenced by changing payment trends associated with the Covid-19 pandemic. A new controlled parking scheme planned to be introduced in 2022 in the vicinity of the City's football stadiums will be the first to feature digital technology to negate the administrative requirement for paper permits.

	Performance Indicator	Current Target	Short Term Trend	Notes & History Note
	Percentage of journeys to work made by public or active transport.	40%		<p>Taken from Scottish Household Survey data published in September 2020.</p> <p>Walk - 16%, Cycle - 3%, Bus - 12% - Train - 1%.</p> <p>Sample size 90.</p> <p>This survey pre-dates pandemic.</p>
	Average number seriously injured - Road safety statistics to meet Scottish Government's improvement targets.	25.5		There are fluctuations in the data but overall trend is down.
	Statutory Undertakers' performance.	90%		<p>Openreach/BT - Passed 95.5%.</p> <p>City Fibre - Passed 82.5%.</p> <p>Scottish Water - Passed 98.2%.</p> <p>Scottish Gas Networks - Passed 98.1%.</p> <p>Scottish Southern Electricity - Passed 95.8%.</p> <p>Virgin Media 88%.</p> <p>Average of SUs Passed 93%.</p>

Areas for Improvement

The 2021 performance data highlights the impact of Covid-19 travel behaviour change. Public transport demand has reduced due to a combination of work from home guidance and adverse confidence in confined area transmission risk. These challenges, coupled with service frequency reductions linked to national driver shortages have impacted public transport patronage levels. These challenges are considered to be short term and measures to support and improve bus services are being developed to aid recovery from the pandemic. Short term measures implemented include financial support to bus operators, subsidising services to fill new gaps in the commercial network, and introducing new bus priority lanes during the pandemic. Longer term, Dundee City Council is the lead authority in the Tayside Bus Alliance and have commissioned an evaluation of bus priority corridors in the City.

The pandemic has also led to increased active travel and consequently the accident rate in these groups has risen as reflected in the serious injury accident performance indicator. A programme of investments in active travel and road safety measures continues, with increased investment on previous years. The Council are also investing in a programme to reduce speed limits on appropriate residential roads to 20mph, and introduce part-time driving prohibitions about primary schools to improve road safety and promote active travel.

Design and Property

Action we have taken

A number of key projects have proceeded well during the first 6 months of the year:

The City Engineers have now all but completed Waterfront Place, with the cycle hub and urban beach already fully operational and being enjoyed by the public. With the water features now functioning, the remaining final touches are being put in place for the digital play located under the recently landed whale sculpture.

Now that the winter months are upon us, the recently completed salt barn at Marchbanks is fully operational and the first vehicles have been utilising the facility. This helps reduce financial pressure on the winter maintenance budget, which has been overspent in recent years.

The works to the Broughty Ferry Flood Prevention Scheme continues with a sequenced approach to the construction completion, allowing the public from across the city to benefit from the extended promenade walk and cycle path. As part of this initiative the grassy beach new lighting installation for enhanced visibility at night and during the winter months is nearly complete.

Dundee City Council have continued to market all commercial properties throughout the last 12 months, and this has been reflected in the occupancy rates being achieved in the city. Although some properties, particularly in relation to retail in the city centre are currently slow to let, the Estates team continue to meet the target occupancy rate set at 90%.

The Property Team have been working with all Service Departments throughout Covid to ensure buildings are available for frontline operations and as we continue the recovery the team will react and work with colleagues in Corporate Health & Safety and our partners at Tayside Contracts to provide this continuity.

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 subsequently disposed of.

Property rationalisation has realised some revenue budget savings in previous years, and continues with the Building Merger & Property Rationalisation Board leading this work.

As well as looking at a replacement for the Council asset management software, we have also identified a need for mobile working solutions for Property Officers to react quickly when required, working remotely and effectively from across the city. Officers have now recently implemented this initiative.





The West Wing renovation works have been completed by Construction Services colleagues, complemented with new furniture and IT provision, providing both elected members and staff with a modern, bright environment to work from.

Planning work has continued on the new East End Community Campus with Design & Property staff working closely with colleagues in Children & Families Services to develop the brief and engage with all stakeholders to inform the early stages of the design progress.

Progress continues on site with a number of construction projects including the community wing extension at the Mill O Mains Primary school which is progressing well as the contractor, Head Teacher, staff and pupils work in close proximity.

The Council recently approved Phase 3 of the Climate Action Property Energy Efficiency Programme, with the aims of the project to continue the reduction of avoidable costs and greenhouse gas emissions from a further twenty of our properties. The two previous phases of this initiative have produced annual savings of £490,000, which has helped offset cost pressures corporately with a further projected saving of £250,000 anticipated in the next phase.

Across the Design & Property Division, skill shortages are providing a challenge in certain areas, with vacancies remaining unfilled despite being advertised on multiple occasions. Alternative options are currently being considered to address demand and ensure continuity of service to all areas.

	Performance Indicator	Current Target	Short Term Trend	Notes & History Note
	Proportion of operational buildings that are suitable for their current use.	83%		Continued investment in new nurseries, with plans to provide a replacement for Craigie and Braeview will support improved condition results.
	Proportion of internal floor area of operational buildings in satisfactory condition.	88%		Plans being prepared to improve condition score of St Pius and Eastern Primary will have a large impact on condition of GIA.

Areas for Improvement

The impact of COVID-19 on Design and Property's ability to deliver capital projects has had a detrimental impact on driving forward improvements within the council's property portfolio with both new build and upgrades being delayed.

It is anticipated that the resources are now in place to drive these programmes forward and it is expected that these programmes will be progressed during the current financial year.

Planning and Economic Development

Action we have taken

There have been significant announcements in relation to new jobs in Dundee including Social Security Scotland and NHS Scotland. There is also significant interest in the MSIP site with first occupiers now on site and further announcements anticipated.

The upgrading of the Swallow junction on the A90 is expected to commence early in 2022 following the resolution of land ownership matters to enable the proposal to be fully implemented.

The free public wi-fi project covering the Central Waterfront area has gone live, providing fast free internet access for visitors and citizens in this part of the city. It is part of an overall £2m investment through Scottish Government Growth Accelerator Funding in digital infrastructure within the Central Waterfront. Other projects include investment in the Digital Playpark at Waterfront Place and a 5G Outdoor Testbed facility.

An enhanced programme of Christmas activities has been secured for Dundee City Centre. This will include the Winterfest at Slessor Gardens comprising a Christmas Market, Ice Rink and big wheel. There will also be activities in City Square including lighting projections onto the City Chambers, the Dundee Christmas Card and the Festival of Kindness installation. These activities will be complemented by a living Christmas Tree at City Churches and new decorations throughout the city centre.













New housing developments across all tenures are continuing to progress in a range of different locations throughout the city. These developments provide good quality homes as well as supporting employment in the construction sector and associated supply chain.

A new unit has been established to ensure that the Council is well placed to bid for and secure external funding from UK and Scottish Government sources. The unit will provide support to services in relation to funding bids as well as monitoring and evaluation reporting.

The Building Standards Team is facing particular challenges, with vacancies remaining unfilled despite being advertised on multiple occasions. A revised structure for the Team to address current and future pressures is being progressed.

The capital projects in the City Centre supported by the Scottish Government's Town Centres Fund have been completed. Responses to the short and long-term challenges in the city centre are being developed through the City Centre Strategic Investment Plan. Work on this is progressing and a report will be submitted to the City Development Committee in 2022.

There has been good progress in the delivery of projects that will be supported in the Tay Cities Deal with a range of business cases now approved, including the Cyber Quarter at Abertay University; Dundee University's project to Grow the Biomedical Cluster; and Discovery Point.

	Performance Indicator	Current Target	Short Term Trend	Notes & History Note
	Planned new jobs from completed inward investment projects.	170		The pandemic created an extremely challenging environment for inward investment. Looking forward there are encouraging signs with the letting of Agnes Husband House to SSSA, the recent announcement of 300 NHS jobs and 30 NHS security jobs within the Cyber Quarter building at Abertay University. There is also significant interest in the MSIP site with first occupiers now on site and further announcements anticipated.
	Total number of jobs in tourism sector.	8,440		The rise in Tourism employment reflects the increase in tourism related businesses in the city. These include new bars, restaurants and hotels. Employment numbers are rounded to the nearest thousand so whilst this is a welcome trend some caution should be exercised in interpreting the scale of increase. 2018 was a record-breaker for tourism in Dundee, with the industry contributing £187 million to the local economy and supporting thousands of jobs. There were 1.05 million tourism visits to the city, up 19.2% on the previous year.
	City centre retail unit's vacancy rate (%).	13%		The town centre vacancy rate has maintained at 13%. As per the Council Plan the target is to be at least at the rate of the fourth place or lower than the other urban areas in Scotland, which is 11.39%.
	New business start-ups supported by Business Gateway.	286		Target for Tayside was reduced from 720 to 500 for 20/21 due to the pandemic and BG services being diverted to support businesses affected. Target for Tayside achieved was actually 745 with 260 in Dundee, 218 in Angus and 267 in Perth & Kinross. This was unexpected, however many of these start-ups were lifestyle businesses with many finding ways to support themselves through self-employment.
	Percentage of requests for a building warrant responded to within 20 working days.	100%		Results over 2019/20 Q1 = 95% 2019/20 Q2 = 82%
	Total number of house completions.	480		277 housing completions is a draft figure and requires the HLA 2021 to be published to finalise and that'll be in Aug/Sept 20.

Areas for Improvement

Options for a revised structure for the Building Standards Team are being progressed to address ongoing challenges with unfilled vacancies and rising pressure on the service.

Development of a new Discover Work Partnership strategy in response to increased devolution of services to Local Employability Partnerships from Scottish Government and a significant increase in funds to deliver locally. In addition, there remain challenges in reaching the hardest to reach target groups across the city in pandemic environment.

Revised governance arrangements for Business Gateway Tayside being progressed as part of extended contract with current service provider.

Climate Change and Sustainability

Action we have taken

In March 2021, a capital plan investment of over £21m was announced for green recovery projects to cut greenhouse gas emissions and support ongoing efforts to respond to the climate emergency. Measures include:

- £9.3 million for a new active travel path between Broughty Ferry and Monifieth;
- £6.4m for a range of sustainability and low carbon projects including energy conservation measures in Council properties through the Non-Domestic Energy Efficiency Framework. The first two phases have already saving £490,000 and addressing building-based carbon emissions by delivering annual CO₂ reductions of 1617 tonnes;
- £2.7m for solar PV/electric vehicle charging systems, fourth public charging hub at Clepington Road along with solar power provision and additional electric commercial vehicle charger provision at Greenmarket; and
- £3 million for housing energy saving measures and projects.

The decarbonisation of heat and transport remain key challenges for all local authorities and the Council has continued to invest in initiatives to support emissions reduction in these sectors. Over the last seven years the Council's External Wall Insulation programme has invested £50m in almost 5,000 properties, reducing the amount of heat residents need to use as well as cutting carbon emissions. Work is currently underway in two areas of the city, with three further areas planned for this financial year. Funding of over £2.2m from the Scottish Government to deliver the Spaces for People temporary infrastructure programme, has made it safer for people who choose to walk, cycle or wheel for journeys and exercise, while physical distancing is in place during Covid-19 and as we transition out of lockdown.

In addition, £150,000 recurring revenue was allocated to strengthen the capacity of the Council's Sustainability and Climate Change team, enabling progress to be accelerated and support for a city-wide approach to Dundee's transition to net-zero.















The Council has invested approximately £60 million over the last three years to tackle climate change and with these additional projects, it will bring the total to almost £115m by 2026.

The Dundee Climate Leadership Group was established in spring 2021 to provide active leadership on Dundee's net-zero challenge, leveraging expertise from across the city in order to engage and inspire collective ownership and a shared commitment to tackling climate change. It is chaired by the Principal of the University of Dundee and its operating principles are to work within the objectives of Dundee Climate Action Plan and strategic vision of Dundee Partnership (Community Planning Partnership).

The Council are now trialling Climate View Emissions modelling software to help measure carbon abatement of actions, policies and strategies and their impact on our net-zero target, one of 5 pilot cities in the UK to do so and the first in Scotland.

A COP26 Working Group was brought together with over 20 local organisations to develop a 'Dundee Celebrates COP26' Events Programme. This commenced in September 2021 with the opening of the Active Travel Hub and launch of the programme and continued with many diverse events and activities across the city throughout COP26. This partnership will continue beyond COP26 as part of the Sustainable Dundee Partnership.

The Council continues its own journey to decarbonisation, with emissions from its estate and operations reduced by 11% from 2019/20 to 2020/21. The total carbon footprint has reduced by 49% since the baseline year of 2007/08. Improvements in energy efficiency of buildings through the Non-Domestic Energy Efficiency programme have contributed to the reduction in electricity consumption from the property portfolio and Streetlighting electricity consumption has reduced as a result of the LED streetlamp replacement.

	Performance Indicator	Current Target	Short Term Trend	Notes & History Note
	Percentage of children walking or cycling to school.	60		Preliminary Data from the Hands Up Survey Scotland taken in September 2020.
	CO2 emission (property energy consumption) in tonnes of CO2.			Electricity consumption decreased a further 1% but gas consumption increased by 7.7% compared to the previous year. This year was colder compared to last year as measured by a 10% increase in the number of degree days. This combined with new gas supplies added more than accounts for the increase in gas consumption.
	CO2 emission (property water consumption) in tonnes of CO2.			Figures for calendar year 2020.
	Energy consumption (gas, electricity, oil and solid fuel) in million kilowatt hours.	99.6		Figures for calendar year 2020.
	Use of recycled materials within major capital plan construction programmes (% of works value).	10%		The service continues to specify the use of recycled materials within capital construction plan projects. This is achieved through specification research and the WRAP suite of construction guidance.
	Dundee City CO2 Emissions (kt CO2).	762.81		There is a two-year time lag on this data. Figure for 2018 was published by the UK Government in June 2020. These figures are produced for the Dept. for Business, Energy and Industrial Strategy for the UK. Its main purpose is to track whether the UK is on course to meet national or international climate change targets. At sub-national level it can help community planning partnerships know what contribution its area is making to the Climate Change Act targets. It combines data from the UK's Greenhouse Gas Inventory with data from a number of other sources, including local energy consumption statistics, to produce a nationally consistent set of carbon dioxide emissions estimates at local authority level. The data shows emissions allocated on an "end-user" basis where emissions are distributed according to the point of energy consumption.
	Percentage of electric vehicles in the city.	3%		Slight increase in EV numbers but the effects of the Covid19 pandemic and Brexit which is has had a significant effect on vehicle delivery times continues to slow down EV uptake.

Areas for Improvement

- 1 Via the Dundee Partnership and the Dundee Climate Leadership Group, continue to implement the **Dundee Climate Action Plan** and identify joint initiatives in pursuit of the city's net-zero target.
- 2 Utilise the **Climate View emissions modelling platform** to monitor progress, inform decision making, engage stakeholders and communicate results on Dundee's net-zero target.
- 3 Develop a new **Net-Zero Transition Plan and Carbon Budget** for the Council based on the latest carbon management data provided by the Carbon Footprinting and Project Register Tool and the carbon reduction actions identified during the climate action planning process.
- 4 Create a new **Community Climate Choices** Fund based on the principles of Participatory Budgeting for local climate change solutions.
- 5 Embed **Climate Adaptation** across services in line with Adaptation Scotland's Capability Framework.

