

City Chambers
DUNDEE
DD1 3BY

29th November, 2024

Dear Colleague

I refer to the agenda of business issued in relation to the MEETING of the **CITY GOVERNANCE COMMITTEE** to be held on Monday, 2nd December, 2024 and would like to advise you that the Convener has agreed that the undernoted item of business be considered as a matter of urgency in terms of Standing Order No 17(b) in view of the timescales involved.

Yours faithfully

GREGORY COLGAN

Chief Executive

The Committee may resolve under Section 50(A) (4) of the Local Government (Scotland) Act 1973 that the press and public be excluded from the meeting for the undernoted item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 6 and 9 of Part I of Schedule 7A of the Act.

11 SALE OF PROPERTY

City Chambers
DUNDEE
DD1 3BY

22nd November, 2024

Dear Colleague

You are requested to attend a MEETING of the **CITY GOVERNANCE COMMITTEE** to be held in the Council Chamber, City Chambers, City Square, Dundee and also to be held remotely on Monday, 2nd December, 2024 following the meetings of the Children, Families and Communities and Neighbourhood Regeneration and Estate Management Committees called for 5.00pm.

The meeting will also be livestreamed to YouTube. Members of the Press or Public wishing to join the meeting as observers should follow this link www.dundee.gov.uk/live or alternatively they may attend in person.

Should you require any further information please contact Committee Services on telephone (01382) 434228 or by email at committee.services@dundee.gov.uk.

Yours faithfully

GREGORY COLGAN

Chief Executive

AGENDA OF BUSINESS

1 DECLARATION OF INTEREST

Members are reminded that, in terms of The Councillors Code, it is their responsibility to make decisions about whether to declare an interest in any item on this agenda and whether to take part in any discussions or voting.

This will include all interests, whether or not entered on your Register of Interests, which would reasonably be regarded as so significant that they are likely to prejudice your discussion or decision-making.

2 CHANGES TO SERVICES PROVIDED BY LEISURE AND CULTURE DUNDEE - Page 1

(Joint Report No 323-2024 by the Chief Executive and Director, Leisure and Culture Dundee, copy attached).

3 CAPITAL EXPENDITURE MONITORING 2024/2025 - Page 45

(Report No 332-2024 by the Executive Director of Corporate Services, copy attached).

4 REVENUE MONITORING 2024/2025 - Page 65

(Report No 318-2024 by the Executive Director of Corporate Services, copy attached).

5 CITY PLAN FOR DUNDEE 2022/2023 – ANNUAL REPORT FOR 2023/2024 - Page 79

(Report No 285-2024 by the Chief Executive, copy attached).

6 CITY DEVELOPMENT SERVICE PLAN – ANNUAL UPDATE REPORT - Page 135

(Report No 295-2024 by the Executive Director of City Development, copy attached).

7 ANTI SOCIAL BEHAVIOUR – JULY TO SEPTEMBER 2024 - Page 157

(Report No 302-2024 by the Executive Director of Neighbourhood Services, copy attached).

8 COMMUNICATION STRATEGY 2022/2027 - UPDATE - Page 165

(Report No 322-2024 by the Chief Executive, copy attached).

9 ANNUAL TREASURY MANAGEMENT ACTIVITY 2023/2024 - Page 189

(Report No 289-2024 by the Executive Director of Corporate Services, copy attached).

The Committee may resolve under Section 50(A) (4) of the Local Government (Scotland) Act 1973 that the press and public be excluded from the meeting for the undernoted item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 6 and 9 of Part I of Schedule 7A of the Act.

10 BUSINESS SUPPORT FUNDING

ITEM No ...2.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 2 DECEMBER 2024

REPORT ON: CHANGES TO SERVICES PROVIDED BY LEISURE AND CULTURE DUNDEE

REPORT BY: CHIEF EXECUTIVE AND DIRECTOR OF LEISURE AND CULTURE DUNDEE

REPORT NO: 323-2024

1 PURPOSE OF REPORT

1.1 This report updates elected members on the results of the consultations on the proposals to change the services provided by Leisure and Culture Dundee and makes recommendations on changes to be implemented.

2 RECOMMENDATIONS

2.1 It is recommended that Committee agrees to:

- a) continue to support the operation of Mills Observatory as set out in para 6.6.
- b) cease to operate Broughty Castle Museum resulting in it closing at the latest on 31 October 2025, as set out in Section 6, and engaging with HES regarding the future of the Castle and its illumination.
- c) cease to operate Caird Park golf course resulting in it closing by 30 April 2025 as set out in para 6.20; and
- d) remit the Chief Executive and Director of Leisure and Culture Dundee to implement the changes proposed in this report and update any agreements accordingly.

3 FINANCIAL IMPLICATIONS

3.1 The approval of the above recommendations would result in the following revenue costs / (savings) for Dundee City Council:

	2025/26 £000	2026/27 £000
Mills Observatory	15	15
Broughty Castle Museum	(13)	(30)
Caird Park Golf Course	28	-
Total Costs / (Savings)	30	(15)

It should be noted this figure would reduce by £8k per annum should the lease for Caird Park Golf Club also be terminated.

3.2 Savings would also accrue to LACD of £440k per annum. This would partially offset by a reduction in the management fee payable of £26k per annum to cover the additional costs associated with upkeep of the park that would require to be met by Dundee City Council moving forward. In addition, it is estimated there would be one-off removal costs of £53k associated with the closure of Broughty Ferry Museum that would require to be met by LACD.

4 BACKGROUND

4.1 Report 71-2024 of City Governance Committee on 29 February 2024 (Article II – Item c viii refers) set out the financial pressures faced by Leisure and Culture Dundee (LACD) and that a

shortfall of £1,086k in 2024/25 was predicted. As part of the options that the Board of LACD identified to close this budget gap were three proposals to change services.

- 4.2 The three proposals identified highlighted potential savings of £455k for LACD and savings to the Council of £30k, but also potential costs associated with ground maintenance for Caird Park Golf course.
- 4.3 Due to the nature of the proposals, approval was sought to undertake a public consultation on the proposals made by Leisure and Culture Dundee to change the services they provide on behalf of Dundee City Council in relation to Mills Observatory, Broughty Castle Museum and Caird Park Golf Course.
- 4.4 Since elected members considered the financial implications and budget gap set out in Report 71-2024, a further report (Report 210-2024) on the financial sustainability of LACD and prompting a full review of other services provided was agreed by City Governance Committee on 19 August 2024, (Article X).

5 CONSULTATION PROCESS AND SUMMARY OF FEEDBACK

- 5.1 Each of the three facilities listed at 4.2 was the subject of a separate consultation, which set out details of what was being proposed (including potential closure) and asking a number of questions to consider potential implications including equality related matters. Users and key stakeholders of these facilities were encouraged to take part, and the consultations were widely publicised to ensure all interested parties could have their say on the proposals.
- 5.2 Consultees were able to respond to the consultations online via the Council's website. It was important that all users of the facilities and the wider communities had a fair and equal opportunity to take part, so paper copies were made available from libraries and the affected facilities. Drop-in sessions were also run.
- 5.3 The consultations ran for 6 weeks from 17 May 2024 to 28 June 2024 and regular promotion of the consultations was undertaken during this period to encourage feedback. There was a total of 2,432 responses (2,229 online and 203 paper) received for the three consultations and fuller details and analysis on each is contained in Appendices 1 to 3 of this report and summaries are included below.

Mills Observatory

- 5.4 There were 901 responses in total to this consultation, 874 responses were submitted online, and 27 paper copies were completed. 90% of those who provided postcodes were from Dundee, with the highest response being from the DD2 area (31%). 70% said they visited less often than monthly, and the most common method of travel was by car (52%).
- 5.5 Other key information on the respondents:
 - 55% were female.
 - 61% were aged between 35 and 64 years old.
 - 17% had a disability.
 - 53% were working full time and 19% retired.
- 5.6 823 respondents provided more detailed feedback, overall, there was a strong sentiment against closing the observatory, many respondents considering it a valuable cultural and educational asset for Dundee therefore closure of it is seen as detrimental to the city. Respondents showed a willingness to explore multiple options, including alternative operators and new funding streams, if closure is avoided.

5.7 95% of respondents stated that the closure of Mills Observatory would have a negative impact on them. However, the explanations to what specifically this impact would be to them was more general with the main impacts highlighted included the effects that closure would have on educational opportunities, community engagement, cultural heritage, and the impact on the local economy.

5.8 Key suggestions from the consultation were:

- explore potential to raise funds via entry fee, memberships, private hires, and special tours.
- secure funding via grants, sponsorship, and crowdfunding
- partner with universities, science institutions and schools.
- increase community involvement and volunteering.

Broughty Ferry Castle Museum

5.9 There were 933 responses in total to the survey, 890 responses were submitted online, and 43 paper copies were completed. 96% of those who provided postcodes were from Dundee, with the highest response being from the DD5 area (59%). 68% said they visited less often than monthly, and the most common method of travel was walking (46%).

5.10 Other key information on the respondents:

- 65% were female.
- 65% were aged between 35 and 64 years old.
- 12% had a disability.
- 50% were working full time and 23% retired.

5.11 842 respondents provided more detailed feedback, showing a strong sentiment against closing the Castle. Closing Broughty Ferry Castle is regarded as a loss of cultural and historical importance, as well as its recreational and educational value. The feedback also reflects how the role of the Castle is seen in attracting tourists and for the Broughty Ferry economy.

5.12 91% of respondents stated that the closure of Broughty Ferry Castle would have a negative impact on them. However, the explanations to what specifically this impact would be to them was more general with the main impacts as highlighted above.

5.13 Key suggestions from the consultation were:

- explore potential to raise funds via entry fee, memberships, and hosting events.
- secure funding via fundraising
- increased promotion
- reducing opening times and seasonal closure

Caird Park Golf Course

5.14 There were 598 responses in total to this consultation, 465 responses were submitted online, and 133 paper copies were completed. 98% of those who provided postcodes were from Dundee, with the highest response being from the DD4 area (32%). 45% said they used the golf course weekly, and the most common method of travel was by car (76%).

5.15 Other key information on the respondents:

- 68% were male.
- 56% were aged between 55 and 75 years old.
- 16% had a disability.

- 42% were working full time and 38% retired.
- 5.16 550 respondents provided more detailed feedback, with respondents feeling strongly that Caird Park to remain open advocating for the city's only public golf course and for health and wellbeing.
- 5.17 82% of respondents stated that the closure of Caird Park Golf Course would have a negative impact on them. The main reasoning for a negative impact is that open-air exercise is beneficial to social, physical, and mental health, and closure would deny users a valuable well-being resource.
- 5.18 Unlike the other two consultations, there was a higher % of respondents saying that the closure would have no impact (10%) or a positive impact (8%)
- 5.19 Key suggestions from the consultation were:
- increase fees and memberships.
 - reducing opening times and/or close one of the courses.
 - increase appeal and raise funds through improved maintenance of the ground or offering classes and coaching.

6 PROPOSED CHANGES TO SERVICES PROVIDED

- 6.1 Since the launch of the consultations and following the feedback received, including the suggestions for all three facilities, officers have explored these and have set out below additional information to support the recommendations being proposed for each facility.

Mills Observatory

- 6.2 Dundee City Council owns Mills Observatory, and it is currently operated on our behalf by LACD. The Observatory operates October to March. There were 6,654 visitors in 2023/24. Down from 7,424 visitors in 2022/23.
- 6.3 The proposal to cease operating the Observatory would contribute £40,000 a year to reducing Leisure and Culture Dundee's budget shortfall. The Council also spends around £13,000 per year on the property, and this would continue unless the building transferred to another organisation, for example via a Community Asset Transfer. As LACD would no longer occupy the property, empty property rates of circa £7,000 per annum would be payable by the Council from the date the lease between the Council and LACD is terminated.
- 6.4 Following the launch of the consultation approaches were made to LACD regarding alternative funding to support the running cost of Mills Observatory. This has resulted in a current total of £95,000 being secured by LACD for the next 3-5 years from three sources as follows:
- £10,000 per annum for five years of private money
 - £15,000 per annum for three years from trusts
- 6.5 Other actions being explored by LACD are:
- Further funding bids out to several other local trusts.
 - Working with Scottish Enterprise Space team to develop a business plan for the Observatory which will be a longer-term plan to look at funding streams.
 - Working with funders to increase the offer to young people and schools, developing an educational package that looks at careers in the Space industry both in Dundee and across Scotland.
 - Additionally, LACD have worked with marketing and press to increase awareness of the facility and there was a 127% increase in visitors in week one and a large jump in shop sales.

- 6.6 Given the interest in supporting Mills Observatory and the securing of new funding, it is recommended that Mills Observatory remains open and operated by LACD. Dundee City Council would commit to providing funding of up to £15,000 to cover the shortfall between the saving LACD could have realised and the new funding secured, if further funding cannot be secured to fully offset the £40,000 saving. This would be reviewed in three years.

Broughty Ferry Castle Museum

- 6.7 Broughty Ferry Castle is currently leased by Dundee City Council from the Scottish Ministers. Historic Environment Scotland (HES) administer the lease on behalf of the Scottish Ministers. The lease is currently continuing on a year-to-year basis with the next option to terminate the lease being on 31 October 2025 subject to the Council serving a minimum of 6 months prior written notice on the Scottish Ministers i.e. notice requires to be served before the end of April 2025. The lease contains a 'stay open' clause whereby the Council, unless otherwise agreed with HES, require to keep the subjects open to the public until the lease is terminated.
- 6.8 LACD operates Broughty Ferry Castle on our behalf and has collections on show, including part of the Orchar collection. Broughty Castle Museum operates as follows:
 Winter Opening Hours: October - March, Tues - Sat 10am - 4pm, Sunday 12.30 - 4pm
 Summer Opening Hours: April – September, Mon - Sat 10am - 4pm, Sun 12.30 - 4pm
- 6.9 Visitor numbers in 2023/24 were 39,223, but still down from 43,149 in 2019/20. Reduced visitor numbers and rising costs due to inflation mean that it is financially challenging for the Council and LACD to support the museum. To put this in context, visitor numbers at Broughty Castle have fallen by 9% on pre-pandemic levels.
- 6.10 The proposal to cease operating Broughty Ferry Castle could contribute £80k a year to reducing Leisure and Culture Dundee's budget shortfall. By returning the property to Historic Environment Scotland the Council would also save £30k per year in property costs.
- 6.11 There is a legal requirement to show a percentage of the Orchar collection as per the terms in which it was donated to Dundee. However, we consider that this quota is met via the display of Orchar works in the Victoria Gallery in McManus Art Gallery as well as four paintings on show in Broughty Ferry Library. Depending on future arrangements for the collections currently housed at the Castle there would be one off removal and preparation costs of circa £53K.
- 6.12 Officers have considered suggestions made in the feedback from the consultation as follows:
- Due to the network of tunnels in the vicinity of the castle, we cannot use the space outside. These are of historically important and classed as monuments so we cannot build or put any infrastructure on top of them. They were used by Sea Miners to protect the area in WWII.
 - An admission charge to go into the Castle cannot be implemented as the collection inside belongs to the people of Dundee and legislation prevents us from charging to enter.
 - Additional events and café option, given the grounds cannot be utilised to create space and the limited capacity within the Castle there is little or no scope for this to generate additional income.
- 6.13 There are limited ways to increase revenue, no new funding has been secured to reduce the operating costs of Broughty Ferry Castle Museum and no groups have made approaches to discuss any options to take over the running of the Castle from LACD. It is therefore recommended that Dundee City Council serves notice to HES to end our lease from 31 October 2025 at the latest and discussions are held with HES regarding their 'stay open' clause. LACD would make arrangements to remove the collections as soon as reasonably practicable.
- 6.14 The Council and LACD will continue to work with HES to explore any further opportunities they wish to consider for the Castle. The Council commits to continuing with the investment, from the District Centre Fund, which would see the installation of flood lighting at Castle early in

2025. Council officers will engage with HES regarding funding the utility cost of keep the castle illuminated.

Caird Park Golf Course

6.15 Caird Park Golf Course is operated by LACD providing municipal golf provision on behalf of Dundee City Council. There are 9 and 18-hole courses that currently operate as follows:

Winter: Monday to Sunday – 8.30am - 4pm

Summer: Monday to Sunday – 7am - 8pm

6.16 In March 2024, there was an average of 1,188 members and there were 7,584 (9 holes) and 28,798 (18 holes) rounds played in 2023/24. Memberships at that point were up 4.7% on the previous year (2022/23), but rounds played on both courses were down 7.5% (9 holes) and 1.6% (18 holes). Declining usage and rising costs due to inflation mean that it is financially challenging for the Council and LACD to operate the course. To put this in context, every single round being played at Caird Park over that period was subsidised by Dundee taxpayers at a cost of £9.10.

6.17 LACD have a contract with an external provider to maintain the golf course and that was extended for 1 year ending on 30 April 2025.

6.18 The proposal to cease operating Caird Park Golf Course could contribute £335,000 a year, to Leisure and Culture Dundee's budget shortfall. There would however be costs to the Council as follows:

- If the land becomes an open space, managed by the Council it is estimated that the cost would be £27k per year in maintaining the open space once the course has closed.
- Dundee City Council currently lease the Caird Park Golf Club to the Trustees Ex Officiis for and on behalf of the Caird Park Golf Club. The lease continues a year-to-year basis at an annual rental of £5,000. The rateable value of the club is currently £7,500 p.a. If the Golf Course closes, the Trustees of the golf course may decide to terminate their lease with the consequent loss of rental and the Council becoming liable for payment of rates for the premises equating to £3,735 p.a. It should be noted that no discussions have taken place with the Trustees in this regard.
- The former Caird Park Golf Shop is currently being used as a store by LACD with no rates payable. Should LACD terminate their occupation of the former golf shop the Council would be liable for rates payable of £448.20 p.a.
- Accordingly, if either or both these premises became vacant, it would be intended to market the premises for lease.

6.19 Officers have considered suggestions made in the feedback from the consultation as follows:

- To increase the fees and membership would reduce the deficit position. However, fees and membership would have to increase by at least 250% e.g. Standard Adult (Mon – Sun) in 2024/25 is £330.00 could be priced at least £825.00, to provide a breakeven position, this figure is based upon 2023/24 full year information. In addition, membership numbers have dropped by 20% in last 12 months (reduced from 1,188 to 964). Golf memberships for 4 local private clubs range from £395.00 to £850.00 (average being circa £575.00)
- Reducing the opening times would only generate a small saving in staff costs per hour and would potentially lead to the public accessing the course without payment.
- A full review was carried out on improving maintenance of the course, however the review highlighted due to the age of the machinery there is a likelihood that a capital investment would be required from the ground maintenance contractor to replace the machinery. The ground maintenance contractor has indicated if the contract were to be renewed from the 1st of April 2025, there would be an increase in the annual charges of £100K which would cover the costs of new machinery. Based across a three-year contact this would be a £300K increase on current costs.

- The development of coaching would provide an income opportunity, however the costs of having a coaching resource to deliver the provision would limit the level of income generated.
- 6.20 Analysis of the consultation responses provided no practical options which would reduce the deficit position of Caird Park Golf Course significantly enough to make it viable going forward, it is therefore recommended that Caird Park Golf Courses cease to be operated from 30 April 2025. As the golf membership year runs from 1 April to 31 March each year, a Pay 2 Play only could be operated during the month of April 2025.
- 6.21 Neighbourhood Services has reviewed the scope for the ground's maintenance arrangements, and this would involve adjusting the current grass maintenance from a high amenity sports surface to a recreational parkland arrangement, which blends more appropriately into the surrounding setting of Caird Park. Several options have been considered as set out below with Option 2 being recommended:
- Option 1 - Medium amenity parkland arrangement – costs £43,000 pa
 Option 2 - Parkland greenspace maintenance with higher level of naturalised grass areas to support biodiversity development - costs £26,000 pa
 Option 3 - Parkland greenspace which maximises naturalised grass potential and associated biodiversity potential – costs £23,000
- 6.22 This location will also contribute to the city's environmental objectives as defined within the Local Biodiversity Action Plan. This valuable greenspace will support Dundee's wider nature network, with increased biodiversity, habitat and climate resilient woodland development areas, as nature restoration funding becomes available, to allow this further enhancement.
- 6.23 Alternative opportunities, uses or redevelopment of the site could still be explored with interested parties and may require to be appraised subject to consultation with the Council's Head of Planning and Economic Development.
- 6.24 Closure of the golf courses will have staff implications for LACD, but in line with normal practices and in consultation with Trade Unions, re-deployment processes would commence.

7 POLICY IMPLICATIONS

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

8 CONSULTATIONS

- 8.1 The Council Leadership Team have been consulted in the preparation of this report.

9 BACKGROUND PAPERS

None.

GREG COLGAN
CHIEF EXECUTIVE

NOVEMBER 2024

JUDY DOBBIE
DIRECTOR OF LEISURE AND CULTURE DUNDEE

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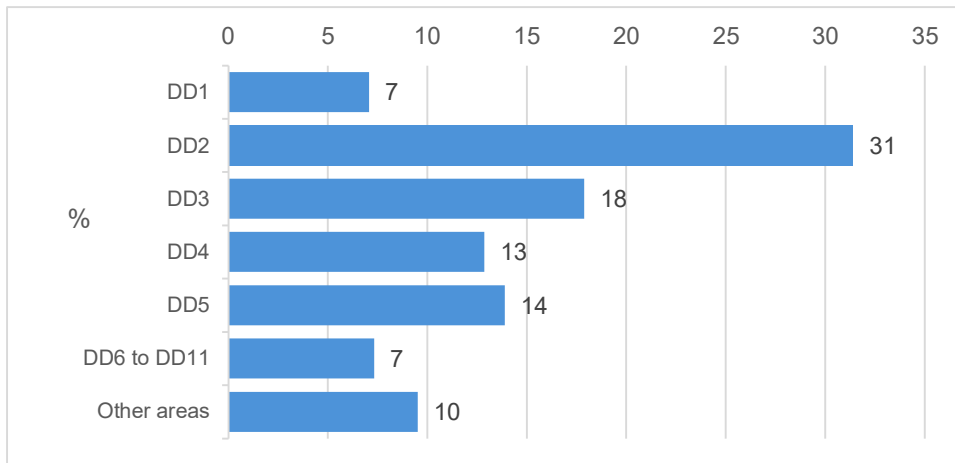
Mills Observatory Consultation

The consultation was carried out between 17th May and 28th June and was available to fill in online or via a paper copy which could be collected from libraries and community centres across the city. Four drop-in sessions were also held during May and June at Menzieshill Community Hub, 12 individuals attended these, including amateur astronomers, representatives from Dundee Astronomy Society and other bodies, including Dundee Civic Trust and Dundee University.

There were 901 responses in total to the survey, all questions were optional therefore the base number of responses for each question below will differ, results are provided as a proportion of those who answered each question. 874 responses were submitted online, and 27 paper copies were completed.

1. Where are you from?

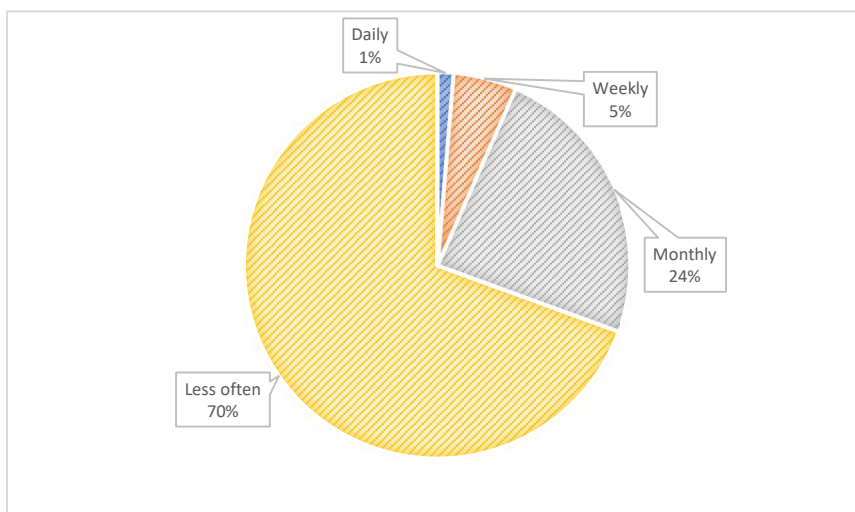
777 provided postcodes, with the highest response being from the DD2 area (31%) in Dundee City, 10% of responses were from outside Dundee and Angus including Perth and Kinross, Edinburgh and Glasgow.



Base:777

2. How often do you currently visit Mills Observatory?

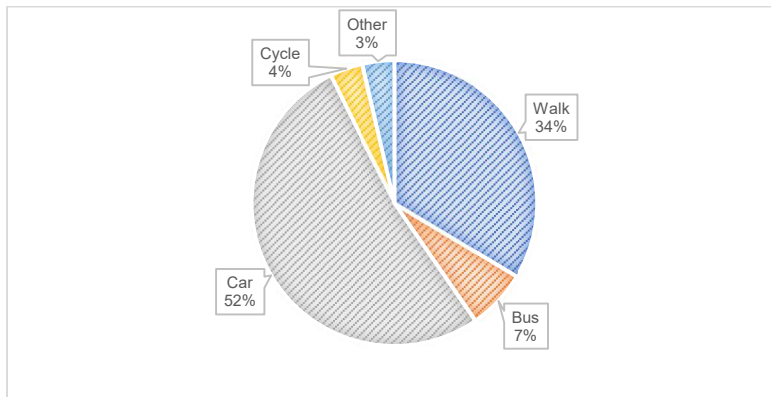
Almost a quarter (24%) of respondents visited Mills Observatory monthly, the majority (70%) said they visited less often.



Base:906

3. How do you travel to access it?

The most common method of travel was by car (52%) followed by walking (34%)



Base: 896

4. The options below are being considered for Mills Observatory - do you have any feedback or suggestions on these options or alternative suggestions?

- an alternative operator taking on the running of the observatory
- securing new funding, for example by way of grants or sponsorship, to support maintaining the service by Leisure and Culture Dundee or another organisation
- the closure of the building, with the council continuing to maintain its fabric
- community asset transfer, with the observatory becoming community owned and run

Feedback

823 respondents provided a response to this question, overall feedback was a strong sentiment against closing the observatory, many respondents considering it a valuable cultural and educational asset for Dundee therefore closure of it is seen as detrimental to the city. Respondents showed a willingness to explore multiple options, including alternative operators and new funding streams, if closure is avoided.

New funding

Many respondents supported the option of obtaining new funding to ensure the observatory's future. Suggestions included grants, sponsorships, crowd funding or working in partnership with other public bodies.

Opportunities for funding connected to STEM initiatives were highlighted alongside partnerships with innovators such as the Eden Project and local science and engineering businesses.

Alternative operator

Suggested alternative operators for running the observatory included universities (specifically Dundee University and St. Andrews University) or other institutions focusing on STEM, science centres, a private hire venue operator, local community organisations or a community trust.

Whilst there was support for finding a new operator, respondents had differing opinions on this, with some supporting it if long-term funding cannot be secured and others preferring community asset transfer or retaining current management with new funding sources. Concern was given about ensuring the observatory remains non-profit and accessible to all.

Community transfer

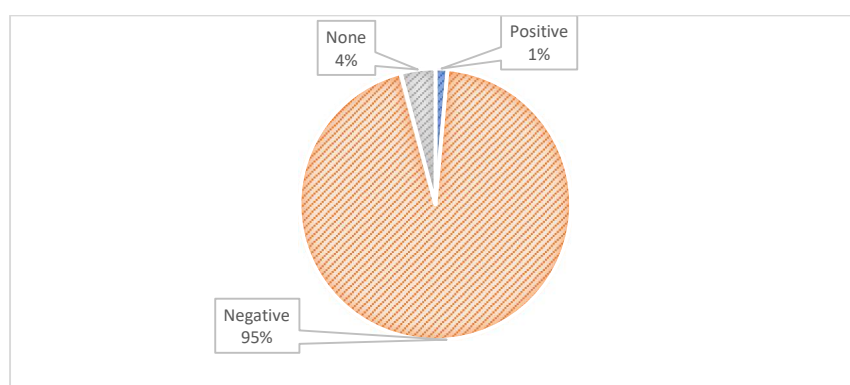
Many respondents supported involving the local community in running the observatory and felt that this would give more flexibility in raising funds. However, there were concerns about the risks and sustainability of community ownership due to reliance on volunteers and indicated that safeguards would be required if this model wasn't successful to ensure the observatory remained accessible to all.

Some saw community transfer as a viable option if LACD is unable to support it, while others are concerned about the removal of a publicly owned establishment and prefer the observatory remains under city ownership.

Responses reflected a strong community commitment to preserving and enhancing the Mills Observatory while ensuring its accessibility and cultural significance remain intact.

5. What impact would the closure of Mills Observatory have on you?

95% of respondents stated that closure of Mills Observatory would have a negative impact on them.



Base: 904

6. Please explain below what this impact would be

829 respondents provided a response to this. The main impacts highlighted included the effects that closure would have on educational opportunities, community engagement, cultural heritage, and the impact on the local economy.

Loss of Educational Opportunities

Many respondents stated that the observatory is an important educational asset for both children and adults, offering informative and engaging experiences therefore a key impact of closure would be the loss of the educational opportunities it offers. It was felt that it would result in decreased opportunities for the many groups who visit for outreach events, particularly youth groups such as scouts, brownies and school trips. Emphasis was given to the impact that closure would have in inspiring children and the community in STEM subjects.

It was highlighted by many that the observatory offers free and unique access to astronomy and closing it would remove a valuable, no-cost educational resource for the community and wider population of the city.

Negative Community Impact

Respondents felt that the loss of a valuable community asset would result in a decrease in wider community participation and the family-friendly activities available. The inability to afford other paying attractions in the city was highlighted as a reason for the importance of being able to access this free attraction.

Impact on local economy and social concerns

The risk of vandalism if the facility is closed and left vacant was highlighted by many respondents as impacting the city overall. Many stated that closure would impact on the communities in the city negatively as a derelict site would attract antisocial behaviour, making the surrounding parks and areas less appealing for community use.

It was felt that there would be an impact on tourism with closure potentially affecting the city's appeal, economic growth and related visitor spending. As the observatory is a unique attraction in Scotland, an impact of closure would be the loss of an attraction that brings in visitors from outside Dundee thus impacting local businesses.

Cultural impact

Many respondents felt that not having a unique and globally recognised asset of the city remaining under public ownership would jeopardise its preservation and long-term survival, also that the loss of a historical site would diminish the cultural heritage of Dundee.

7. Are there any changes that could be made to lessen any impact for you?

Of the 639 responses to this question most expressed strong support for keeping the observatory open and suggested various ways in which changes to current operations of the facility could be made to ensure that closure could be avoided.

Introducing revenue generating features such as a nominal or pay what you can entry fee, adding a café and a small shop was highlighted by many respondents as a method of generating additional revenue to cover operational costs.

Exploring partnerships with local organisations for collaborative events such as lectures, workshops, and stargazing nights, particularly during significant astronomical events was mentioned alongside the potential to rent out the space for private events or educational programmes. Many suggested that integrating the observatory more with educational institutions and local schools could be an option to maximise its impact.

It was suggested that options be explored for reducing opening days or hours during off-peak times while still maintaining core operating times.

Others suggested that the observatory could be integrated into the city tourist offering, and that increased visibility of it was vital to its future success, including it on the tour bus route alongside improved marketing of the facility through social media campaigns and partnerships with local businesses.

Engaging the community in discussions about the observatory's future would ensure that decisions are transparent, and that community input is considered to reduce any impact on community support and trust. Organise special events such as community family days or educational workshops to draw in different audiences and make the observatory a community hub.

8. Do you have any other feedback or further suggestions on alternative uses for this facility?

In addition to the responses already given in Q7 regarding suggested changes to reduce the impact of closure, 344 responses were given outlining the following alternate suggestions.

Review and optimise current operational practices to reduce costs without compromising service quality. Consider a community or nonprofit model for management to improve operational efficiency, explore cost reallocations from other council funded areas. Ensure that any new management continues to prioritise public access and educational outreach.

The development of an online booking system to encourage and ensure ease of access to visitors locally and from outside the city was raised as a potential improvement.

It was highlighted that formation of a working party consisting of individuals with an understanding of such a facility and its operations could be established, this group could include qualified personnel from similar institutions, representatives from local educational institutions, community organisations and volunteers. The group having clear roles for managing operation, fund raising and event organisation.

Alternative uses alongside the observatory which could raise funding were suggested such as EV charging points and photovoltaic panels to generate electricity, these processes could also provide further educational content to those visiting.

Collaboration with other local facilities such as the Eden Project, V&A, Discovery Point, Verdant Works, and the Unicorn could create combined visitor experiences and cross-promotional opportunities.

Key suggestions from analysis

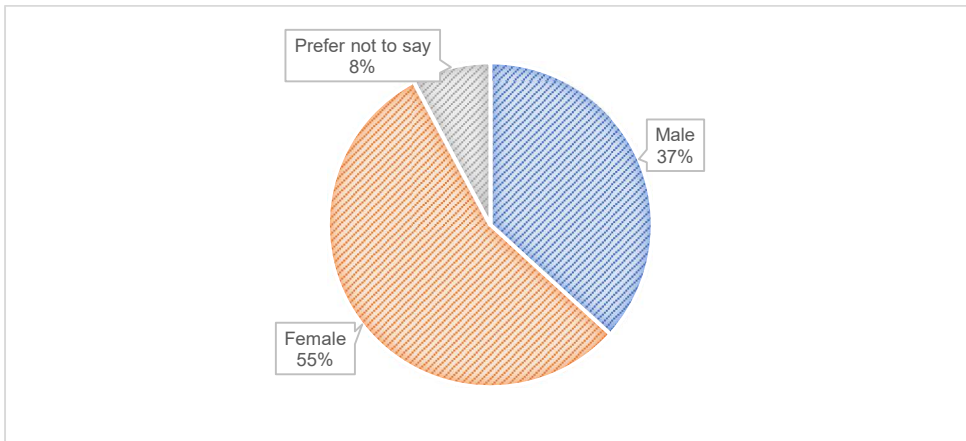
- Promotion of the facility via a marketing campaign
- Online booking systems
- Host special events and educational workshops
- Community involvement through volunteering
- Explore commercial potential to raise funds via:
 - Introduction of an entry fee
 - Development of a membership scheme
 - Partner with other local tourist attractions
 - Introduction of a café/shop
 - Hire out of space for private events
 - Special event tours
- Partner with universities and other science institutions
- Develop educational programmes with schools and youth groups
- Consider alternative management structures, including community ownership
- Secure funding via grants, sponsorship and crowdfunding

Demographics

Summary of respondents

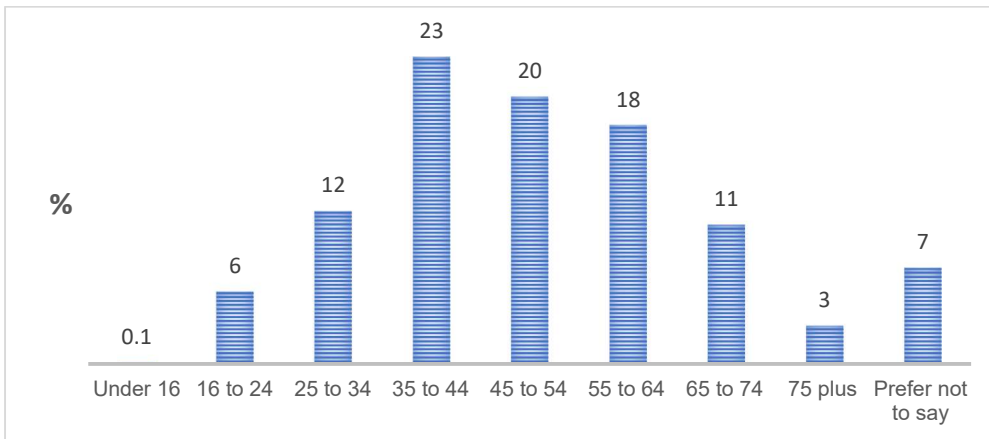
- 55% were female
- 61% were aged between 35 and 64 years old
- 17% had a disability
- 19% said day to day activities were limited due to a health problem or disability which has lasted, or is expected to last, at least 12 months
- 26% of those who stated they had a health problem or disability said this was due to long term illness, 19% stated that they had a mental health condition
- 64% stated that they were of white Scottish/British origin, 19% preferred not to answer
- 67% were of straight/heterosexual orientation, 26% preferred not to answer
- 78% stated that they did not have a trans history, 20% preferred not to answer
- 44% stated that they had no religion, 12% were Christian, 9% Church of Scotland, 7% were Roman Catholic
- 41% were married
- 53% were working full time, 19% retired
- 23% stated they gave help or support to family members, friends, neighbours or others because of a long-term physical/mental ill health problem or problems with old age

9. Are you?



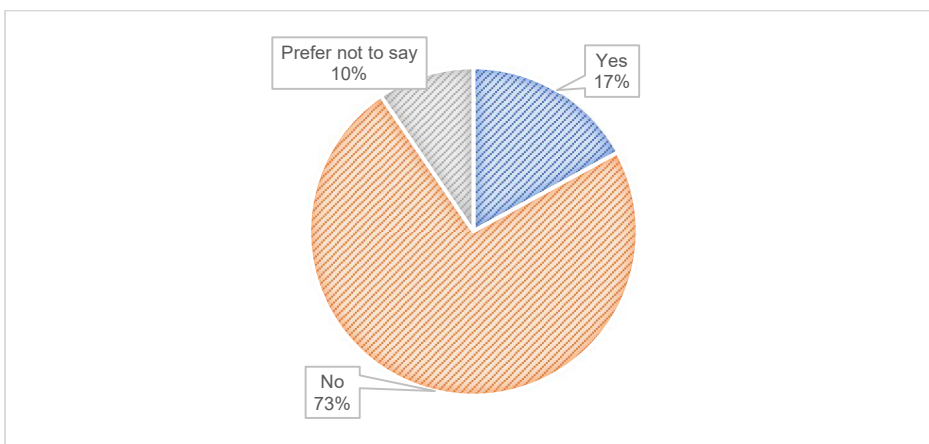
Base:884

10. What is your age range?



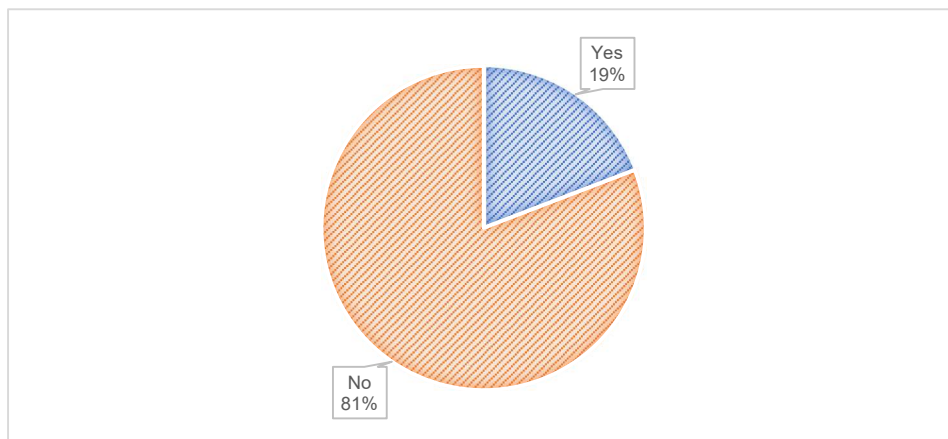
Base:886

11. Do you consider yourself to have a disability



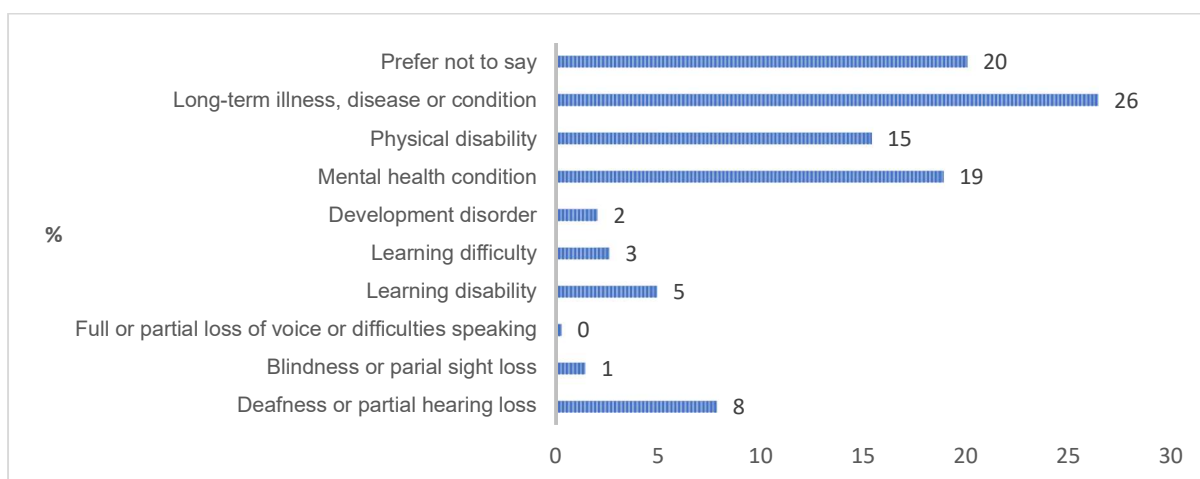
Base:881

12. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? Include problems related to old age



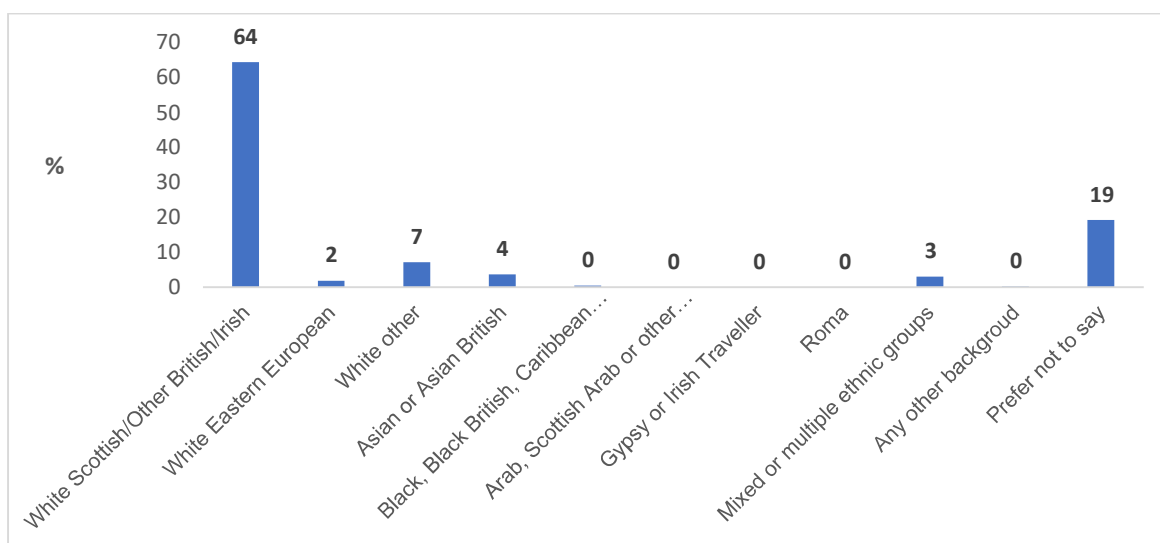
Base:862

13. If yes, tick all that apply



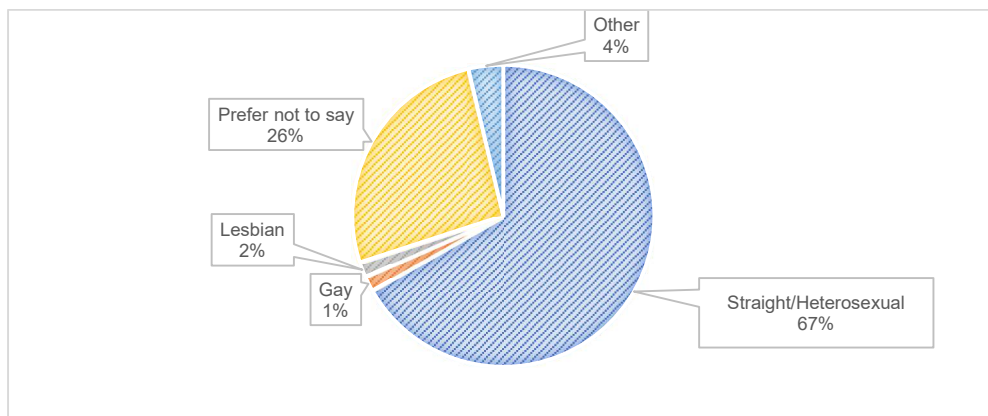
Base:252

14. What is your ethnicity?



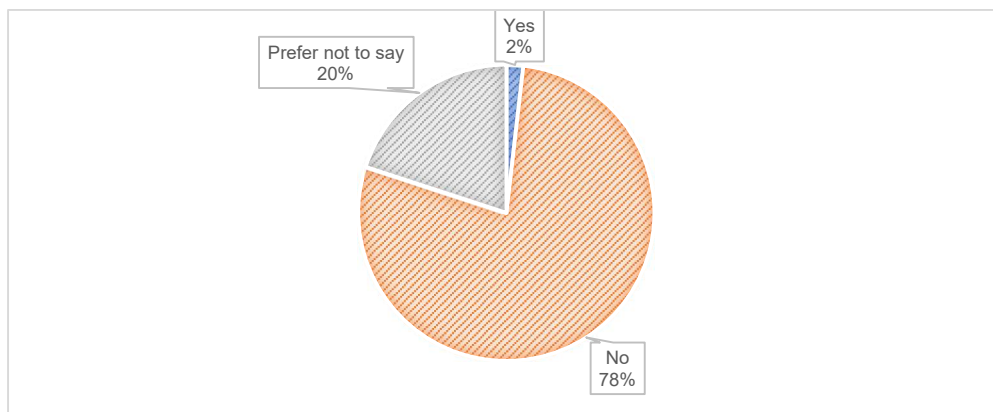
Base:882

15. What is your sexual orientation



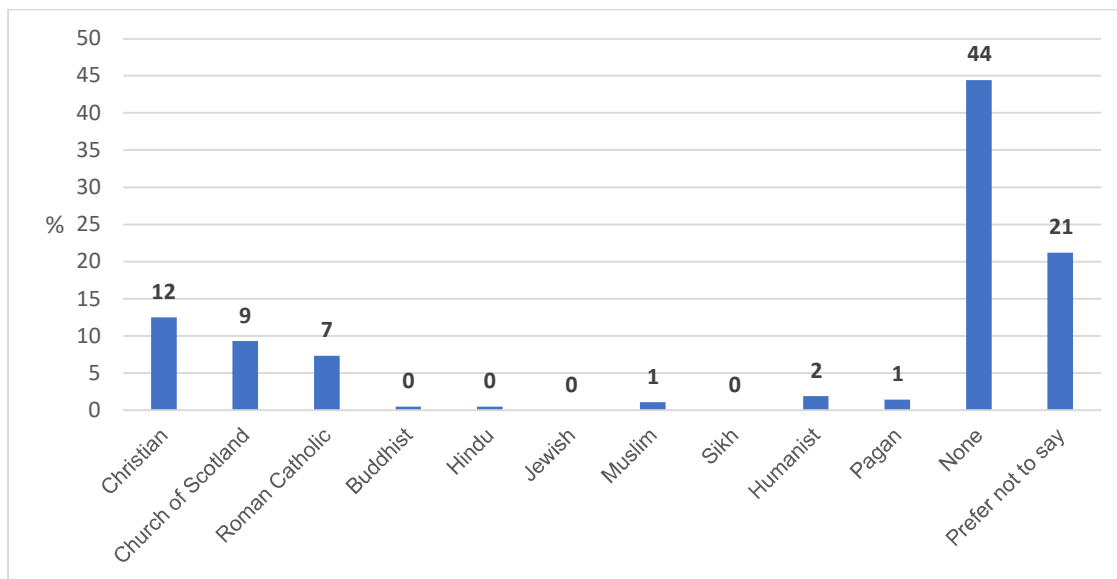
Base:863

16. Do you consider yourself to have a trans history?



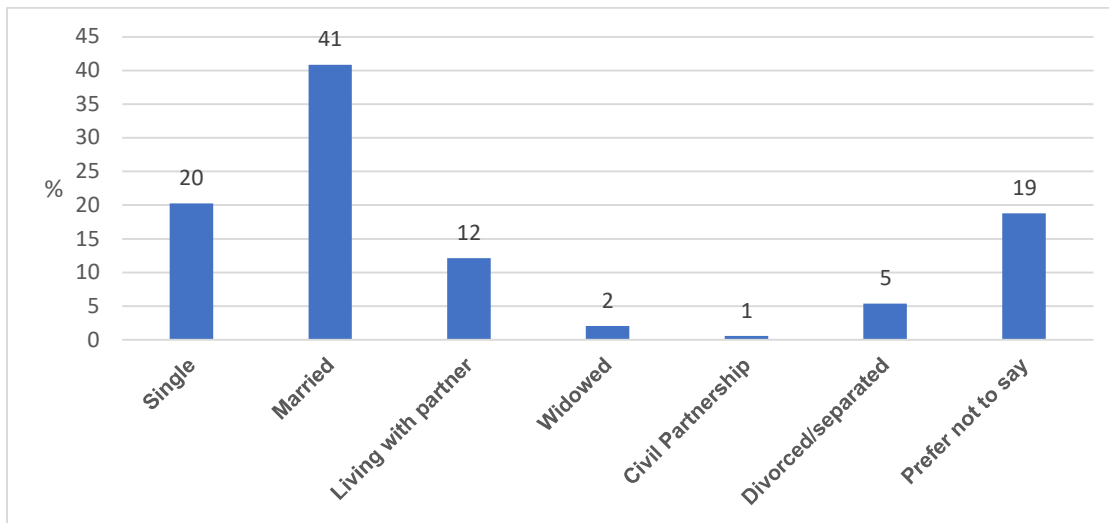
Base:866

17. What religion are you?



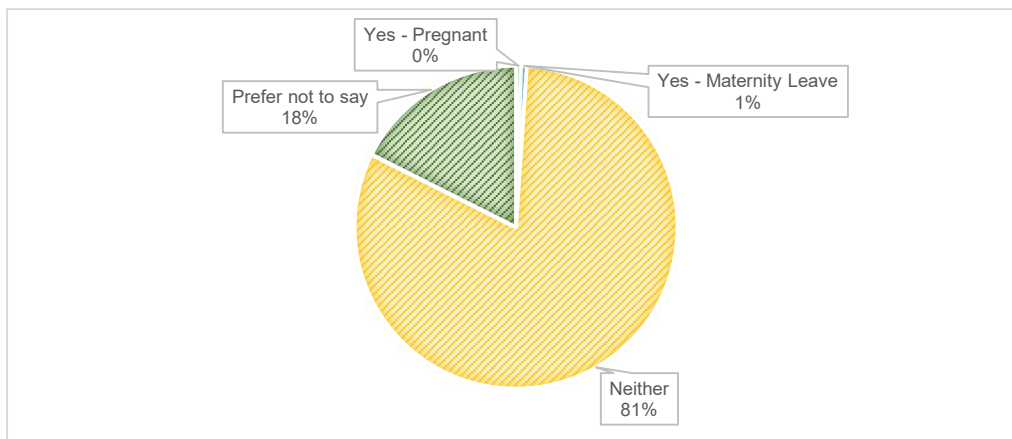
Base:868

18. What is your legal marital status?



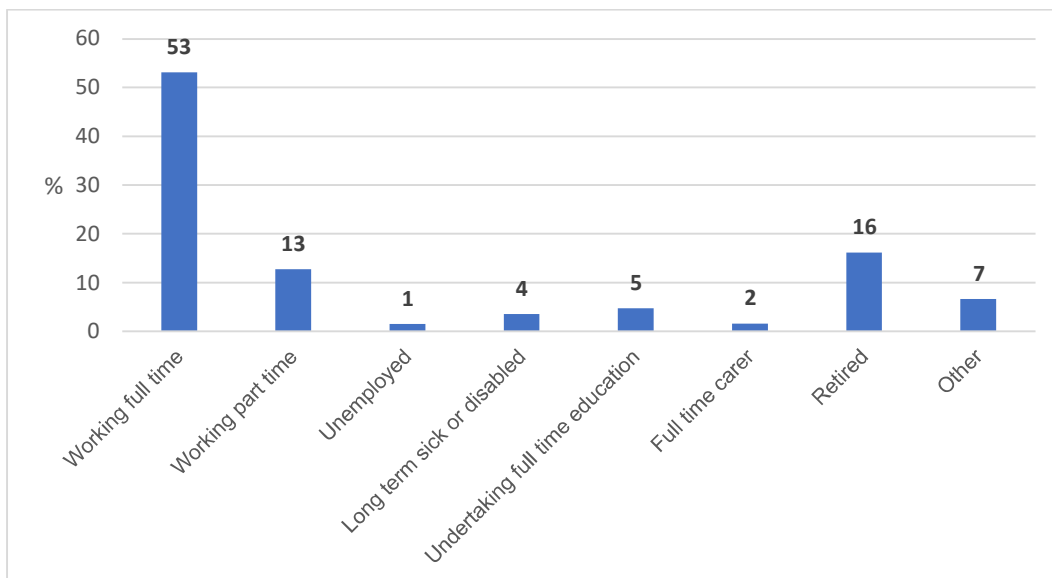
Base:874

19. Are you pregnant or on maternity leave?



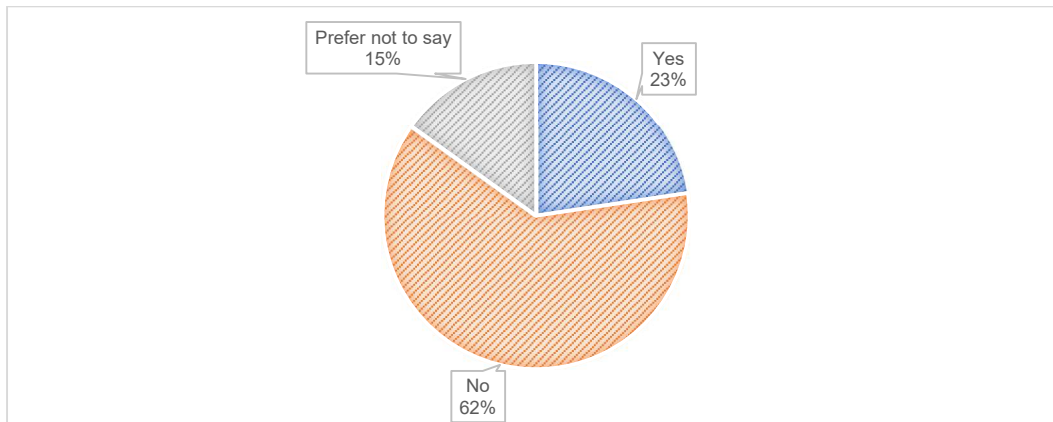
Base:842

20. What is your employment status?



Base: 872

21. Do you look after, or give any help or support to family members, friends, neighbours or others because of either: long term physical/mental ill health/disability; or problems related to old age? Do not count anything you do as part of your paid employment.



Base:868

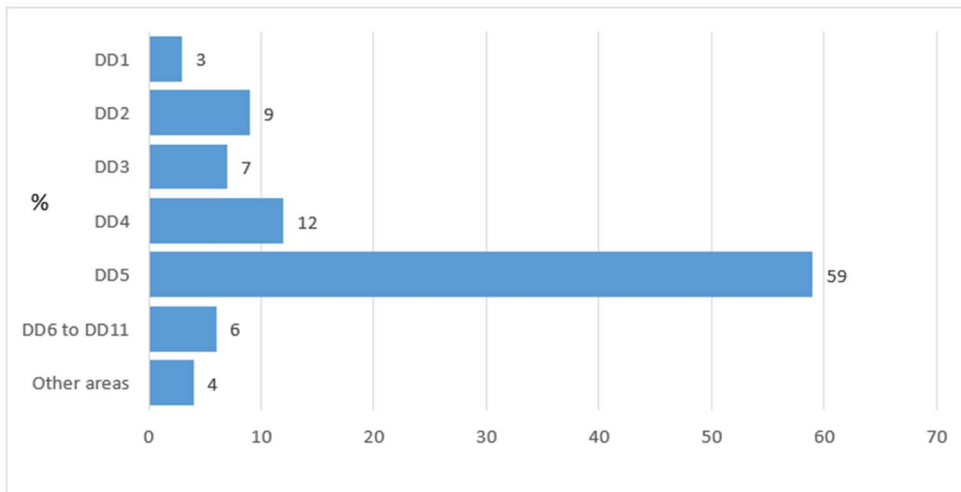
Broughty Castle Museum Consultation

The consultation was carried out between 17th May and 28th June and was available to fill in online or via a paper copy which could be collected from libraries and community centres across the city. Four drop-in sessions were also held during May and June at Broughty Ferry Library, 32 individuals attended these including representatives from the Friends of Broughty Ferry Library and Dundee Civic Trust.

There were 933 responses in total to the survey, all questions were optional therefore the base number of responses for each question below will differ, results are provided as a proportion of those who answered each question. 890 responses were submitted online, and 43 paper copies were completed.

1. Where are you from?

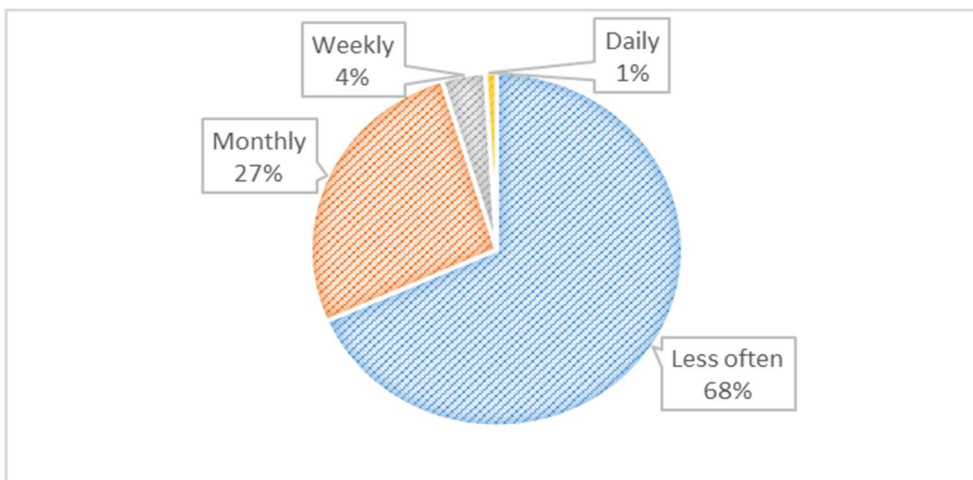
913 provided postcodes, with the highest response (59%) being from the DD5 area of Dundee City. 4% of responses from outside Dundee and Angus were from Perth and Kinross, Fife, Edinburgh, Glasgow, and Aberdeen.



Base: 913

2. How often do you currently visit Broughty Castle Museum?

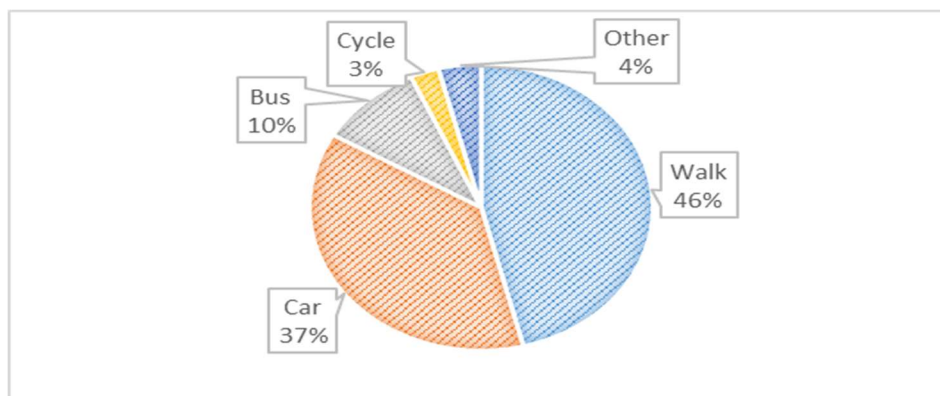
Over a quarter (27%) of respondents visit the Castle monthly while the majority (68%) said they visited less often.



Base: 927

3. How do you travel to access it?

The most frequent method of travel was walking (46%) followed by car (37%).



Base: 925

4. The options below are being considered for Broughty Castle Museum - do you have any feedback or suggestions on these options or alternative suggestions?

- securing new funding, for example by way of grants or sponsorship, to support a community-run facility
- the Council ending its lease with Historic Environment Scotland and returning the property to them. Collections in the Broughty Castle Museum would go into storage and become available for future exhibitions elsewhere in the city
- a community organisation taking on a lease or sub lease of the castle and working in partnership with Leisure and Culture Dundee to provide a community museum

Feedback

748 responses were received for this question, feedback showed a strong sentiment against closing the Castle, emphasizing the historical and cultural significance. The community advocated for funding solutions, increased community involvement, and enhanced visitor experiences to ensure its sustainability and continued public access.

Frequent feedback among respondents was **securing new funding** to keep Broughty Castle open for continued access and preservation of the museum. Suggestions included seeking grants and sponsorships, introducing affordable access in the form of a small entry fee, involving the community in fundraising efforts, and enhancing the visitor experience through improved marketing and advertising as well as organising more events.

Preservation and Accessibility

Highlighting a strong sentiment against closing the museum, emphasizing the historical and cultural significance of the Castle. Feedback showed concerns that exhibitions put in storage will not be accessible to the public. There was also particular concern about continued access to the grounds of the Castle.

Funding and Financial Support

Suggestions for securing new funding through grants, sponsorships, and community fundraising including forming community groups like 'Friends of Broughty Castle' to help raise funds.

Operational Models

Sentiments that the Council has a duty to preserve local heritage and holds the responsibility to manage and fund the museum. A community-run model raised questions on long-term sustainability due to

reliance on volunteers. While there is support for returning the lease to Historic Environment Scotland, there are fears the HES will not keep the Castle open or limit public access.

Enhancing Visitor Experience

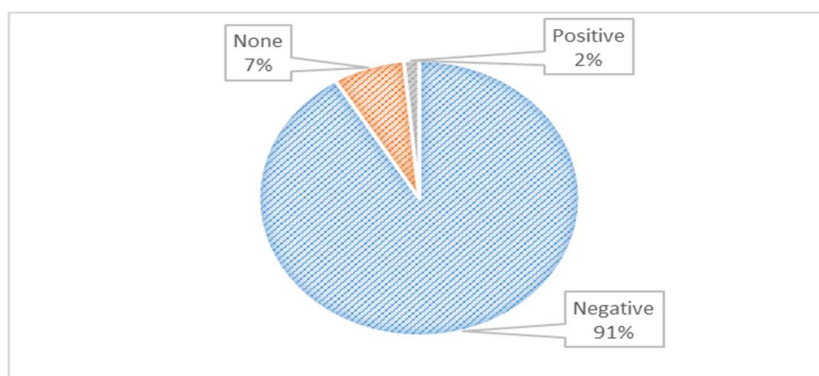
Suggestions to improve marketing and advertising to increase visitor numbers, as well as making the museum more engaging by hosting events, promoting it as part of the beachfront and active travel routes, and extending Dundee's tourist bus route to the Ferry. Emphasis on the Castle's potential for educational use, encouraging school visits and partnership with universities and historical societies. A view expressed by some participants was that the museum should provide a narrative of the area's history.

Financial Strategies

Introducing a low-cost entry fee, in particular for non-Dundee residents, however highlighting the possibility it may deter visitors. Another suggestion is to establish a donation scheme or creating a membership.

5. What impact would the closure of Broughty Castle have on you?

91% of respondents indicated the closure would have a negative impact on them.



Base: 927

6. Please explain below what this impact would be

842 respondents answered this question. The impact of closing Broughty Ferry Castle is regarded as a loss of cultural and historical importance, as well as a source of community wellbeing through its recreational and educational value. The feedback also reflects how the role of the Castle is seen in attracting tourists and for the Broughty Ferry economy.

Educational and Recreational Value

Closure would take away a local activity for family outings as well as deny children the educational experience the museum provides.

Moreover, the Castle is regarded as a community space as well as a source of relaxation and a way to spend leisurely time, a smaller number of respondents mentioned that closure could negatively impact those who rely on such activities.

Impact on Local Identity and Tourism Promotion

With the castle being a draw for tourists closure may lead to reduced footfall which could impact local businesses and hurting the broader economy of Broughty Ferry. Broughty Ferry will be seen as less appealing without its iconic symbol of the Castle. Feedback expressed concerns the Castle will suffer from neglect and vandalism if closed. Criticism of the perceived allocation of funding and awareness of other projects (V&A, Eden Project) in comparison to the Castle.

7. Are there any changes that could be made to lessen any impact for you?

654 respondents provided a response to this question showing a strong sentiment against closing the Castle. The most common feedback to mitigating impact was to reduce opening hours such as only during the summer, at weekends, and during school holidays. Another frequently mentioned mitigation is to have continued access to the grounds/courtyard as a socialisation area especially during the summer. This ties in with calls for improving the surroundings of the castle with seating, coffee facilities and informative displays about the area, for continued use of the harbour and its views. Finally, increased provision of (free) indoor activities in the area for all ages was suggested to mitigate the loss of a leisure destination.

Feedback however was mixed regarding mitigations for the Castle itself. Some respondents agreed to closure of the Castle under the condition of moving the museum part to another building in the Ferry or one of Dundee's other museums (McManus, V&A). Others were in favour of returning the lease or turning it into a space for community interest company, as long as the Castle and its museum remain accessible to the public.

Regarding disability, feedback suggested that Broughty Castle is not seen as disabled-friendly with the top floors being inaccessible.

8. Do you have any other feedback or further suggestions on alternative uses for this facility?

In addition to the suggestions provided in response to Q7, 576 respondents gave the following alternative uses as additional feedback.

Suggestions included to increase amenities and events such as restoring the golf section, adding a café or restaurant, hosting craft fairs and markets, live music events, film nights, and leasing the castle for private events including weddings. This would also aid in revenue generation.

A suggestion for continued public access was to turn it into a community library venue or a visitor centre for Tayside. Other suggestions include leasing the space as an office space to local businesses, as well as converting the castle and its barracks into holiday accommodation and a hostel.

Key suggestions from analysis

- Raise funds through:
 - Introducing an entry fee
 - Community fundraising
 - Adding a café
 - Donation scheme/membership
- Increase visitors by:
 - Hosting events, e.g. craft markets, music/film nights, private bookings
 - Include in tourism promotion, e.g. active travel route, and extend the tourist bus route
 - Collaborate with local schools for educational visits
 - Improve the surrounds of the castle, e.g. seating and informative displays
- Ensure continued access to the Castle grounds
- Reduce opening times, e.g. off-peak hours and seasonal closure

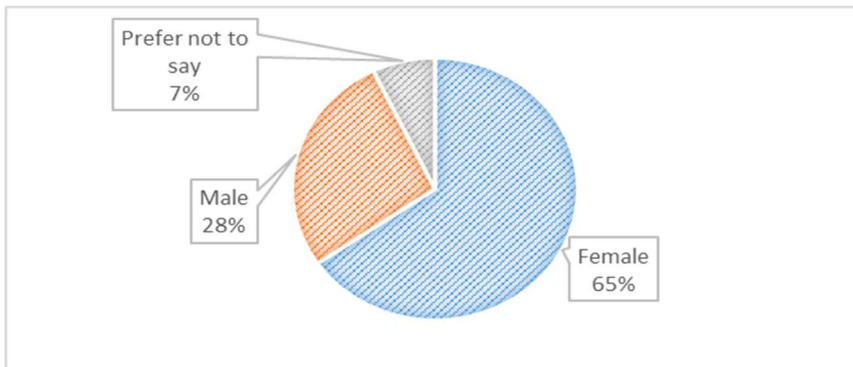
Demographics

Summary of respondents

- 65% were female
- 65% were aged between 35 and 64 years old
- 12% had a disability
- 17% said day to day activities were limited due to a health problem or disability which has lasted, or is expected to last, at least 12 months
- 28% of those who stated they had a health problem or disability said this was due to long term illness, 18% stated that they had a physical condition
- 87% stated that they were of white Scottish/British origin

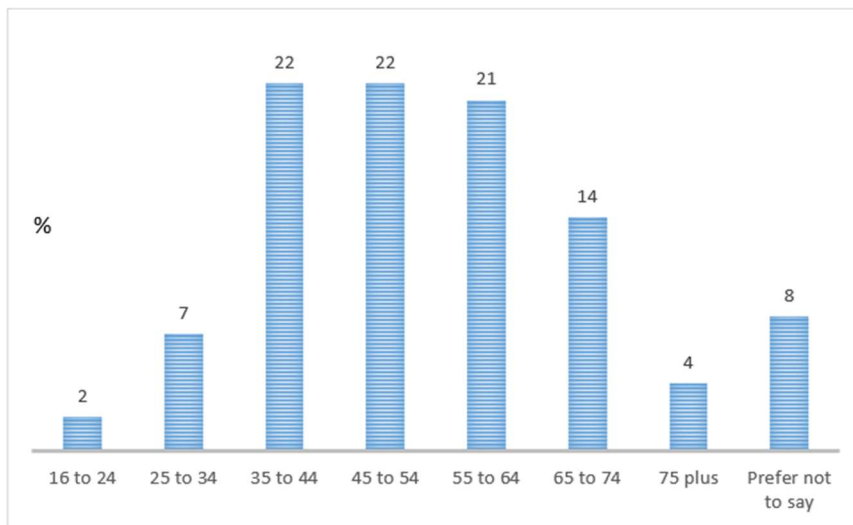
- 77% were of straight/heterosexual orientation, 20% preferred not to answer
- 80% stated that they did not have a trans history, 19% preferred not to answer
- 42% stated that they had no religion, 19% were Christian, 11% Church of Scotland, 9% were Roman Catholic
- 51% were married
- 50% were working full time, 23% retired
- 23% stated that they gave help or support to family members, friends, neighbours or others because of a long-term physical/mental ill health/disability, or problems related to old age

9. Are you?



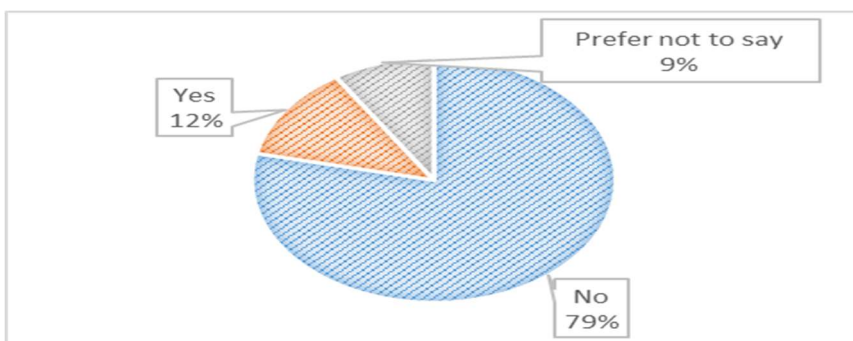
Base: 913

10. What is your age range?



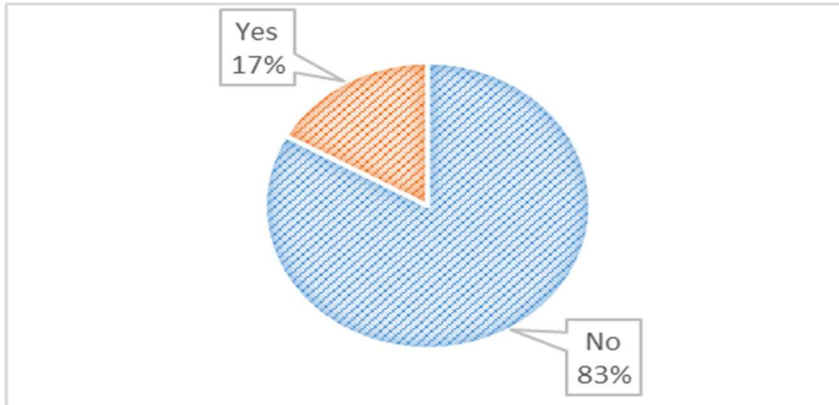
Base: 913

11. Do you consider yourself to have a disability



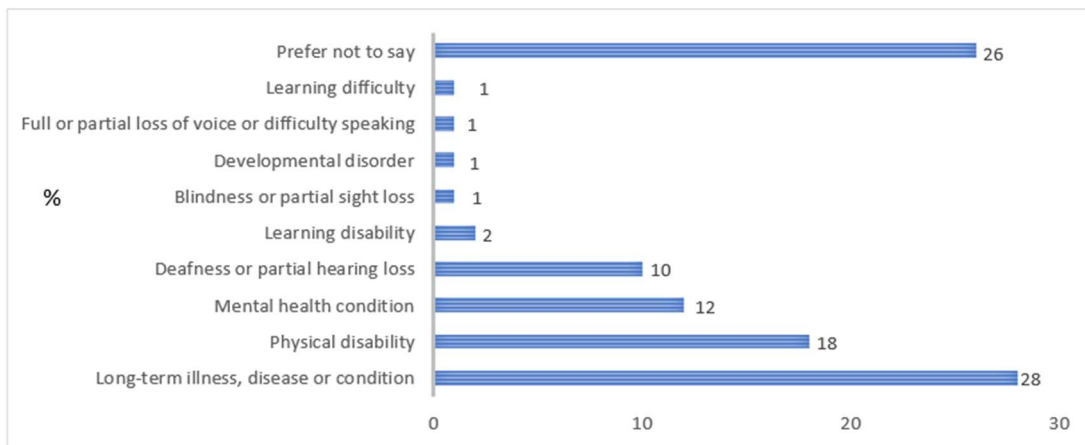
Base: 907

12. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? Include problems related to old age.



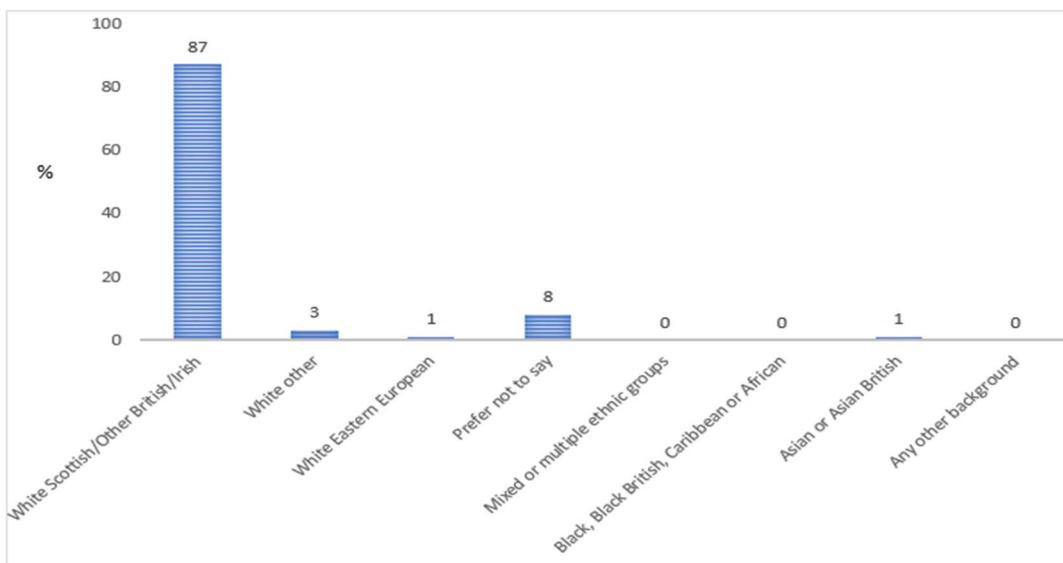
Base: 878

13. If yes, tick all that apply



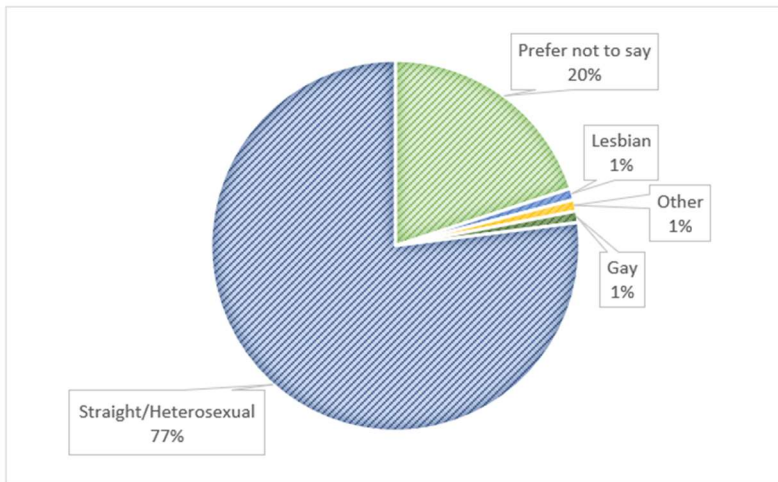
Base: 245

14. Please describe your ethnicity



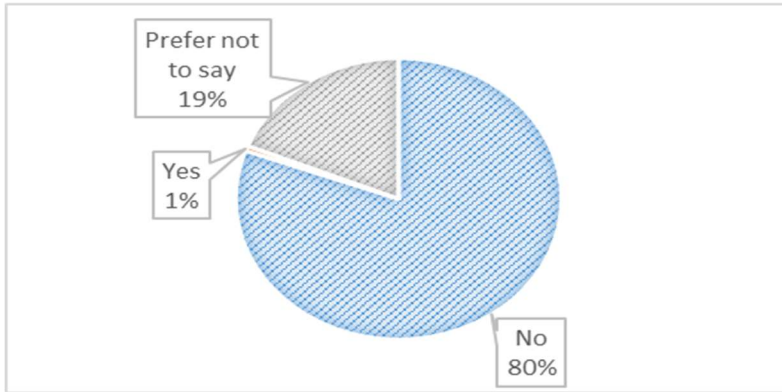
Base: 901

15. What is your sexual orientation?



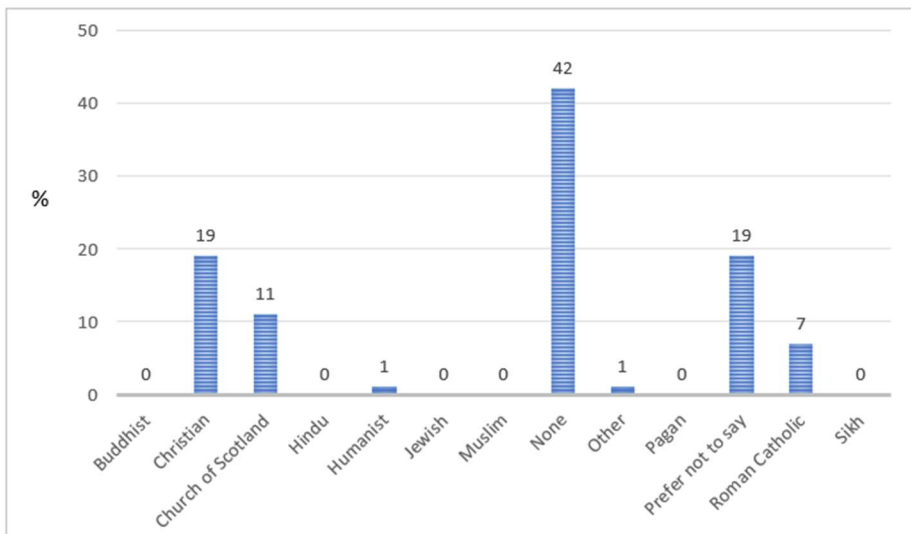
Base: 869

16. Do you consider yourself to be trans, or have a trans history?



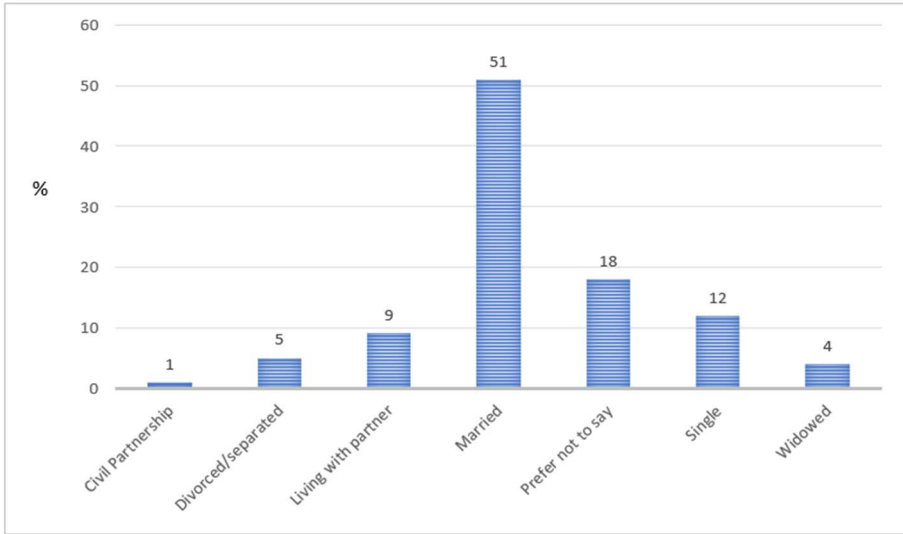
Base: 875

17. What religion are you?



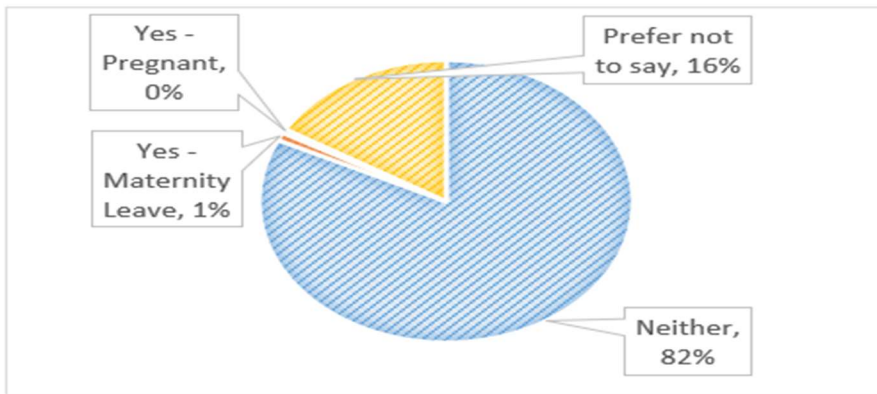
Base: 876

18. What is your legal marital status?



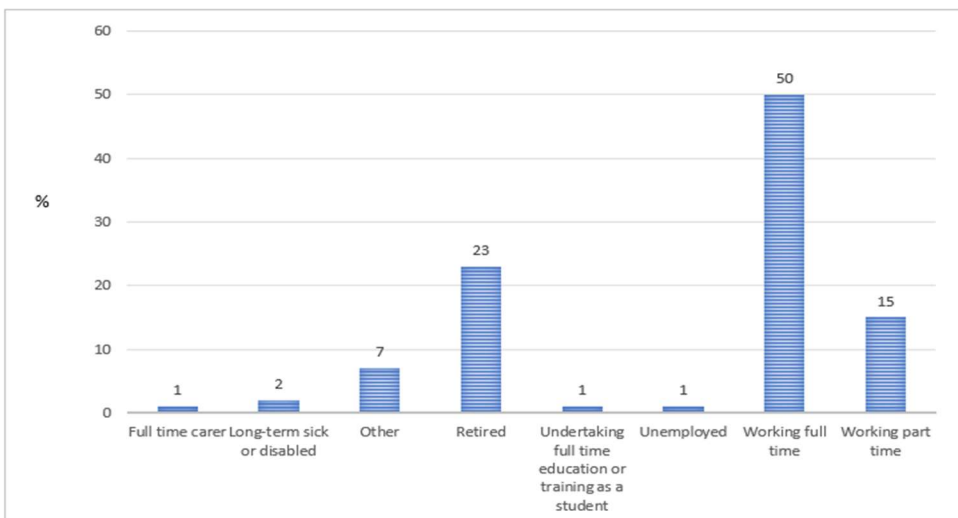
Base: 893

19. Are you pregnant or on maternity leave?



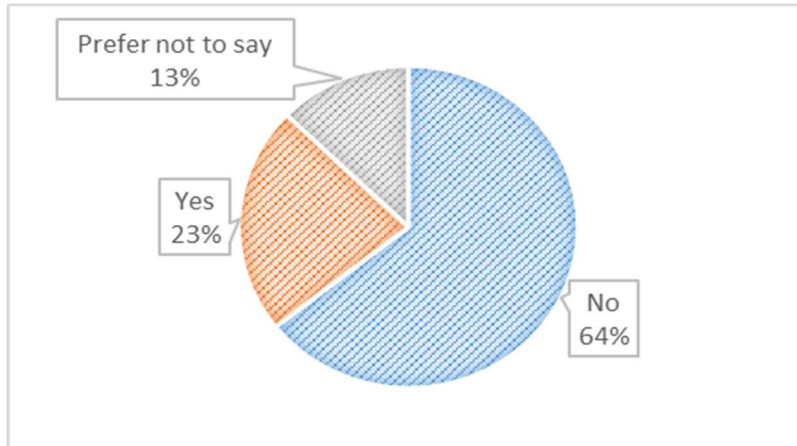
Base: 869

20. What is your current employment status?



Base: 885

21. Do you look after, or give any help or support to family members, friends, neighbours or others because of either: long-term physical/mental ill-health/disability; or problems related to old age? Do not count anything you do as part of your paid employment.



Base : 886

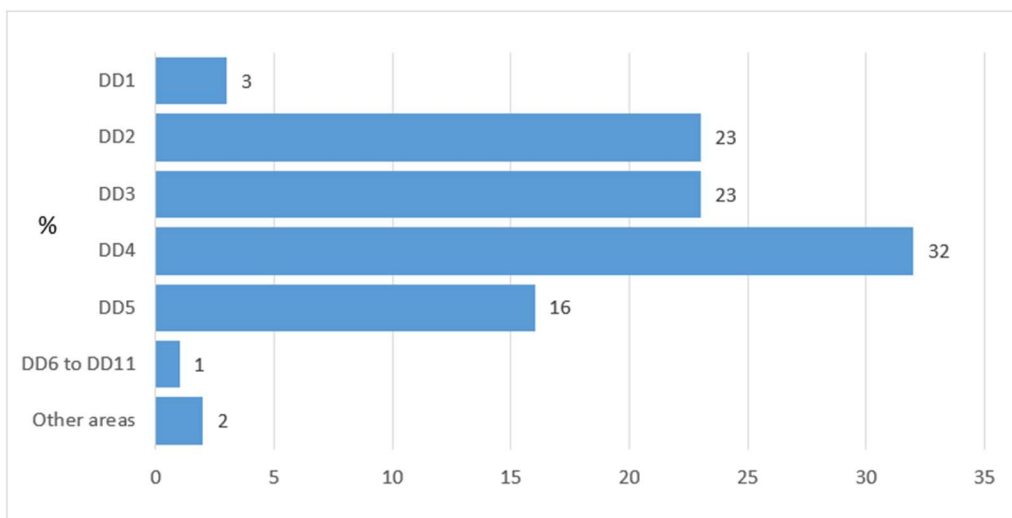
Caird Park Golf Course Consultation

The consultation was carried out between 17th May and 28th June and was available to fill in online or via a paper copy which could be collected from libraries and community centres across the city. Four drop-in sessions were held during May and June at the Regional Performance Centre, 52 individuals attended, including members of the Golf Club.

There were 598 responses in total to the survey, all questions were optional therefore the base number of responses for each question below will differ, results are provided as a proportion of those who answered each question. 465 responses were submitted online, and 133 paper copies were completed.

1. Where are you from?

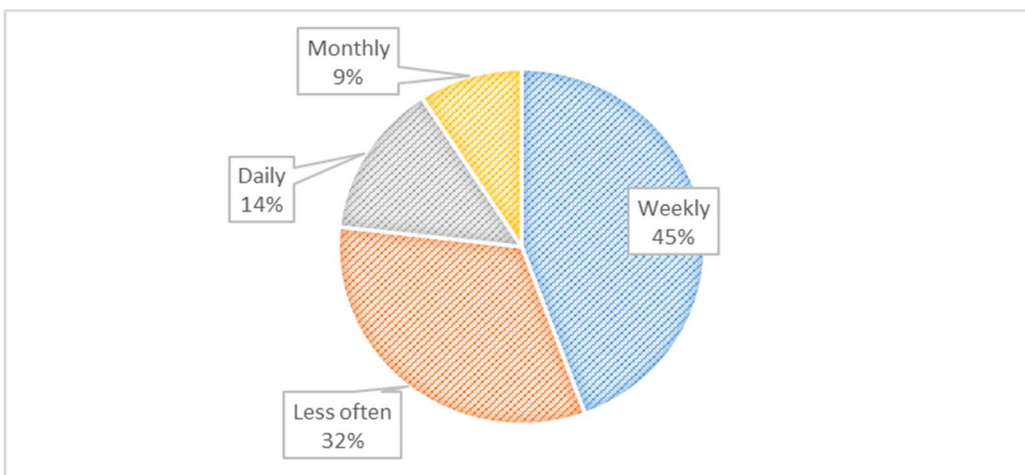
568 provided postcodes, with most respondents (32%) being from the DD4 area in Dundee City. Responses from outside Dundee and Angus (2%) came from Perth and Kinross, and Fife.



Base: 568

2. How often do you currently use Caird Park Golf Course?

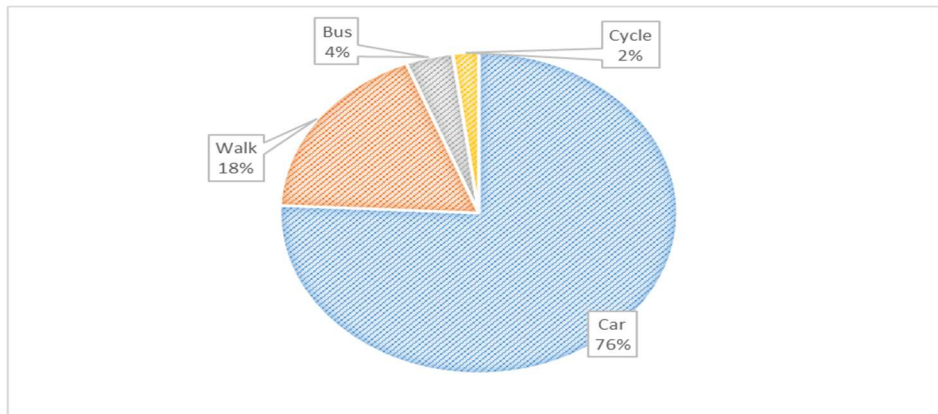
Nearly half (45%) of respondents visit Caird Park weekly while 32% said they visit less often.



Base: 590

3. How do you travel to access it?

The most frequent method of travel was by car (76%) followed by walking (18%).



Base: 573

4. The options below are being considered for Caird Park Golf Course – do you have any feedback or suggestions on these options or alternative suggestions?

- LACD continue to operate the golf course, but membership and round fees would increase to cover the full operating costs and no longer be subsidised;
- community asset transfer, with the course becoming community owned and run;
- an alternative operator taking on the running of the course;
- closure of the golf course, which could mean Caird Park becoming an open space managed by the council.

Feedback

550 respondents gave a response to this question, feedback showed respondents feel strongly for Caird Park to remain open, advocating for the city's only public golf course for health and wellbeing, and willing to explore alternatives such as fees and membership increases, followed by a community asset transfer, and alternative income generation.

Fees and Memberships

In general, those who advocate for the continuation of a golf course most frequently mention the introduction of fees and memberships, under the condition it remains affordable particularly to those on lower earnings. Affordability is crucial as private golf clubs are not deemed financially viable to join.

Closure

A partial closure of the course was also frequently mentioned, such as reducing opening times and closing one of the courses. Opinions were divided on whether to close the 9 or 18-hole course, with the former being described as beneficial for beginners and those with limited physical abilities. Another suggestion was to sell unused parts of land to generate income.

The responses were mixed with some opting to close it down in favour of an open space for wider recreational use which is accessible to the public, however, concerns were expressed about the continued maintenance of the grounds.

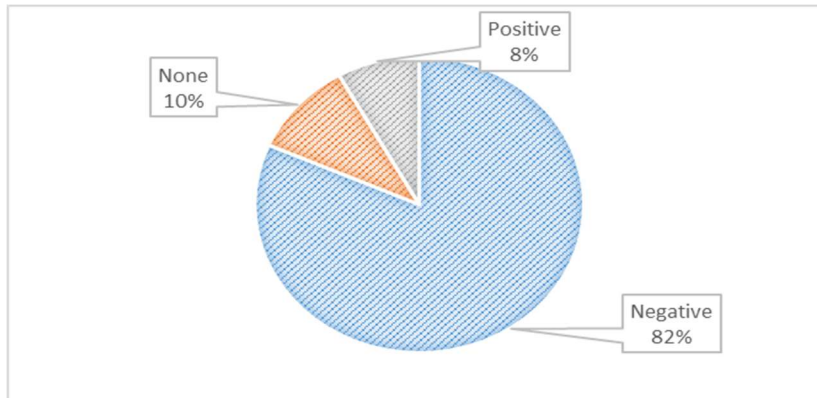
Increasing uptake

Respondents mention a lack of promotion and advertising of the course resulting in low participation numbers. To make the course more attractive, feedback suggested opening a café for park users and

to collaborate with community initiatives to boost awareness of Caird Park, such as social prescribing through the Green Health Partnership and promoting the course through Scottish Disability Sport.

5. What impact would the closure of Caird Park Golf Course have on you?

82% of respondents indicated closure of the golf course would have a negative impact on them.



Base: 592

6. Please explain below what this impact would be

Of the 550 responses to this question, the main reasoning for a negative impact is that open-air exercise is beneficial to social, physical and mental health, and closure would deny users a valuable well-being resource.

Wellbeing

Respondents most mention closing the course would result in a reduction in their physical activity. As golf is utilised as a meeting opportunity with friends, the loss of a socialisation opportunity is said to lead to loneliness and isolation. In terms of social wellbeing, respondents expressed they would lose their community and would not experience the same sense of belonging when joining another, private club. Mental health would also be affected by less time spent outdoors in green space, reduced motivation to get out of the home, and a loss of carer's respite.

Financial

Closure of Caird Park is seen as a loss of a low-cost activity, with respondents indicating they would not be able to afford joining private clubs elsewhere in the city which would also lead to an increase in transport costs.

Open Space

Feedback showed concerns about turning the course into an open park with fears it will lead to an increase in anti-social behaviour.

However, some respondents viewed the idea of an open park as a positive impact, where the green space is accessible for all residents to enjoy while allowing for continued conservation of existing wildlife in the park.

7. Are there any changes that could be made to lessen any impact for you?

446 respondents gave a response to this question, feedback shows strong support for the continued operation of the golf course, whether through an increase in fees and memberships or reduction of subsidies. If fees were to be increased, feedback requested this happens in a phased manner to allow time to adapt financially. If Caird Park becomes operated by a private club, a suggestion for mitigation was means-based subsidies.

To increase uptake of the sport, respondents suggested that Caird Park introduce taster sessions, lessons and coaching, as well as adding a driving range. To make Caird Park a more attractive facility, feedback suggests improving the condition of the course and turning the golf clubhouse into a community sports hub with a café and changing facilities. Additionally, providing a multitude of sports such as foot golf and disc golf may generate income. Alternatively, reopening Camperdown as the municipal golf course would mitigate the closure of Caird Park.

Many raised the issue of the current promotion of the course, with suggestions for improvement including making the course available for private bookings and events such as charity golf days, school clubs and hosting tournaments. Also, utilising golf tourism through reciprocal arrangements with municipal courses in surrounding local authorities, or week passes for golf tourists.

In the event the golf course ceases to operate, feedback requests alternative, low-cost, health-focussed activities to be provided for people of all abilities and ages. Moreover, mitigations would need to be considered to avoid vandalism and improve security. Finally, respondents express a wish to protect the pond, woodland areas, and wildlife regardless of the outcome.

8. Do you have any other feedback or further suggestions on alternative uses for this facility?

In addition to the suggestions provided in response to Q7, 414 respondents gave the following alternative uses as additional feedback.

Most of the feedback for alternative uses mention transforming the land into an open park with facilities including running/walking trails, picnic benches, enclosed dog park, camping area, and family-oriented play areas. Adding amenities such as a visitor centre and café could also provide revenue, as would hosting events on the grounds such as highland games.

Community initiatives were a common theme in the feedback with mentions of community-owned solar and wind power generation, allotment plots, and increasing native plants and trees for conservation of Caird Park's wildlife.

Key suggestions from analysis

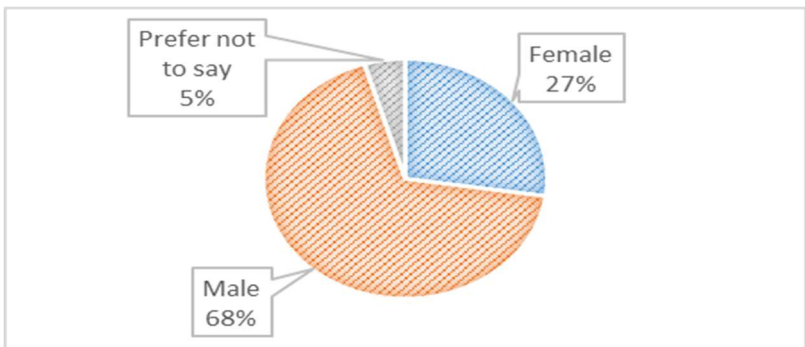
- increase fees and memberships
- reducing opening times and/or close one of the courses.
- increase appeal and raise funds through:
 - Improved maintenance of the ground
 - Offering classes and coaching.

Demographics

Summary of respondents

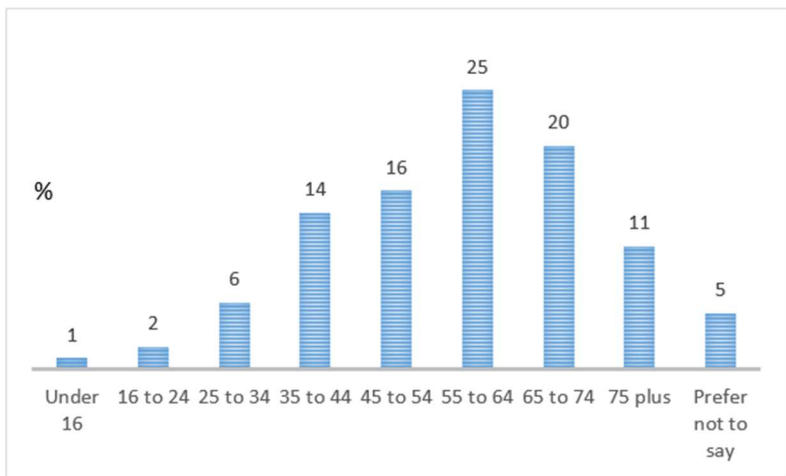
- 68% were male
- 56% were aged between 55 and 75 years old
- 16% had a disability
- 21% said day to day activities were limited due to a health problem or disability
- 23% of those who stated they had a health problem or disability stated that this was due to long term illness, 16% stated that they had a physical condition
- 91% stated that they were of white Scottish/British origin
- 82% were of straight/heterosexual orientation, 16% preferred not to answer
- 85% stated that they did not have a trans history, 14% preferred not to answer
- 33% stated that they had no religion, 16% were Christian, 18% Church of Scotland, 14% were Roman Catholic
- 53% were married
- 42% were working full time, 38% retired
- 22% stated that they gave help or support to family members, friends, neighbours or others because of a long-term physical/mental ill health/disability; or problems related to old age

9. Are you?



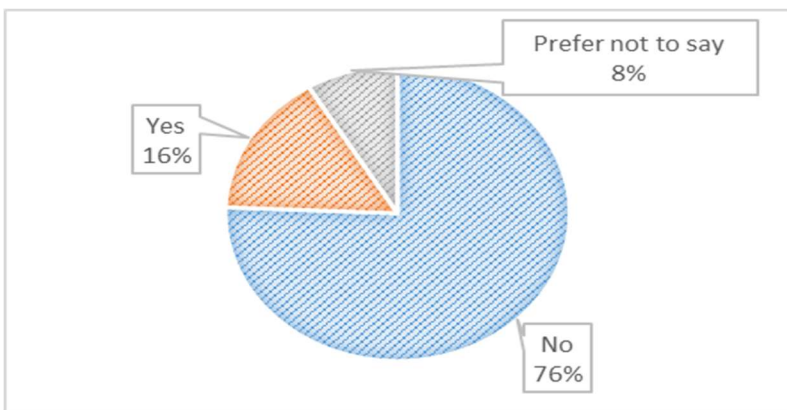
Base: 582

10. What is your age range?



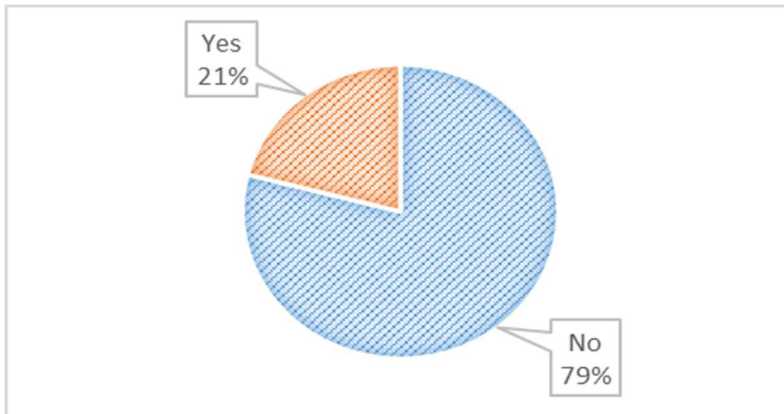
Base: 580

11. Do you consider yourself to have a disability



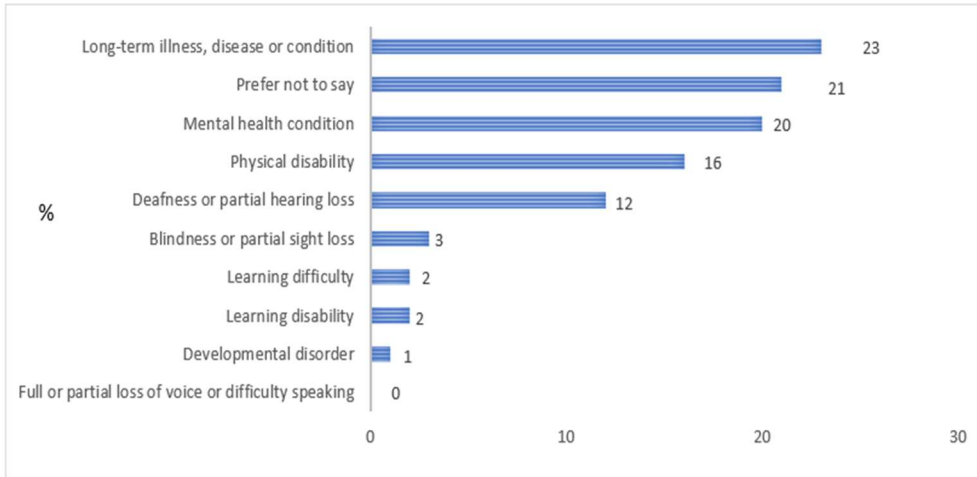
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12. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? Include problems related to old age.



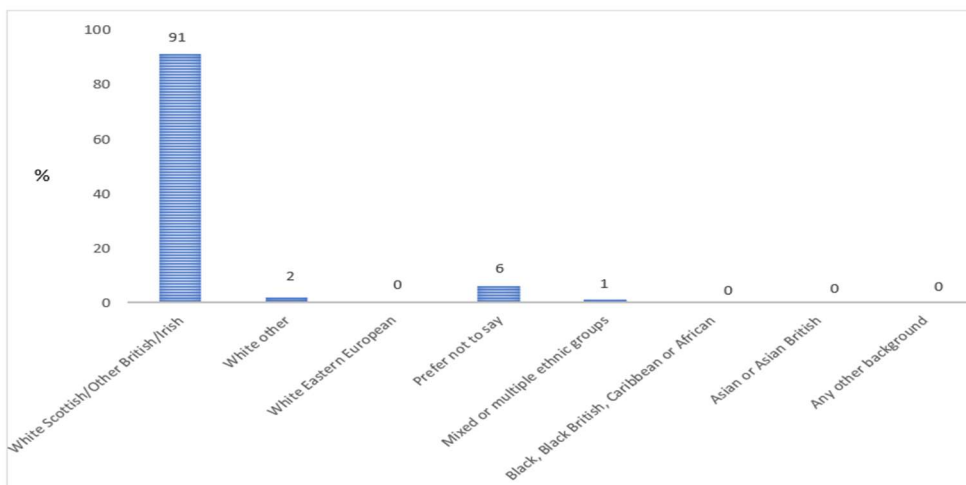
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13. If yes, tick all that apply



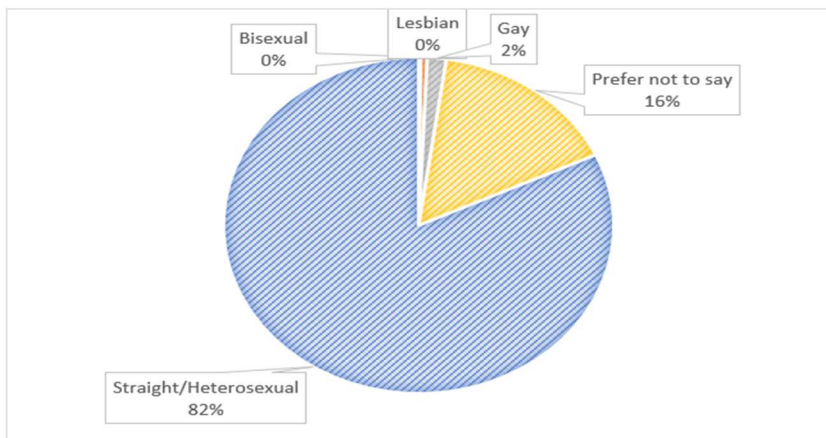
Base: 190

14. Please describe your ethnicity



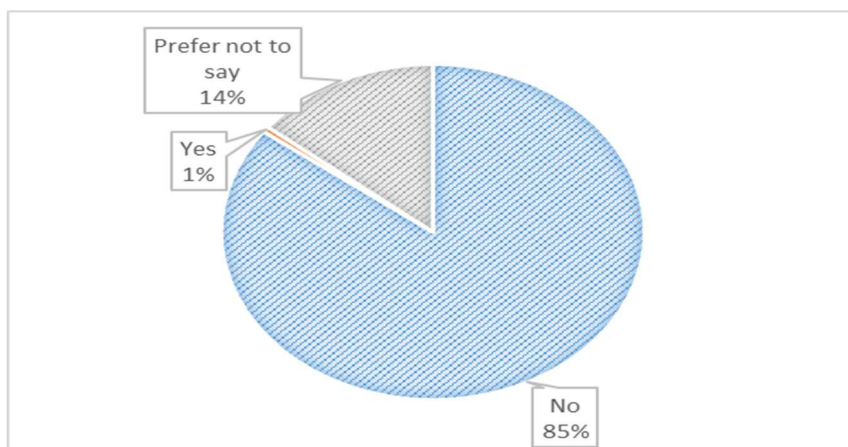
Base: 578

15. What is your sexual orientation?



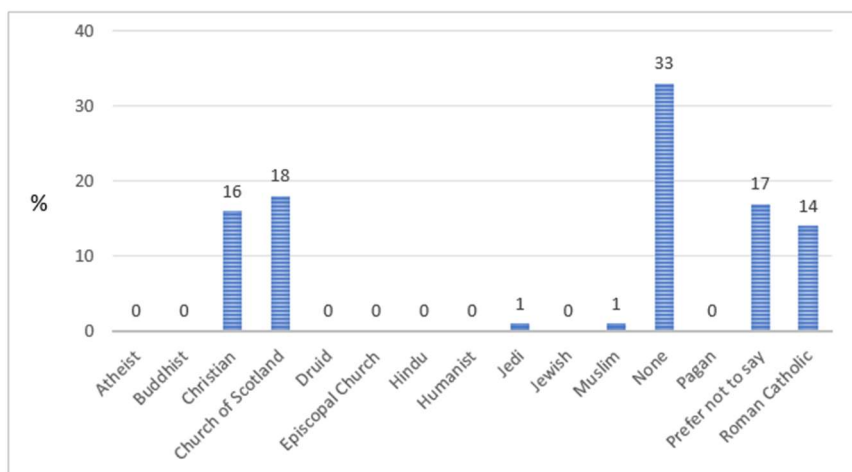
Base: 569

16. Do you consider yourself to be trans, or have a trans history?



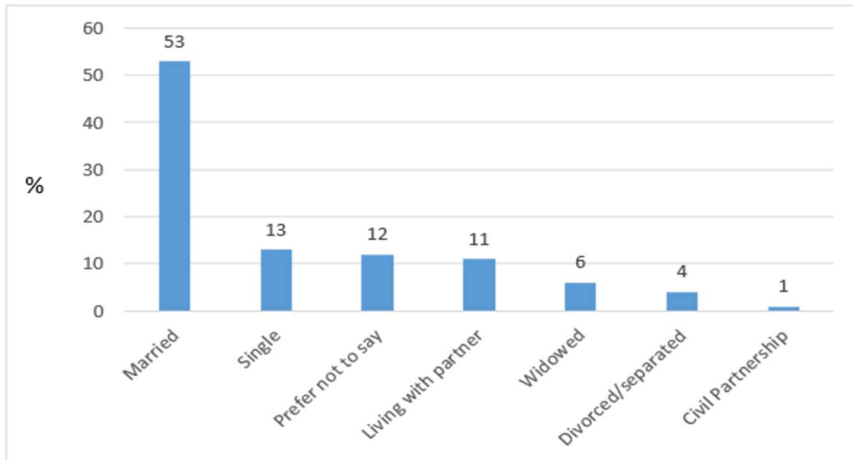
Base: 562

17. What religion are you?



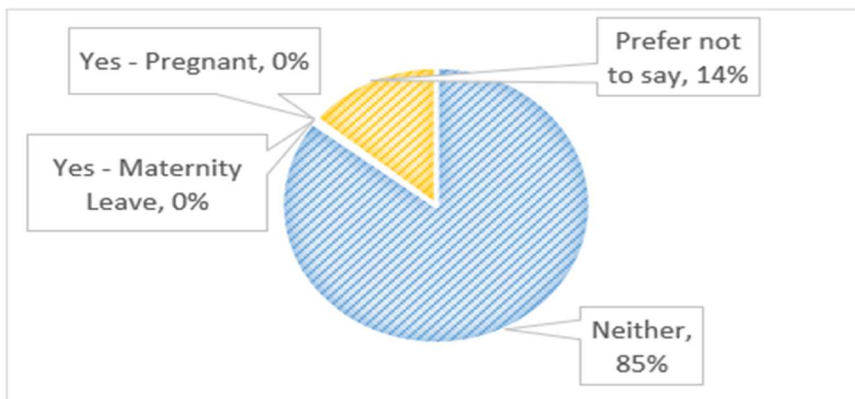
Base: 574

18. What is your legal marital status?



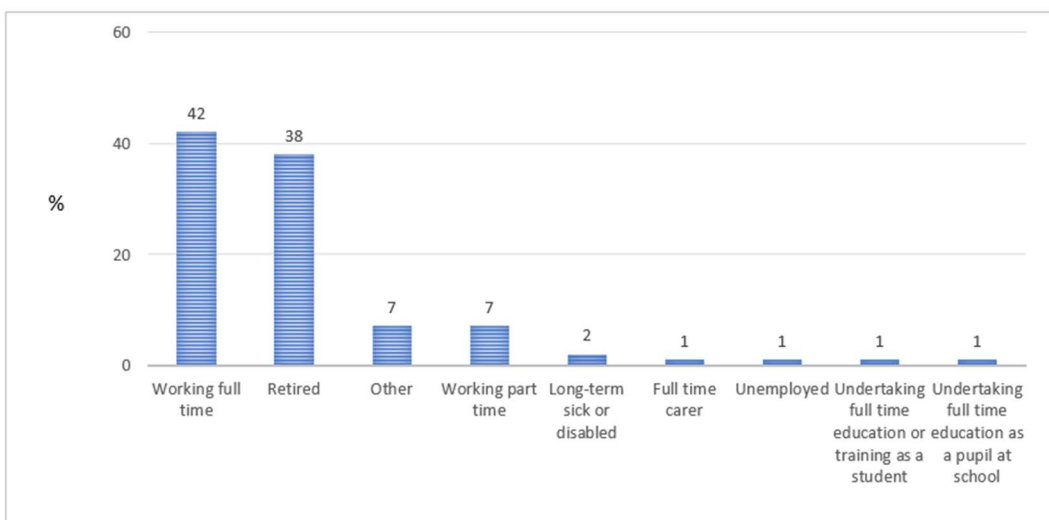
Base: 579

19. Are you pregnant or on maternity leave?



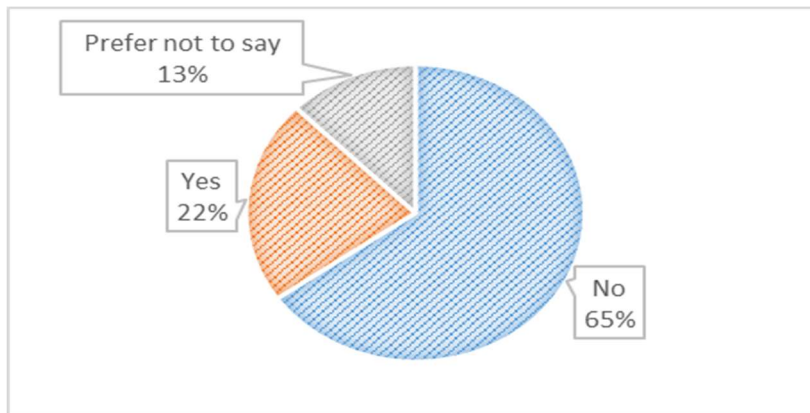
Base: 529

20. What is your current employment status?



Base: 580

21. Do you look after, or give any help or support to family members, friends, neighbours or others because of either: long-term physical/mental ill-health/disability; or problems related to old age? Do not count anything you do as part of your paid employment.



Base: 578



Integrated Impact Assessment

Committee Report Number: 323-2024

Document Title: Changes to Services Provided by Leisure and Culture Dundee

Document Type: Service

Description: This report updates the elected members on the results of the consultations on the proposals to change the services provided by Leisure and Culture Dundee and makes recommendations on changes to be implemented.

Intended Outcome: Proposed changes consider the views of the public received via consultation whilst assisting Leisure and Culture Dundee to move towards a balanced budget for 2025/26 onwards.

Period Covered: 01/04/2025 onward.

Monitoring: Footfall and activities held at the Mills Observatory will continue to be monitored over the period for which continued funding is available. Overall budget monitoring for LACD will continue to take place in order to ensure financial viability going forward.

Lead Author:

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Directors Responsible:

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Judy Dobbie, Director of Leisure and Culture
judy.dobbie@leisureandculturedundee.com

Equality, Diversity and Human Rights

Impacts & Implications

Age: Positive

Mills Observatory

Continuation of funding for the Mills Observatory will maintain and enhance the learning opportunities for children and young people because of ongoing engagement and partnership building with Scottish Enterprise, external funders, and schools to develop educational packages and potential future career opportunities within the space industry. These partnerships also have the potential to benefit adults and older people who make up a sizable proportion of visitors (19% of survey respondents were retired) through the offer of increased learning and engagement events.

Broughty Castle

Closure of the Broughty Ferry Castle Museum could potentially have a negative impact as it will reduce access to cultural venues for older people (23% of survey respondents were retired). A potential mitigation with the ending of the lease from the Scottish Ministers would be for Historic Environment Scotland to open the venue themselves, though this is out of the Council's direct remit to arrange. It is also worth noting that the majority of survey respondents (68%) indicated their frequency of visits was less than monthly, reducing the impact. There are also free cultural facilities available in the city centre that many citizens can travel to free due to having access to free bus travel. Leisure and Culture Dundee can

ensure that some of the current museum collections are displayed elsewhere in the local area, including at Broughty Ferry Library and the McManus Gallery.

Caird Park

Closure of Caird Park Golf Course will have a negative impact, with regular older users losing a venue for golfing activity and social interaction (39% of survey respondents were retired). Most users accessed the course by car (76%), and it is feasible that many could access an alternative course, not run by LACD (though costs may well be higher). Some promotion of other nearby courses that can be accessed could help to maintain the activity and social aspects for this group. The park will also be available for walking and other recreational activities.

Overall, the impact of maintaining Mills Observatory opening, the relatively small impact on older people of closing Broughty Castle and being able to mitigate for both that closure and that of Caird Park Golf Course leaves a net positive.

Disability: Positive

Mills Observatory

Continuation of funding for the Mills Observatory will maintain a cultural service accessed by people with disabilities (17% of survey respondents reported a disability). There is also the added benefit that any new partnerships and funding secured could enhance the visitor experience,

Broughty Castle

Although the closure of the Broughty Ferry Castle Museum could have a potential negative impact on people with a disability as it will reduce access to cultural venues, feedback from the consultation highlights that the Castle is not currently seen as disabled friendly with the top floor being inaccessible for many disabled people. (12% of survey respondents reported a disability). It is also worth noting that the survey respondents indicated their frequency of visits was less than monthly. If the castle were to be closed and the collections were moved to another local accessible venue, there would be potential for a greater number of disabled people to view these.

Caird Park

Closure of Caird Park Golf Course will however have a negative impact, as users with a disability lose a venue for golfing activity and social interaction (16% of survey respondents reported a disability). Mitigations would be like that note under Age above plus promotion of alternative options and activities run by the Council or LACD.

Gender Reassignment: No Impact

Marriage & Civil Partnership: No Impact

Pregnancy & Maternity: No Impact

Race / Ethnicity: No Impact

Religion or Belief: No Impact

Sex: No Impact

Sexual Orientation: No Impact

Are any Human Rights not covered by the Equalities questions above impacted by this report? No

Fairness & Poverty

Geographic Impacts & Implications

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

The Lochee, Strathmartine, and West End wards will be positively impacted by the continuation of funding for the Mills Observatory (32% of survey respondents had DD2 postcodes).

The Ferry and North East wards would be negatively impacted by the closure of Broughty Ferry Castle Museum (59% of survey respondents had DD5 postcodes).

The East End, Maryfield and North East wards would be negatively impacted by the closure of Caird Park Golf Course (32% of survey respondents had DD4 postcodes).

The above are where the largest impact will be felt. Other wards not mentioned under each of the above will also have similar positive or negative impacts on a lesser scale. In addition, the rehousing of displays from Broughty Ferry Castle Museum could enhance the venue(s) that the collection is moved to, providing a positive impact for that area.

Household Group Impacts & Implications

Care experienced children, young people, or adults: Positive

Mills Observatory

Continuation of funding for the Mills Observatory will maintain and enhance the learning opportunities for children and young people, including those who are care experienced.

Broughty Castle & Caird Park

No Impact would arise for either the castle museum or golf course closures.

Carers: No Impact

Lone Parent Families: Positive

Mills Observatory

Continuation of funding for the Mills Observatory will maintain and enhance the free learning opportunities for children and young people in lone parent families.

Broughty Castle

Closure of the museum would remove a free venue available to lone parent families. It is worth noting that the majority of survey respondents indicated their frequency of visits was less than monthly. As mitigation, the collection currently housed in the museum could potentially be displayed in other venues which are free to access such as Broughty Ferry Library and the McManus Gallery.

Caird Park

Closure of the golf course and redevelopment as accessible parkland green space could provide a new or additional space for lone parent families to use.

Single Female Households with Children: Positive

See comments under Lone Parent Families above.

Greater Number of Children and/or Young Children: Positive

See comments under Lone Parent Families above.

Pensioners – single / couple: Positive

Mills Observatory

Improved partnership working going forward has the potential to benefit adults and older people, including retired adults who make up a sizable proportion of visitors (19% of survey respondents were retired) through the offering of increased learning and engagement events.

Broughty Castle

Closure of the museum would remove a free venue available to pensioners. As a mitigation, the collection currently housed in the museum could potentially be displayed in other venues which are free to access and more easily accessible by older people. There are also free cultural facilities available in the city centre that many citizens can travel to free due to having access to free bus travel.

Caird Park

Closure of the golf course and redevelopment as accessible parkland green space could provide a new place for pensioner households and their families to use.

Unskilled Workers or Unemployed: No Impact

Serious & Enduring Mental Health Problems: Negative

Mills Observatory and Broughty Castle

No Impact

Caird Park Golf Course

There could be a negative impact on the mental health of those with serious and enduring mental health problems that access the course to help with tackling these issues. Mitigation could include promotion of alternative activities for those affected to participate in.

Homeless: No Impact

Drug and/or Alcohol Problems: No Impact

Offenders and Ex-Offenders: No Impact

Socio-Economic Disadvantage Impacts & Implications

Employment Status: No Impact

Education & Skills: Positive

Continuation of funding for the Mills Observatory will maintain learning opportunities for children, young people, and adults alike.

Income: No Impact

Fuel Poverty: No Impact

Caring Responsibilities (including Childcare): No Impact

Affordability and Accessibility of Services: Negative

Mills Observatory

Positive that this affordable venue is to remain open

Broughty Castle

Closure would be the loss of a free to access venue. Potential mitigation for this is that Historic Environment Scotland may reopen the venue themselves or through another organisation.

Caird Park

Closure means that golfers may have to travel further to access another course and pay a higher fee to play. Mitigation for this is that the grounds will still be in place as parkland for outdoor exercise and recreation, and more accessible to non-golfers too.

Inequalities of Outcome Impacts & Implications

Cost of Living / Poverty Premium: No Impact

Connectivity / Internet Access: No Impact

Income / Benefit Advice / Income Maximisation: No Impact

Employment Opportunities: No Impact

Education: Positive

Continuation of funding for the Mills Observatory will maintain learning opportunities for all.

Health: Negative**Caird Park**

There could be a negative impact on the health of those that access the course as a form of outdoor exercise. Mitigation could include promotion of alternative activities for those affected to participate in as well as enabling access to green space for a wider section of the population.

Life Expectancy: No Impact**Mental Health: Negative**

See comments under Health above.

Overweight / Obesity: No Impact**Child Health: No Impact****Neighbourhood Satisfaction: Negative**

Closure of two facilities could impact negatively on local perceptions of the neighbourhoods they are in. Mitigations for this would include the redevelopment of the golf course as an accessible parkland green space and the potential for the castle to be reopened by Historic Environment Scotland.

Environment**Climate Change Impacts****Mitigating Greenhouse Gases: No Impact****Adapting to the effects of climate change: No Impact****Resource Use Impacts****Energy efficiency & consumption: No Impact****Prevention, reduction, re-use, recovery, or recycling of waste: No Impact****Sustainable Procurement: No Impact****Transport Impacts****Accessible transport provision: No Impact****Sustainable modes of transport: No Impact****Natural Environment Impacts****Air, land & water quality: Positive**

Closure of the golf course will enable positive development as a parkland greenspace to take place on the land it occupies as described in the report, albeit at some cost to DCC.

Biodiversity: Positive

Closure of the golf course will enable positive development as a parkland greenspace to take place, which will help to increase local biodiversity.

Open & green spaces: Positive

Closure of the golf course will enable positive development as a parkland greenspace to take place on the land it occupies as described in the report, albeit at some cost to DCC. This will facilitate the use of space by a wider range of Dundee residents for purposes other than golf.

Built Environment Impacts

Built Heritage: Positive

Positive – Mills Observatory is an almost unique building worldwide and keeping it in use shows Dundee is dedicated to maintaining its cultural heritage and the buildings involved in it.

Not Known – closure of the Castle Museum sends the opposite message but there could be an opportunity for Historic Environment Scotland to lease to another organisation or (re)open the castle themselves. In terms of mitigation, the displays will be able to be stored elsewhere and be available for future showing as part of the collection, potentially in a more accessible venue.

Housing: No Impact

Is the proposal subject to a Strategic Environmental Assessment (SEA)?

No further action is required as it does not qualify as a Plan, Programme or Strategy as defined by the Environmental Assessment (Scotland) Act 2005

Environmental Implications: No Anticipated

Corporate Risk Corporate Risk Impacts

Political Reputational Risk: Negative

The negative public response to the closure of two venues could outweigh the continued opening of one. Management of this via the Communications Team and other avenues should minimise the negatives as these venues are used less than other LACD-run cultural venues that were not considered for closure. Potential alternatives might arise (e.g., another organisation taking on either of the two closing venues)

Economic/Financial Sustainability / Security & Equipment: Positive

The savings from the closure of the two venues contribute a large proportion of the overall savings required by LACD to balance their budget.

Social Impact / Safety of Staff & Clients: Negative

Both proposed closures will reduce the level of social interaction overall. Considering the breadth of LACD's portfolio of opportunities, the relative reduction will be small.

Technological / Business or Service Interruption: No Impact

Environmental: Positive

Conversion of the golf course to parkland will help to improve the biodiversity within the space, adding to Dundee's environmental credentials.

Legal / Statutory Obligations: No Impact

Organisational / Staffing & Competence: No Impact

Corporate Risk Implications & Mitigation:

There are moderate levels of risk associated with the subject matter of this report. However, having undertaken a full analysis of the upside and downside risks there is a clear benefit in what is proposed, and we are satisfied that adequate

controls are available to mitigate the downside risks. The downside financial exposure to the Council is less than £250,000 and this together with other areas of risk can be effectively managed.

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REPORT TO: CITY GOVERNANCE COMMITTEE – 2 DECEMBER 2024
REPORT ON: CAPITAL EXPENDITURE MONITORING 2024/25
REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES
REPORT NO: 332–2024

1 PURPOSE OF REPORT

1.1 To appraise Elected Members of the latest position regarding the Council's Capital Plan 2024-29.

2 RECOMMENDATION

2.1 It is recommended that the Committee note the latest position regarding the Council's Capital Plan 2024-29.

3 FINANCIAL IMPLICATIONS

3.1 This report shows the latest projections for 2024/25 expenditure and total cost as at 31st October 2024.

Appendix 1, which details the General Services position to the end of October 2024, shows a revised projected outturn for 2024/25 of £116.891m, a decrease of £0.304m since the last capital monitoring report was approved at City Governance Committee on 18th November 2024 (Report 315-2024, Article V refers). The net movements that have contributed to this decrease are summarised in paragraph 5.1 of this report. The net movements in budget of £0.648m will be required in 2025/26 and will be funded from a combination of borrowing and grants and contributions.

Appendix 3, which details the Housing HRA position to the end of October 2024, shows a projected outturn for 2024/25 of £16.773m a decrease of £2.054m since the last capital monitoring report was approved at City Governance Committee on 18th November 2024 (Report 315-2024, Article V refers).

An explanation of the major variances are shown in Section 5 and 6 of the report.

4 BACKGROUND

4.1 The Capital Plan 2024-29 was approved at City Governance Committee on 18 February 2024 (Report 18-2024, Article VII refers).

In addition to monitoring the in-year budget (i.e. 2024/25) the total projected cost of each project will be monitored against the cost when the tender acceptance was approved at Committee. Furthermore, the projected completion date for each project will be monitored against the completion date as anticipated when the tender report was approved. The capital programme is being monitored in conjunction with the Council's asset managers.

The Housing HRA Capital Programme 2024/25 was approved as part of the Capital Plan 2024-29 at the City Governance Committee on 18 February 2024 (Report 18-2024, Article VII refers). Details of the current position are set out in section 6 of the report and officers are presently reviewing the Housing Capital Plan and will bring back further recommendations once this review is complete.

4.2 Local Authorities from 1 April 2004 are required, by Regulation, to comply with the Prudential Code under Part 7 of the Local Government Act 2003. The Capital Budget for 2024/25 is being monitored within the framework of the updated Prudential Code 2021.

4.3 The Capital Monitoring report provides detailed information on major projects and programmes contained within the Capital Budget and the impact of expenditure movements on future financial years.

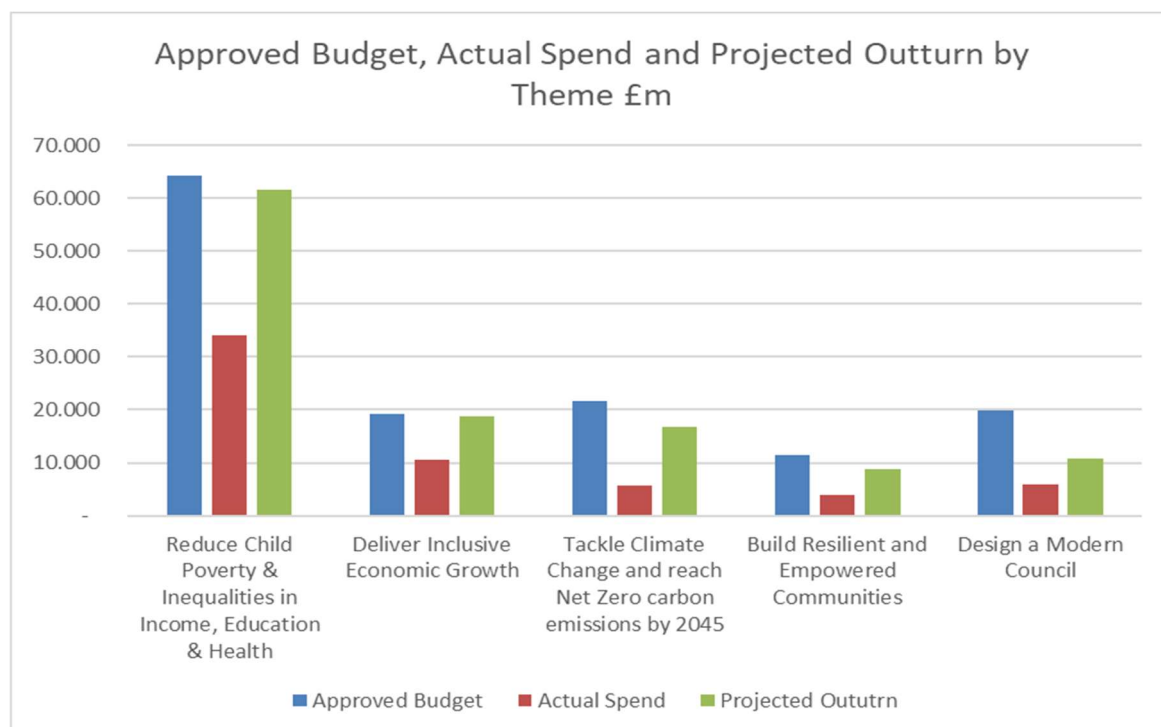
5 GENERAL SERVICES CURRENT POSITION

5.1 Appendix 2 details the latest projected outturn for major projects and programmes, both for 2024/25 and for the whole project life-span. In addition, the Appendix monitors project timescales, with approved completion dates taken from tender approval reports. In some instances, it is not possible to provide approved or projected total project costs and timescales due to the project being a block programme containing various smaller projects within it. In these cases, the total cost is assumed to be the budgeted figure plus previous year actuals. The projected completion date is assumed to be the end of the financial year. In addition, Procurement Strategy reports are being approved at committee which gives the Executive Directors delegated authority to award a contract to the successful bidder, without having to come back to committee, thus the approved total cost and timescales are not readily available for monitoring (previously taken from approved committee tender report). In these cases, reliance is on Service Officers updating the monitoring spreadsheet.

Appendix 1 summarises the total gross expenditure for 2024/25 and how this expenditure is funded. The projected budgeted capital expenditure is 100% of the projected capital resources. Project cashflows, for phasing of budgets, are constantly being reviewed. Actual expenditure to 31 October is £60.161m, 52% of the Revised Budget 2024/25 compared to 41% for the same period last year.

The above actual spend figure excludes any Architectural Services fee recharges for 2024/25, as Officers within City Development are currently reviewing, and it is anticipated that they will be incorporated into future reports.

The table below shows a comparison of approved budget, actual spend and projected outturn for 2024/25, broken down by Council Theme



The decrease in the projected outturn for 2024/25 reflects project/programmes budgets being reprofiled. Key variations are as follows and details are provided in subsequent paragraphs.

Reduction in planned expenditure:

- Deferral of Capital Spend to achieve revenue savings – (£0.285m)

5.2 2024/25 Expenditure Variations

Appendix 1, which details the General Services position to the end of October 2024, shows a revised projected outturn for 2024/25 of £116.891m, a decrease of £0.304m since the last capital monitoring report was approved at City Governance Committee on 18th November 2024 (Report 315-2024, Article V refers). The net movement that has contributed to this decrease is summarised below in paragraph 5.2.1.

5.2.1 Deferral of Capital Spend – Sports Facilities - Upgrade Community Sports Provision (Build Resilient & Empowered Communities – Other Projects/Programmes) – Reduction in projected expenditure of £0.285m in 2024/25. Officers have undertaken a review of the capital programme to identify projects, funded from borrowing, which can be deferred into 2025/26, in order to reduce capital financing costs in 2025/26. This expenditure will be required in 2025/26. There will be a reduction in borrowing in 2024/25 and a corresponding increase in 2025/26.

5.3 The table below shows the latest position regarding the capital resources for funding of the 2024/25 programme: -

	Approved Budget £m	Adjustments £m	Revised Budget £m	Projected Outturn £m	Variance £m
Borrowing	99.115	(12.416)	86.699	86.699	-
General Capital Grant	11.551	0.279	11.830	11.830	-
Capital Grants & Contributions	17.212	(1.276)	15.936	15.936	-
Capital Receipts – Sale of Assets	2.000	-	2.000	2.000	-
Capital Fund	<u>0.426</u>	-	<u>0.426</u>	<u>0.426</u>	-
	<u>130.304</u>	<u>(13.413)</u>	<u>116.891</u>	<u>116.891</u>	<u>-</u>

5.3.1 Over the last 5 years the actual outturns achieved have been: -

	£m
2020/21	39.537
2021/22	45.038
2022/23	44.086
2023/24	73.454
2024/25 (Projected)	116.891

5.4 Projected Total Cost Variations

There are no total cost variations to report since the previous capital monitoring report went to committee.

5.5 Completion Date Variations (this compares the estimated completion date as per the tender acceptance report to the actual completion date)

There are no completion date variations to report since the previous capital monitoring report went to committee.

Officers are constantly reviewing the capital programme to ascertain the impact of global supply chain issues on the timescales for delivering projects. Officers will report any further revisions to estimated completion dates in future capital monitoring reports.

6 HOUSING HRA - CURRENT POSITION

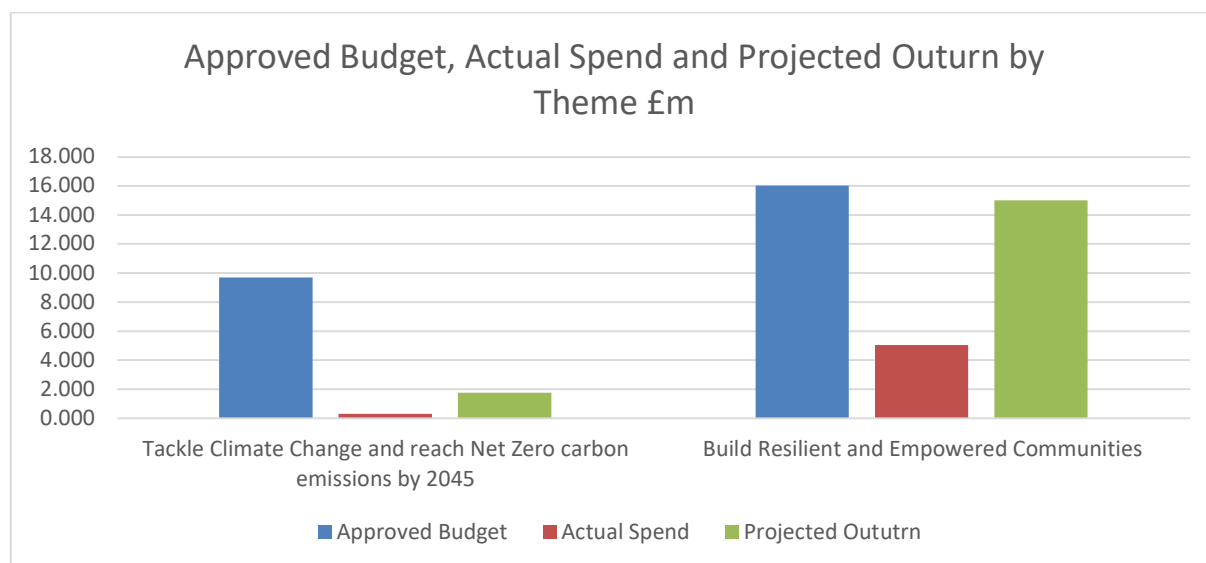
6.1 2024/25 Expenditure Variations

Appendix 2 details the latest projected outturn for each project, both for 2024/25 and for the whole project lifespan. In addition, the Appendix monitors project timescales. In some instances, it is not possible to provide approved or projected total project costs and timescales due to the project being a block programme containing various smaller projects within it. In these cases, the total cost is assumed to be the budgeted figure plus previous year actuals. The projected completion date is assumed to be the end of the financial year. In addition, Procurement Strategy reports are being approved at committee which gives the Executive Directors delegated authority to award a contract to the successful bidder, without having to come back to committee, thus the approved total cost and timescales are not readily available for monitoring (previously taken from approved committee tender report). In these cases, reliance is on Service Officers updating the monitoring spreadsheet.

Appendix 3 summarises the total gross expenditure for 2024/25 and how this expenditure is funded. The projected budgeted capital expenditure is 100% of the projected capital resources. Project cashflows, for phasing of budgets, are constantly being reviewed. Actual expenditure to 31st October 2024 is £5.366m, 32% of the Revised Budget 2024/25 compared to 20% for the same period last year.

The above actual spend figure excludes any Architectural Services fee recharges for 2024/25, as Officers within City Development are currently reviewing, and it is anticipated that they will be incorporated into future reports.

The table below shows a comparison of approved budget, actual spend and projected outturn for 2024/25, broken down by Council Theme.



6.2 Appendix 3, which details the Housing HRA position to the end of October 2024, shows a projected outturn for 2024/25 of £16.773m a decrease of £2.054m since the last capital monitoring report was approved at City Governance Committee on 18th November 2024 (Report 315-2024, Article V refers). The net movements that have contributed to this decrease are summarised below in paragraphs 6.2.1 to 6.2.5.

6.2.1 Free from Serious Disrepair - Roofs - (Build Resilient and Empowered Communities) - The projected expenditure has decreased by £0.402m in 2024/25. This is mainly due to the programme of roof replacements which has been updated to reflect the latest phasing, resources and estimates for 2024/25.

6.2.2 Energy Efficiency - External Insulation and Cavity Fill (Tackle Climate Change and Reach Net Zero Emissions by 2045) - The projected expenditure has decreased by £0.468m in 2024/25. This is due to the Abernethy/Aberdour/Montgomerie Avenue programme which has been updated to reflect the latest timescales and estimates following the design process.

- 6.2.3 Energy Efficiency - Heating Replacement (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045) - The projected expenditure has decreased by £0.450m in 2024/25 - The projected expenditure has decreased by £0.450m in 2024/25 due to the rephasing of the Law Crescent project which will continue into 2025/26.
- 6.2.4 Modern Facilities and Services - Kitchen and Bathroom upgrades (Build Resilient and Empowered Communities) – The projected expenditure has decreased by £0.374m. The project timescales have slipped, and it is now anticipated that the project will progress during 2025/26.
- 6.2.5 Free from Serious Disrepair - Windows - (Build Resilient and Empowered Communities) - The projected expenditure has decreased by £0.424m in 2024/25. This is mainly due to the Menzieshill programme which has been rephased and will continue in 2025/26.
- 6.3 The table below shows the latest position regarding the funding of the 2024/25 programme: -

	Approved Budget £m	Adjustments £m	Revised Budget £m	Projected Outturn £m	Variance £m
Borrowing	22.864	(7.326)	15.538	15.538	-
Capital Grants & Contributions	1.209	(514)	695	695	-
CFCR	450	-	450	450	-
Capital Receipts – Sale of Assets	731	(671)	60	60	-
Receipts from Owners	450	(420)	30	30	-
	<u>25.704</u>	<u>(8.931)</u>	<u>16.773</u>	<u>16.773</u>	<u>-</u>

- 6.3.1 There is a projected decrease in capital receipts of £1.091m in 2024/25. Receipts from sale of land has decreased by £0.671m in 2024/25 due to a reduction of land sales estimated to conclude by 31st March 2025. Receipts from owners projected income has decreased by £0.420m to reflect the latest estimates for 2024.25.
- 6.3.2 Over the last 5 years the actual outturns achieved have been: -

	£m
2020/21	7.316
2021/22	12.338
2022/23	9.232
2023/24	12.175
2024/25 (Projected)	16.773

6.4 Projected Total Cost Variations

There are no total cost variations to report since the previous capital monitoring report went to committee.

6.5 Completion Date Variations (this compares the estimated completion date as per the tender acceptance report to the actual completion date)

There are no completion date variations to report since the previous capital monitoring report went to committee.

As indicated above, officers are presently reviewing the Housing Capital Plan for 2024/25 and will report back to Committee with any recommended changes.

7 RISK ASSESSMENT

- 7.1 There are a number of risks which may have an impact on the Capital Expenditure programme. The main areas of risk are identified in Appendix 4 to this report. along with the impact. consequences and controls in place to mitigate the risk together with the mechanisms in place to help mitigate these risks.

8 POLICY IMPLICATIONS

- 8.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, 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.

9 CONSULTATION

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

10 BACKGROUND PAPERS

- 10.1 None.

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

18 NOVEMBER 2024

2024/25 DUNDEE CITY COUNCIL CAPITAL EXPENDITURE MONITORING TO 31st OCTOBER 2024

	<u>Approved Capital Budget 2024/25 £000</u>	<u>Total Budget Adjustments £000</u>	<u>Revised Capital Budget 2024/25 £000</u>	<u>Actual Spend 2024/25 £000</u>	<u>Projected Outturn 2024/25 £000</u>	<u>Variance £000</u>	<u>Actual Spend to 31.10.24 as a % of Revised Budget</u>
GENERAL SERVICES							
<u>Capital Expenditure</u>							
Reduce Child Poverty & Inequalities in Income, Education & Health	64,217	(2,538)	61,679	34,146	61,679	0	55%
Deliver Inclusive Economic Growth	19,232	(440)	18,792	10,617	18,792	0	56%
Tackle Climate Change and reach Net Zero carbon emissions by 2045	21,584	(4,806)	16,778	5,579	16,778	0	33%
Build Resilient and Empowered Communities	11,402	(2,549)	8,853	4,009	8,853	0	45%
Design a Modern Council	19,869	(9,080)	10,789	5,810	10,789	0	54%
Capital Expenditure 2024/25	136,304	(19,413)	116,891	60,161	116,891	0	51%
<u>Capital Resources</u>							
Expenditure Funded from Borrowing	99,115	(12,416)	86,699	47,590	86,699		
General Capital Grant	11,551	279	11,830	7,402	11,830		
Capital Grants & Contributions - project specific	17,212	(1,276)	15,936	3,730	15,936		
Capital Receipts - Sale of Assets	2,000		2,000	1,013	2,000		
Capital Fund	426		426	426	426		
Capital Resources 2024/25	130,304	(13,413)	116,891	60,161	116,891		
Capital Expenditure as % of Capital Resources	105%		100%		100%		

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REDUCE CHILD POVERTY AND INEQUALITIES IN INCOMES, EDUCATION AND HEALTH

Note 1

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 31/10/24 £'000	Projected Outturn 2024/25 £000	Actual Project Cost to 31/10/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS - Reduce Child Poverty and Inequalities										
Harris Academy Extension	200	(5)	195	117	195	4,746	5,174	4,824	Dec-23	Aug-24
(Less External Funding)	(200)	5	(195)		(195)	(4,629)	(5,174)	(4,824)		
School Estate Investment-East End Community Campus	63,657	(2,557)	61,100	33,994	61,100	64,113	100,800	100,900	Jul-25	Jul-25
OTHER PROJECTS - Reduce Child Poverty and Inequalities	360	24	384	35	384	3,582	4,571	4,492		
(Less External Funding)		(100)	(100)		(100)					
Net Expenditure	64,017	(2,633)	61,384	34,146	61,384	67,812	105,371	105,392		
Receipts	(200)	(95)	(295)		(295)	(4,629)	(5,174)	(4,824)		
Gross Expenditure	64,217	(2,538)	61,679	34,146	61,679	72,441	110,545	110,216		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2024-29

DELIVER INCLUSIVE ECONOMIC GROWTH

Project/Nature of Expenditure	Approved	Total Adjusts	Revised	Expenditure	Projected	Note 1				
	Budget 2024/25 £000		Budget 2024/25 £000	to 31/10/24 £'000	Outturn 2024/25 £000	Actual Project Cost to 31/10/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS - Deliver Inclusive Economic Growth										
Site 6 South Development - Offices	18,620	(162)	18,458	10,548	18,458	16,972	26,202	26,202	Feb-25	Apr-25
OTHER PROJECTS - Deliver Inclusive Economic Growth	612	(278)	334	69	334	1,975	2,702	2,618		
(Less External Funding)	(351)	271	(80)	(5)	(80)	(69)	(475)	(475)		
Net Expenditure	18,881	(169)	18,712	10,612	18,712	18,878	28,429	28,345		
Netted Off Receipts	(351)	271	(80)	(5)	(80)	(69)	(475)	(475)		
Gross Expenditure	19,232	(440)	18,792	10,617	18,792	18,947	28,904	28,820		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2024-29

TACKLE CLIMATE CHANGE AND REACH NET ZERO CARBON EMISSIONS BY 2045

Project/Nature of Expenditure	Approved Budget	Total	Revised Budget	Expenditure to	Projected Outturn	Note 1				
	2024/25 £000	Adjusts £000	2024/25 £000	31/10/24 £'000	2024/25 £000	Actual Project Cost to 31/10/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS - Tackle Climate Change and Reach Net Zero Emissions by 2045										
Broughty Ferry to Monifieth Active Travel Improvements	2,580	(61)	2,519	740	2,519	16,199	9,067	18,031	Sep-24	Sep-24
(Less External Funding)	(1,830)	61	(1,769)	31	(1,769)	(15,428)	(9,067)	(17,228)	Sep-24	Sep-24
Tier 1 Active Travel Infrastructure Fund (formerly known as Cycling, Walking & Safer Routes)	652	353	1,005	402	1,005	1,272	1,875	1,875	Mar-25	Mar-25
(Less External Funding)	(652)	(353)	(1,005)	(402)	(1,005)	(402)	(1,005)	(1,005)	Mar-25	Mar-25
DCA Lifecycle plant replacement programme	500	(425)	75	22	75	88	4,550	4,550	Tender targeted for approval prior to end of 2024/25	
Low Carbon Transport (Green Transport Hub & Spokes - Bell Street)	12,170	(1,512)	10,658	2,960	10,658	3,828	16,000	17,645	Main Tender targeted for approval January 2025 Committee	
(Less External Funding)	(11,870)	1,212	(10,658)	(2,960)	(10,658)	(3,808)	(14,400)	(16,045)		
Vehicle Fleet & Infrastructure	2,828	(1,726)	1,102	1,063	1,102	2,188	2,227	2,227	Mar-25	Mar-25
(Less Sale of Vehicles & Equipment)		(59)	(59)	(59)	(59)	(249)	(249)	(249)	Mar-25	Mar-25
OTHER PROJECTS - Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045	2,854	(1,435)	1,419	392	1,419	21,329	24,154	24,188		
(Less External Funding)		(535)	(535)	(223)	(535)	(2,310)	(2,340)	(2,340)		
Net Expenditure	7,232	(4,480)	2,752	1,966	2,752	22,707	30,812	31,649		
Receipts	(14,352)	326	(14,026)	(3,613)	(14,026)	(22,197)	(27,061)	(36,867)		
Gross Expenditure	21,584	(4,806)	16,778	5,579	16,778	44,904	57,873	68,516		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2024-29

Appendix 2

BUILD RESILIENT AND EMPOWERED COMMUNITIES

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 31/10/24 £'000	Projected Outturn 2024/25 £000
MAJOR PROJECTS - Build Resilient and Empowered Communities					
Road Maintenance Partnership	3,460	(94)	3,366	2,179	3,366
Street Lighting Renewal	1,117	(1)	1,116	581	1,116
City Improvement/Investment Fund	1,365	(1,183)	182	42	182
(Less External Funding)	(1,115)	1,115	0	0	0
Parks & Open Spaces	2,408	(807)	1,601	375	1,601
(Less External Funding)	(365)		(365)		(365)
OTHER PROJECTS/PROGRAMMES - Build Resilient and Empowered Communities	3,052	(464)	2,588	832	2,588
(Less External Funding)	(829)	(340)	(1,169)	(112)	(1,169)
Net Expenditure	9,093	(1,774)	7,319	3,897	7,319
Receipts	(2,309)	775	(1,534)	(112)	(1,534)
Gross Expenditure	11,402	(2,549)	8,853	4,009	8,853

Note 1

Actual Project Cost to 31/10/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
2,179	3,366	3,366	Mar-25	Mar-25
581	1,116	1,116	Mar-25	Mar-25
11	2,717	2,717	Mar-25	Mar-25
(693)	(693)	(693)	Mar-25	Mar-25
1,404	2,650	2,650	Mar-25	Mar-25
(275)	(640)	(640)	Mar-25	Mar-25
6,265	8,420	7,726		
(765)	(1,477)	(1,477)		
8,707	15,459	14,765		
(1,733)	(2,810)	(2,810)		
10,440	18,269	17,575		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2024-29

DESIGN A MODERN COUNCIL

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 31/10/24 £'000	Projected Outturn 2024/25 £000
MAJOR PROJECTS/PROGRAMMES - Design a Modern Council					
Baldovie Depot Redevelopment	3,071	(2,971)	100	50	100
Depot Rationalisation Programme	2,092	(1,992)	100	41	100
Dundee Ice Arena Plant & Upgrade	577	(477)	100		100
Olympia Refurbishment Works		618	618	558	618
Property Lifecycle Development Programme	6,285	(889)	5,396	1,991	5,396
Purchase Computer Equipment	1,258	43	1,301	854	1,301
(Less External Funding)		(1)	(1)		(1)
Desktop Management Software	1,500	(1,242)	258		258
Schools Connectivity	1,100	474	1,574	1,481	1,574
OTHER PROJECTS/PROGRAMMES - Design a Modern Council	3,986	(2,644)	1,342	835	1,342
Net Expenditure	19,869	(9,081)	10,788	5,810	10,788
Netted Off Receipts		(1)	(1)		(1)
Gross Expenditure	19,869	(9,080)	10,789	5,810	10,789

Note 1

Actual Project Cost to 31/10/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
225	5,200	5,200	Tender not yet approved	
402	3,063	3,063	Tender not yet approved	
1,051	9,100	9,100	Main Tender not yet approved	
6,625	6,163	6,685	Oct-23	Dec-23
4,846	8,251	8,251	Mar-25	Mar-25
3,601	4,048	4,048	Mar-25	Mar-25
(648)	(650)	(648)	Mar-23	Mar-23
1,507	2,600	2,600		
4,427	5,840	7,785		
22,036	43,615	46,084		
(648)	(650)	(648)		
22,684	44,265	46,732		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2024-29

Appendix 2

TACKLE CLIMATE CHANGE AND REACH NET ZERO EMISSIONS BY 2045 - HOUSING REVENUE ACCOUNT ELEMENT

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 31/10/2024	Projected Outturn 2024/25 £000
Energy Efficient	9,683	(7,922)	1,761	314	1,761
Net Expenditure	9,683	(7,922)	1,761	314	1,761
Receipts					
Gross Expenditure	9,683	(7,922)	1,761	314	1,761

Note 1

Actual Project Cost to 31/10/2024 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
428	1,873	1,873	Mar-25	Mar-25
428	1,873	1,873		
428	1,873	1,873		

BUILD RESILIENT AND EMPOWERED COMMUNITIES - HOUSING REVENUE ACCOUNT ELEMENT

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 31/10/2024	Projected Outturn 2024/25 £000
Free from Serious Disrepair	4,550	999	5,549	1,867	5,549
Modern Facilities & Services	1,000	(374)	626	132	626
Healthy, Safe and Secure	2,710	748	3,458	581	3,458
Miscellaneous	1,437	768	2,205	900	2,205
Increased Supply of Council Housing	6,114	(4,121)	1,993	1,489	1,993
(Less External Funding)	(1,209)	514	(695)	(695)	(695)
Demolitions	10	71	81	8	81
Sheltered Lounge Upgrades	200		200	75	200
Improvement Plan		900	900		900
Net Expenditure	14,812	(495)	14,317	4,357	14,317
Receipts	(1,209)	514	(695)	(695)	(695)
Gross Expenditure	16,021	(1,009)	15,012	5,052	15,012

Note 1

Actual Project Cost to 31/10/2024 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
3,007	6,830	6,688	Mar-25	Mar-25
149	490	643	Mar-25	Mar-25
6,900	10,358	10,364	Mar-25	Mar-25
1,948	3,256	3,256	Mar-25	Mar-25
7,338	7,842	7,842	Mar-25	Mar-25
	(1,824)	(1,824)	Mar-25	Mar-25
33	106	106	Mar-25	Mar-25
92	200	217	Mar-25	Mar-25
	900	900	Mar-25	Mar-25
20,465	29,862	29,292	776,027	776,393
	(1,824)	(1,824)	45,747	45,747
20,465	31,686	31,116	730,280	730,646

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2024-29

DUNDEE CITY COUNCIL CAPITAL EXPENDITURE MONITORING 31 OCTOBER 2024

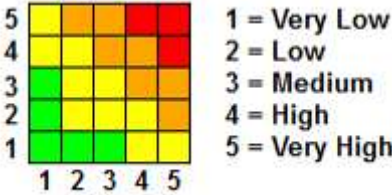
Appendix 3

	<u>Approved Capital Budget 2024/25 £000</u>	<u>Total Budget Adjustments £000</u>	<u>Revised Capital Budget 2024/25 £000</u>	<u>Actual Spend to 31 Oct 2024 £000</u>	<u>Projected Outturn 2024/25 £000</u>	<u>Variance £000</u>	<u>Actual Spend to 30.10.2024 as a % of Revised Budget</u>
Capital Expenditure 2024/25							
<u>Tackle Climate Change and reach Net Zero carbon emissions by 2045</u>							
Energy Efficiency	9,683	(7,922)	1,761	314	1,761	-	18%
<u>Build Resilient and Empowered Communities</u>							
Free from Serious Disrepair	4,550	999	5,549	1867	5,549	-	34%
Modern Facilities and Services	1,000	(374)	626	132	626	-	21%
Healthy, Safe & Secure	2,710	748	3,458	581	3,458	-	17%
Miscellaneous	1,437	768	2,205	900	2,205	-	41%
Increase Supply of Council Housing	6,114	(4,121)	1,993	1,489	1,993	-	75%
Demolitions	10	71	81	8	81	-	10%
Sheltered Lounge Upgrades	200		200	75	200	-	38%
Improvement Plan		900	900		900	-	0%
Capital Expenditure 2024/25	25,704	(8,931)	16,773	5,366	16,773	-	32%
<u>Capital Resources 2023/24</u>							
Expenditure Funded from Borrowing	22,864	(7,326)	15,538	4,615	15,538	-	
Capital Receipts, Grants & Contributions - project specific							
Scottish Government Grants	1,209	(514)	695	695	695	-	
Capital Funded from Current Revenue							
Council Tax discount reductions used to fund affordable housing	450		450		450	-	
Capital Receipts, Grants & Contributions							
Receipts from Owners	450	(420)	30		30	-	
Capital Receipts:-							
Sale of Assets - Land	731	(671)	60	56	60	-	
Capital Expenditure as % of Capital Resources	100%		100%		100%		

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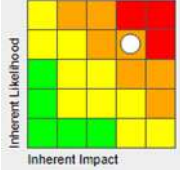
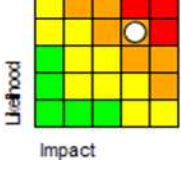
APPENDIX 4

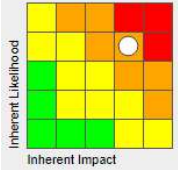
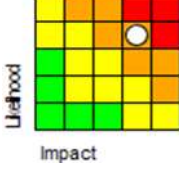
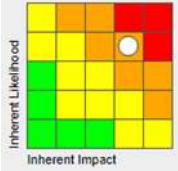
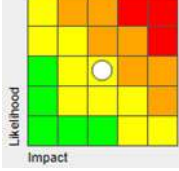
Pentana Risk Matrix



Risk Report
Report Type: Capital Monitoring 2024/25
Report Author: Executive Director of Corporate Services

Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
1.General Price inflation may be greater than contingencies already built into figures in capital monitoring/plan.	<ul style="list-style-type: none"> The invasion of Ukraine Labour shortages pushing up labour costs. Economic uncertainty due to political factors 	<ul style="list-style-type: none"> Increased financial cost of projects. Potential Overspends as allowance in Capital Plan is insufficient to cover increased cost. 	<ul style="list-style-type: none"> Changes to the scope of projects to accommodate additional costs. Delays to project progressing due to rescoping of project. Changes to Capital Plan to accommodate the additional costs by reallocation of resources from other projects 		<ul style="list-style-type: none"> Robust Capital Monitoring processes in place to enable any potential issues to be highlighted as soon as they arise, and any necessary action taken. 	
2.Additional Costs once Project has started and works on-going	<ul style="list-style-type: none"> Unforeseen circumstances such as ground conditions leading to delay and /or additional cost. Under performance in the materials supply chain. 	<ul style="list-style-type: none"> Increased financial cost of projects. Potential Overspends as allowance in Capital Plan is insufficient to cover increased cost. 	<ul style="list-style-type: none"> The estimated completion of the project is delayed Changes to the scope of the ongoing project, if possible, to accommodate the increased costs. Changes to Capital Plan to accommodate the additional costs by 		<ul style="list-style-type: none"> Robust monitoring of the project by professional Project Managers means potential issues are highlighted and remedial action taken to resolve as soon as possible. Specific Risk registers exist for major capital projects contained 	

Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
			reallocation of resources from other projects		within the capital monitoring, and they are continually reviewed as the project progresses, and corrective action taken where necessary. <ul style="list-style-type: none"> Capital monitoring processes ensure overspends are highlighted as soon as known and corrective action taken. 	
3.Estimated Completion date for the Project	<ul style="list-style-type: none"> Extreme weather conditions can delay progress Unforeseen issues can arise once project starts e.g. ground conditions Under performance in the materials supply chain. 	<ul style="list-style-type: none"> Delay in the asset becoming operational. Negative press coverage for Council Service delivery impacted due to delays in completing works. 	<ul style="list-style-type: none"> Potential additional revenue costs as asset not operational and ready to be used, Delay In achieving revenue savings from the project. Knock on effect of not being able to progress subsequent projects, as staff engaged on delivery of current project. Potential additional capital costs where equipment has been hired. Potential claim from contractors for extension of time. 		<ul style="list-style-type: none"> Robust monitoring of the project by professional Project Managers means when potential delays to the project are highlighted and remedial action taken to resolve as soon as possible to minimise any delays to the completion date. 	

Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
<p>4.Capital Receipts from Sale of Assets not achieved</p>	<ul style="list-style-type: none"> Uncertain market conditions, e.g. level of interest rates and inflation, means housing developers are not purchasing sites for development. Abnormals can reduce the value of the site being marketed. Brownfield sites have higher level of abnormals due to contamination etc. Uncertain economic/world means businesses are not expanding. 	<ul style="list-style-type: none"> Less funding available to fund current capital programme 	<ul style="list-style-type: none"> Alternate capital resources identified to compensate for the shortfall, if possible. Capital programme is reprioritised to take account of the funding shortfall 		<ul style="list-style-type: none"> Robust monitoring of the projected capital receipts by officers from City Development and Support services, means any shortfalls are identified and remedial action taken. 	
<p>5.Delays in Capital Receipts being Received</p>	<ul style="list-style-type: none"> Uncertain market conditions, e.g. level of interest rates, inflation and uncertainties in the economy due to political climate means housing developers are delaying purchasing sites for development, in anticipation that interest rates and rate of inflation will come down Businesses are delaying applying 	<ul style="list-style-type: none"> Less funding available to fund current capital programme in the short term 	<ul style="list-style-type: none"> Capital programme is slipped to take account of the delays in receiving the capital receipts 		<ul style="list-style-type: none"> Robust monitoring of the projected capital receipts by officers from City Development and Support services, means any short-term delays are identified and remedial action taken. The capital expenditure programme naturally slips due to external factors, so any delays in receiving receipts 	

Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
	for business loans for expanding etc in anticipation that interest rates will come down further.				can be matched against the expenditure slippage.	

ITEM No ...4.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 2 DECEMBER 2024
REPORT ON: REVENUE MONITORING 2024/2025
REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES
REPORT NO: 318-2024

1 PURPOSE OF REPORT

1.1 To provide Elected Members with an analysis of the 2024/25 projected revenue outturn as at 30 September 2024 and the impact on the Council's overall balances position.

2 RECOMMENDATIONS

2.1 It is recommended that the Committee:

- (a) note that as at 30 September 2024 the General Fund is projecting an overall overspend of £5.276m against the adjusted 2024/2025 Revenue Budget and the impact this has on the projected Council's General Fund Balances;
- (b) note the budget adjustments totalling £6.142m and detailed in the second column of Appendix A as virements to the previously approved Revenue Budget;
- (c) note that as at 30 September 2024 the Housing Revenue Account (HRA) is projecting an overspend of £3.000m against the adjusted HRA 2024/25 Revenue Budget and the impact this has on the element of the projected Renewal & Repair Fund balance earmarked to HRA;
- (d) authorise the Executive Director of Corporate Services to:
 - (i) take steps to control in year spend to reduce the projected overspends including by limiting overtime, ceasing avoidable expenditure on supplies and services;
 - (ii) further review earmarked balances and;
 - (iii) in consultation with Corporate Leadership Team identify further financial recovery options.
- (e) note the key strategic, operational and financial risks being faced by the Council outlined in Appendix B;
- (f) note that the Chief Executive and Executive Directors will continue to take appropriate steps to manage current and recurring revenue expenditure, including reviewing vacancies and any new recurring commitments, reducing expenditure and reviewing service provision; and
- (g) notes the current position on Leisure and Culture Dundee (LACD), as set out in paragraph 7.1.

3 FINANCIAL IMPLICATIONS

3.1 The unallocated portion of the General Fund as at 30 September 2024 is projecting an overspend of £5.276m against the adjusted 2024/25 Revenue Budget. The impact this would have on the Council's General Fund Balances is outlined below:

General Fund	Opening Balance 1 April 2024 £000	(Surplus) / Deficit for the Year £000	Projected Balance 31 March 2025 £000
Earmarked Carry-forwards*	4,124	133	3,991
Organisational Change Fund	2,388		2,388
Covid cost related pressures*	2,750	700	2,050
Covid recovery measures	405		405
Service change initiatives	5,000		5,000
Roof Remedial Works	2,702	1,290	1,412
Cost of Living Pressures	200		200
Contribution to 2024/25 budget	6,640	6,640	0
Employability third sector	0	(1,150)	1,150
Other Earmarked Funds	3,934	384	3,550
Service concessions flexibility	39,773		39,773
Total earmarked funds	67,916	7,997	59,919
Unallocated Balance	9,815	5,276	4,539
Total General Fund	77,731	13,273	64,458

* These balances will be drawn down as required during the year.

- 3.2 The projected revenue outturn as at 30 September 2024 includes savings from the approved financial recovery plan amounting to £1.320m, which were detailed in the July revenue monitoring report and approved by elected members at the City Governance Committee meeting on the 28 October 2024. Following consideration, the increases for temporary accommodation charges will not be applied this year. As detailed in the August revenue monitoring report considered by City Governance meeting on 18 November 2024 officers have now completed their review of uncommitted grants within City Development and have confirmed a total of £0.535m of these be utilised to offset current pressures. The total financial recovery plan to date therefore amounts to £1.615m and can be detailed as follows:

Detail	Total Saving £000
Chief Executive - reduce marketing activities	10
City Development - capitalisation of property costs that meet eligibility criteria	250
City Development - use of uncommitted employability grants carried forward from last financial year	535
Corporate – use of unallocated general fund contingency	436
Corporate – use of earmarked reserves	384
Total	1,615

- 3.3 The approved budget included an allowance of 3% for the 2024/25 pay awards for both LGE and teachers. It should be noted that CoSLA's pay offer for LGE staff, of either 3.6% or an uplift of £0.67 per hour where this would be higher, will be implemented from 1 April 2024 in the November 2024 payroll. In overall terms, the pay offer has been estimated to be an average increase of 4.27%. The latest pay offer for teachers is also 4.27%, effective from 1 August 2024. This report includes anticipated funding from Scottish Government of £2.212m in respect of the LGE pay award and £0.748m in respect of the teachers pay award. In addition, a one-off additional £0.601m relating to the 2023/24 pay awards has been received. Provision for the pay award is included within contingencies and has not yet been allocated to service budgets.

Officers estimate that the overall pay contingency will be underspent by £1.000m, which is reflected in this report.

- 3.4 The approved budget also included a provision of £2.0m to meet cost pressures within Children Services associated external childcare placements. It is noted that as at 30 September 2024 £0.825m of this has been utilised with the balance of £1.125m remaining in contingency and held to meet any further cost pressures should demand increase.
- 3.5 Based on the financial information available as at 30 September 2024 the HRA outturn position for 2024/25 is projecting an overspend of £3.0m. Further details are provided in section 8 of this report.

4 BACKGROUND

- 4.1 Following approval of the Council's 2024/25 Revenue Budget by the City Governance Committee on 29 February 2024, this report provides the projected revenue outturn position as at 30 September 2024, against the adjusted 2024/25 Revenue Budget.
- 4.2 The total 2024/25 Revenue Budget is £468.789m. For revenue monitoring purposes, the Council Tax Reduction Scheme budget of £13.772m is moved from expenditure to income and netted off against Council Tax income. This results in total budgeted expenditure of £455.017m for revenue monitoring purposes, as set out in Appendix A.
- 4.3 This report provides a detailed breakdown of service revenue monitoring information along with explanations of material variances against adjusted budgets. Where services are projecting a significant (underspend) or overspend against adjusted budget, additional details have been provided. Where service expenditure is on target and no material variances are anticipated, additional information has not been provided.
- 4.4 The forecast position is shown in more detail in the appendices to this report, as follows:

Appendix A shows the variances between budget and projected outturn for each service of the Council.

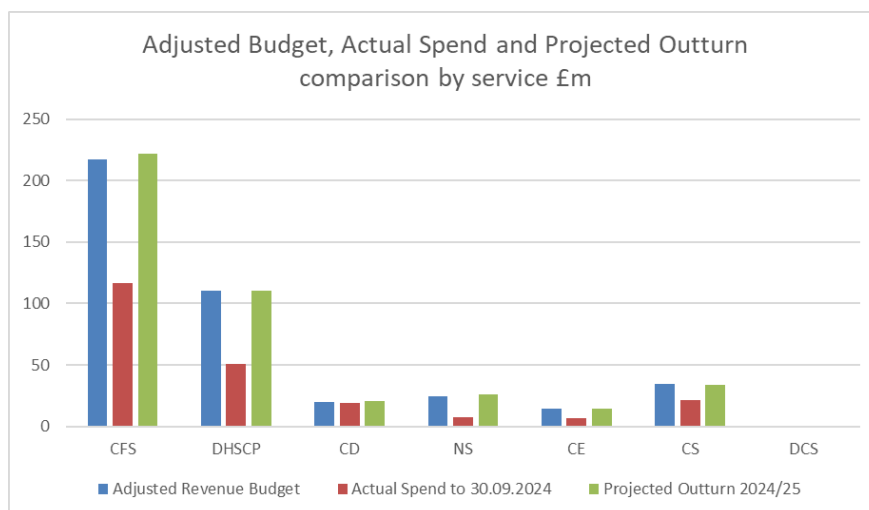
Appendix B lists the key strategic, operational and financial risks being faced by the Council.

5 GENERAL FUND SERVICES - MONITORING POSITION AS AT 30 SEPTEMBER 2024

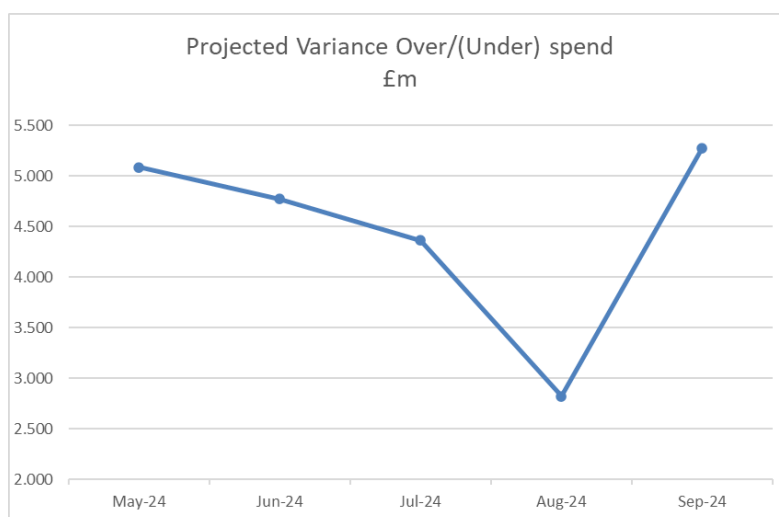
- 5.1 The forecast position as at 30 September 2024 for General Fund services is summarised below.

	(Under)/Over Spend as at 30 September £m	(Under)/Over Spend as at 31 August £m	Movement (from previous month) £m
Net Expenditure	5.341	2.863	2.478
Sources of Income	(0.065)	(0.043)	(0.022)
Net projected reduction uncommitted balances	5.276	2.820	2.456

The graph below details the comparison between each service's actual spend and projected outturn.



The graph below shows the projected variance over the reported periods.



5.2 The table below details the key factors which contributed to the movement from previous month.

	£m
Projected overspend in teachers staff costs mainly relating to increased levels of use of supply cover and acting up allowance mainly due to sickness levels that have increased by 8% since the beginning of the year. In addition, a 50% reduction in the number of newly qualified teachers recruited compared to last year has also resulted in increased costs	1.806
Forecasted overspend in energy costs within Children and Families and City Development, partly as energy consumption has not reduced as planned and standing charges have increased	1.258
Increase in projected overspend within Children and Families Early Years third party payments, mainly as rates in private nurseries have increased at a level greater than budgeted	0.413
Increase in projected overspend within Children and Families Children Services third party payments, mainly due to rates increases in additional educational, kinship and foster placements	0.464
Use of contingency budget to offset projected Children Services third party payments overspend	(0.825)
Projected increase in Children and Families property costs, mainly relating to repairs and maintenance	0.176

Projected overspend within Capital Financing Costs mainly due to continued use of short-term borrowing	0.173
Increase in City Development's additional property costs relating to unplanned and health and safety related repairs	0.300
Decrease in the previously projected underspend in Construction, mainly due to a review of project assumptions and use of subcontractors for backlog of housing repairs	0.177
Increase in projected overspend associated with corporate fleet	0.274
Increase in projected underspend in staff costs for Neighbourhood Services	(0.212)
Additional income in City Development due to carry forward of employability grant income no longer required	(0.535)
Increase in projected underspend in staff costs due to various vacancies in Corporate Services	(0.275)
Anticipated underspend in contingency budget held for pay award	(1.000)

6 DETAILED ANALYSIS

The following paragraphs summarise the main areas of variance by service along with appropriate explanations. These figures reflect movements for the full year to date.

6.1 Children & Families Services: £4.159m overspend

Aug £m		Sep £m
-	Projected overspend in teachers staff costs mainly relating to increased levels of use of supply cover and acting up allowance mainly due to sickness levels that have increased by 8% since the beginning of the year. In addition, a 50% reduction in the number of newly qualified teachers recruited compared to last year has also resulted in increased costs	1.806
1.028	Projected overspend in LGE mainly as result of demand for Additional Support Needs staff	1.097
0.544	Projected increase in Non-Domestic Rates payable due to the increase in poundage rate for properties with Intermediate and higher rateable values	0.528
0.477	Projected overspend mainly within Children Services third party payments as a result of increased residential school placements, an increased number of families in receipt of Self-Directed Support and fostering and adoption fee increases	0.825
-	Use of contingency budget to offset projected Children Services third party payments overspend	(0.825)
-	Projected overspend in energy costs partly as energy consumption has not reduced as planned and standing charges have increased	0.555
-	Projected overspend within Early Years third party payments, mainly as rates in private nurseries have increased at a level greater than budgeted	0.413
-	Projected overspend in third party payments relating to operational costs of sport co-ordinators	0.151
-	Projected overspend in property costs due to repairs and maintenance	0.176
(0.618)	Additional income relating to funding for unaccompanied asylum-seeking children	(0.618)

The Children and Families budget includes an assumption of £4.032m of grant funding for teachers that is dependent on maintaining teacher numbers. The basis of determining these and the application of exceptions, for example, in relation to Scottish Equity Funding and Pupil Equity Funding, is the subject of ongoing discussions between COSLA and the Scottish

Government. Officers will continue to monitor this and further updates will be provided to Committee as more information becomes available.

6.2 Dundee Health & Social Care Partnership (DHSCP)

The latest financial monitoring report presented to Dundee IJB projects an overspend of £9.005m for 2024/25 (utilising actual info for first 5 months to end August), with this information presented to Dundee IJB at its meeting on 23rd October 2024. This projected overspend exceeds 2024/25 IJB Financial Plan where up to £4m had been identified and set aside in IJB Reserves to cover the planned in-year shortfall. Financial Recovery Plans have now been implemented in line with IJB Integration Scheme to minimise the in-year overspend and also return the IJB to a financially sustainable position, however further General Reserves of £4.8m are held to fund this additional overspend if required.

DHSCP is continuing to respond to significant operational challenges in demand and demographics (notably the growth in Care at Home provision as a result of shift in care to help mitigate against hospital delayed discharges, unnecessary hospital admissions, reduce social care unmet need and reduce Care Home beds), and in particular staffing challenges (both recruitment and retention, sickness absence and premium cost of back-fill cover), complexity of needs in community settings, and the wider impact of deferred treatments on health and wellbeing following the pandemic period, all of which continue to impact on the projected financial position. Operational managers and finance team continue work to explore ways of mitigating the overspend through efficiencies, cost reduction, transformation and savings opportunities and any impact of these actions will be reported in due course.

Under the risk sharing arrangement reflected in the Integration Scheme, the Integration Joint Board (IJB) retains any underspend within its reserve balances for investment in integrated health and social care services in future years, however any shortfall (after utilising reserves and implementing the Financial Recovery Plans) would be shared proportionately between the Partner Bodies. Officers continue to liaise with Council (and NHST) colleagues to monitor any financial implication.

6.3 City Development: £1.071m overspend

Aug £m		Sep £m
1.340	Projected overspend in property mainly due to costs of unplanned and health and safety related repairs, including £220k additional costs occurred for urgent works at Morgan Academy.	1.640
0.700	Forecasted reduction in income relating to the decrease in off-street parking income	0.700
(0.700)	Funded by earmarked Covid reserve to meet associated loss of income	(0.700)
-	Forecasted overspend in energy costs within City Development partly as energy consumption has not reduced as planned and standing charges have increased	0.703
0.327	Reflects projected increased provision for bad debts mainly as a result of commercial rents	0.173
-	Shortfall in projected Building Warrants income due to reduced number of large scale projects	0.224
(0.144)	Additional rental income within Dundee House	(0.144)
(0.436)	Projected underspend in staff costs due to vacancies	(0.436)
-	Additional income due to carry forward of employability grant income no longer required	(0.535)
(0.429)	Additional recoveries of architect services fees	(0.429)
(0.200)	Use of On-Street Car Parking earmarked reserves to fund roads maintenance	(0.200)

Please note that this report assumes full 2024/25 cost recovery of Architectural Services, predominantly from HRA and capital projects.

Dundee's Low Emissions Zone (LEZ) scheme was launched on 31 May 2024. It is noted that the Transport (Scotland) Act 2019 states that all income from the Low Emission Zone must be first used to facilitate the scheme. It is forecast that income from the LEZ will decline over time and revenue received in the first year will be set aside to contribute to future years costs of operating and maintaining the LEZ infrastructure. To 30 September 2024, 6,857 fines were issued and receipts totalled £0.128m. Projected income for the year is £0.230m, which compares with estimated costs of £0.230m for operating the LEZ in 2024/25.

Fines are issued at values ranging from £60.00 for first offence rising to £960.00 for fifth offence. There is a 50% reduction in the value if the fine is paid within 14 days.

The above outturn assumes professional fees will be fully recovered, although there have been none billed to date. It is also noted the above position excludes any variance relating to Winter Maintenance which may occur if weather conditions are similar to previous years.

6.4 Neighbourhood Services: £1.427m overspend

Aug £m		Sep £m
1.079	Projected overspend in waste management third party payments, mainly relating to increased MEB Gates Fees, increased tonnage and forecasted lower electricity income expected to be gained from the excess revenue share for the waste to energy contract	1.053
0.250	Projected shortfall in income generated from trade waste and recyclables	0.275
0.639	Streetscene & Land Management: income mainly from projects, interment fees and ground maintenance activities are forecasted to be lower than budgeted	0.632
0.742	Reduction in expected income from old waste plant due operational issues and lower than expected electricity revenues due to ongoing market conditions	0.742
(0.619)	Projected underspend in staff costs due to vacancies	(0.831)
(0.144)	Additional income recovered for housing benefits relating to Bed & Breakfasts	(0.144)
(0.184)	Use of earmarked reserves previously held for Ash Dieback to reduce above cost pressures	(0.184)

6.5 Corporate Services: (£0.362m) underspend

Aug £m		Sep £m
(0.786)	Projected underspend in staff costs due to vacancies	(1.061)
0.231	Projected overspend in supplies and services, mainly relating to IT licence fees, postage increases, audit fees and removal of Central Government funding for electoral registration	0.268
0.336	Projected shortfall in income relating to Scientific Services mainly due to under recovery	0.327
0.082	Anticipated reduction in other income including shortfalls on mailroom recharges and Department for Works and Pensions admin funding	0.103

6.6 Capital Financing Costs: £0.173m overspend

Aug £m		Sep £m
-	Capital Financing Costs are anticipated to be greater than expected due to interest costs being higher than budgeted due to the continuation of shorter-term borrowing whilst interest rates remain high. This being mitigated, where possible, through the deferral of capital repayments to future years for assets that are still under construction.	0.173

6.7 New Monies: (£1.790m) underspend

Reflects the share of additional £62.7m monies announced by Scottish Government after the budget was agreed that will now be used to replenish any balances used. In addition, the Council will receive a share of an additional £21.0m (£0.601m) which will go towards pay awards in excess of what has been budgeted.

6.8 Corporate Fleet: £2.184m overspend

Reflects the projected net overspend associated with the corporate fleet. The cost of the Council's fleet remains a budget pressure mainly due to rising expenditure in relation to the external hire of vehicles used by services together with the cost of parts and materials for vehicle repairs. A review is underway to ensure the overall fleet utilised by services is in line with the budget provision available and that the true cost of fleet managed on behalf of external bodies is recovered accordingly. This review is ongoing and the outcome will be reported to members as part of future monitoring reports.

7 EXTERNAL ORGANISATIONS

7.1 Leisure and Culture Dundee (LACD) suffered considerable income shortfalls during the Covid-19 pandemic, due to the effects of lockdowns and operating restrictions once facilities reopened. It is recognised that, whilst facilities are now fully operational, income levels will take some time to be restored to pre-pandemic levels. To provide certainty, stability and time for Leisure and Culture Dundee to develop a balanced budget from 2024/25 onwards Dundee City Council confirmed its continuing financial support to cover the deficit position for a period until 31 March 2024. In December 2023, it was further agreed that the Chief Executive be authorised to extend the support to Leisure and Culture Dundee to 30 June 2024 should this be necessary. The Council will also continue to undertake cash flow management support to LACD to allow it to remain in credit at all times, and therefore have sufficient cash to continue to operate, thus allowing it to proceed as a going concern and meet its everyday cash liabilities. Any additional financial support provided will be met from reserves.

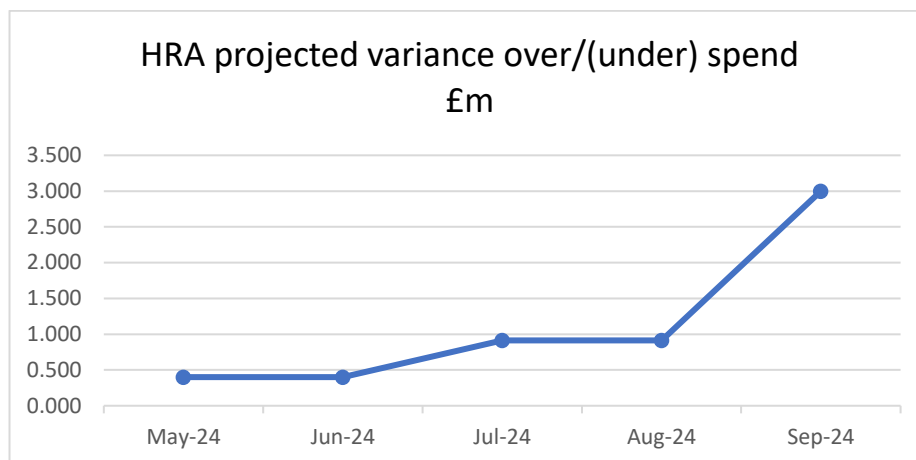
7.2 Our budget includes the assumption that Tayside Contracts will return a surplus in 2024/25, our share of which will be £0.343m. The latest projection (as at 30 September 2024) is that the Council share of surplus will be £0.232m. Please note we have set aside an allowance for Tayside Contracts pay awards within our pay contingency and will track the cost of Tayside Contracts services against service and central budgets.

8 HOUSING REVENUE ACCOUNT - MONITORING POSITION AT 30 SEPTEMBER 2024

8.1 The forecast position as at 30 September 2024 for the HRA is summarised below:

	(Under)/Over Spend as at 30 September £m	(Under)/Over Spend as at 31 August £m	Movement (from previous month) £m
Net Expenditure	3.450	1.365	2.085
Sources of Income	(0.450)	(0.450)	(0.450)
Net over/ (underspend)	3.000	0.915	2.085

The graph below shows the projected variance over/(under) spend.



Please note that the forecast position is compared to the HRA budget as adjusted following the approval of the Housing Repairs and Relet Plan (report 139-2024 approved by the Neighbourhood Regeneration, Housing and Estate Management Committee on 13 May 2024 refers). This report outlined additional expenditure of £4.845m to fund the existing repairs and relets backlog that were planned to be funded by savings amounting to £2.250m and a contribution of £2.595m from the Renewal & Repair Fund.

- 8.2 The key variances that make up the September position are shown in the table below together with a comparison to the previous month. These figures reflect movements for the full year to date.

Aug £m		Sep £m
0.500	Projected overspend in property costs mainly relating to additional void costs due to empty properties being let for longer than budgeted.	0.508
0.664	Reflects additional expenditure on unmetered landlord supplies and gas safety maintenance and emergency repairs	0.655
-	Reflects additional repairs and planned maintenance including specialist works in relation to damp and mould treatments and additional works in multi storey developments	0.700
-	Additional recharge through Repairs and Maintenance Partnership as a result of greater than budgeted pay award	0.500
-	Reflects lower than expected expenditure on relets due to alternative strategy for decoration	(0.400)
-	Anticipated savings expected in Relets and Recovery Plan from planned maintenance have not materialised mainly as a result of additional specialist timber treatment works and external cyclical maintenance that have required to be undertaken	0.250
-	Reflects greater than anticipated spend on various other costs including energy, health & safety, cleaning and other property costs	0.225
-	Capital Financing Costs are anticipated to be greater than expected due to interest costs being higher than budgeted due to the continuation of shorter-term borrowing whilst interest rates remain high	1.171
(0.450)	Additional rental income	(0.450)

- 8.3 A review is underway to identify any of the above expenditure that would be eligible to be capitalised to reduce these cost pressures. This is still review is ongoing and the outcome will be reported to members as part of future monitoring reports.

- 8.4 Any final variance adjusted against the Renewal & Repair Fund and is projected to be as follows:

Aug £m	HRA Renewal and Repair Fund	Sep £m
7.317	Opening Balance as at 1 April 2024	7.317
(0.915)	<u>Less</u> Projected Overspend to 31 March 2024	(3.000)
(2.595)	<u>Less</u> Use of HRA Renewal and Repair Fund towards Repairs & Relets Plan	(2.595)
3.807	Projected Balance as at 31 March 2025	1.722

9 RISK ASSESSMENT

- 9.1 In preparing the Council's 2024/25 Revenue Budget, the key strategic, operational and financial risks faced by the Council over this period were considered. To alleviate the impact these risks may have if they occur, a number of general risk mitigation factors are utilised by the Council.
- 9.2 The key risks in 2024/25 have been assessed both in terms of the probability of whether they will occur and the severity of their impact on the Council should they indeed happen. These risks have been ranked as either zero, low, medium or high. Details of this risk assessment are included in Appendix B to this report. Any changes to the assessment from the previous reporting period, together with any additional comments included, are highlighted in bold type.

10 POLICY IMPLICATIONS

- 10.1 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.

11 CONSULTATIONS

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

12 BACKGROUND PAPERS

- 12.1 None.

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

18 NOVEMBER 2024

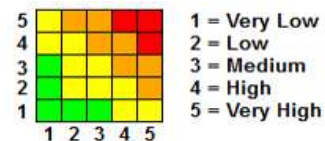
DUNDEE CITY COUNCIL									
2024/2025 REVENUE OUTFURN MONITORING									
PERIOD 1 APRIL 2024 - 30 SEPTEMBER 2024									
	Approved		Adjusted			Projected	Previous	Movement	Actual
	Revenue	Total	Revenue	Actual	Projected	Variance	Months	Since	30.09.2024
	Budget	Budget	Budget	Spend to	Outturn	Over/(under)	Projected	Previous	as a % of
	2024/25	Adjustments	2024/25	30.09.2024	2024/25	spend	Variance	Month	Adjusted
	£m	£m	£m	£m	£m	£m	£000	£000	Budget
General Fund Services									
Children & Families	213.996	3.594	217.590	116.636	221.749	4.159	1.462	2.697	54%
Dundee Health & Social Care Partnership	110.180	(0.094)	110.086	50.777	110.086	0.000	0.000		46%
City Development	15.258	4.412	19.670	19.289	20.741	1.071	0.533	0.538	98%
Neighbourhood Services	28.439	(3.951)	24.488	7.334	25.915	1.427	1.675	(0.248)	30%
Chief Executive	13.835	0.467	14.302	6.857	14.302	0.000	0.000		48%
Corporate Services	33.568	0.680	34.248	21.637	33.886	(0.362)	(0.120)	(0.242)	63%
Construction Services	0.000		0.000	0.537	0.000	0.000	(0.177)	0.177	
	415.276	5.108	420.384	223.066	426.679	6.295	3.373	2.922	53%
Capital Financing Costs / Interest on Revenue Balances	22.429		22.429	20.699	22.602	0.173	0	0.173	
Contingencies:									
- General	0.500	(0.029)	0.471		0.035	(0.436)	(0.436)		
- Budget growth/Cost Pressures	13.278	(0.254)	13.024		12.024	(1.000)		(1.000)	
- New monies	0.599	1.317	1.916		0.126	(1.790)	(1.790)		
Tayside Contracts surplus	(0.343)		(0.343)		(0.232)	0.111			
Corporate Fleet	0.000		0.000		2.184	2.184	1.910	0.274	
Miscellaneous Items	(2.044)		(2.044)	(1.022)	(2.044)				50%
Discretionary Non Domestic Rates (NDR) Relief	0.392		0.392	0.483	0.392	0.000	0.000		123%
Supplementary Superannuation Costs	2.938		2.938	1.362	2.742	(0.196)	(0.194)	(0.002)	46%
Tayside Valuation Joint Board	0.945		0.945	0.465	0.945				49%
Empty Property Relief Devolution	1.048		1.048	0.524	1.048				50%
Total Expenditure	455.017	6.142	461.159	245.578	466.501	5.341	2.863	2.367	53%
Sources of Income									
General Revenue Funding	(304.241)	(6.009)	(310.250)	(165.732)	(310.250)				53%
Contribution from National Non Domestic Rates (NNDR) Pool	(73.695)		(73.695)	(36.848)	(73.695)				50%
Council Tax	(63.906)		(63.906)	(13.707)	(63.971)	(0.065)	(0.043)	(0.022)	21%
Assumed SPPA Teachers Superannuation Contrib	(2.280)		(2.280)	(1.140)	(2.280)	0.000	0.000		50%
Use of Capital Grant to fund pay award			0.000		0.000				
Use of Balances -									
Balance on Covid Recovery Fund	(6.640)		(6.640)		(6.640)				0%
Committed Balances c/f	0.000	(0.133)	(0.133)		(0.133)				
Service concessions	(4.255)		(4.255)		(4.255)				0%
Change Fund	0.000		0.000		0.000				
(Surplus)/Deficit for the year	0.000	0.000	0.000	28.151	5.276	5.276	2.820	2.345	
(Surplus)/Deficit for Housing Revenue Acct	0.000	0.000	0.000	(6.903)	3.000	3.000	0.915	2.085	

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Risks - Revenue Assessment

Corporate Risk Matrix



Risk Title	Causes	Impact	Inherent Risk	Controls	Residual Risk (Previous Month)	Residual Risk (Current Month)
1. General price inflation may be greater than anticipated.	<ul style="list-style-type: none"> Government policies and regulations Poor economic conditions Impact of rising price rises e.g. energy 	<ul style="list-style-type: none"> Increased financial cost / rising prices Potential budget overspends Potential for interest rate rises through intervention measures 		<ul style="list-style-type: none"> Corporate Procurement strategy in place, including access to nationally tendered contracts for goods and services Fixed price contracts agreed for major commodities i.e. gas and electricity. Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements. 		
2. Capital Financing Costs - level of interest rates paid will be greater than anticipated.	<ul style="list-style-type: none"> Substantial decline of global financial market Economic factors impacting on interest rates 	<ul style="list-style-type: none"> Increased borrowing costs Greater return on investments / cash balances 		<ul style="list-style-type: none"> Treasury Management Strategy. Limited exposure to variable rate funding. Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible. 		
3. Unforeseen new cost pressures arising during the course of the financial year.	<ul style="list-style-type: none"> Financial constraints Demand pressures Cost of Living 	<ul style="list-style-type: none"> Potential overspends 		<ul style="list-style-type: none"> Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements. 		
4. Chargeable income budget not achieved.	<ul style="list-style-type: none"> Reduced demand for chargeable services, for example due to cost of living crisis Market competition 	<ul style="list-style-type: none"> Loss of income Revision of budgeted income collection levels required 		<ul style="list-style-type: none"> Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements. 		

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ITEM No ...5.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 2 DECEMBER 2024

REPORT ON: CITY PLAN FOR DUNDEE 2022-32 – ANNUAL REPORT FOR 2023/24

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 285-2024

1. PURPOSE OF REPORT

- 1.1 The second annual progress report on the City Plan for Dundee 2022-2032 was considered and agreed by the Dundee Partnership on 5 September 2024. The Dundee Partnership Management Group committed to bring updates to their individual organisations for noting.

2. RECOMMENDATIONS

- 2.1 It is recommended that Committee:
- a) notes the progress made since the first report on the City Plan for Dundee 2022-32 in October 2023;
 - b) notes that the Strategic Leadership Groups will review performance indicators that have deteriorated and take measures to improve these going forward;
 - c) remits the annual report to the Scrutiny Committee for further consideration; and
 - d) remits the Council Leadership Team to monitor Dundee City Council's commitment and inputs to delivering actions supporting this plan.

3. FINANCIAL IMPLICATIONS

None.




4. BACKGROUND

- 4.1 The Community Empowerment (Scotland) Act 2015 gave community planning partnerships (CPPs) a specific duty to improve local priority outcomes and act with a view to tackle inequalities of outcome across communities in that area. CPPs were required to prepare and publish a ten-year local outcomes improvement plan (LOIP) by 1 October 2017. The LOIP is the current term to describe the document previously known as the single outcome agreement. In Dundee, the LOIP is known as the City Plan for Dundee.
- 4.2 The Dundee Partnership published its first City Plan in late 2017 for the period, 2017 to 2026. The Plan fully reflected the Scottish Government's guidance for CPPs by:
- a) Using our understanding of local needs circumstances and opportunities to establish a clear and ambitious vision for Dundee
 - b) Focusing on a smaller number of key strategic priorities and setting realistic but ambitious 1, 3- and 10-year improvement targets
 - c) Acting to reduce the gap in outcomes between the most and least deprived groups and improving long term sustainability of public services
 - d) Preparing locality plans which show how we will collaborate with communities to respond to their priorities.
- 4.3 When the first plan was agreed it was also highlighted that the City Plan would run on a five-year rolling basis, while being subject to annual reviews and reporting, and it sits within the duties of the Council, public bodies, and the Scottish Government in relation to Community Planning and Best Value.

- 4.4 The new City Plan for Dundee 2022-2032 was agreed by the Dundee Partnership in September 2022 and reported to the Policy & Resources Committee on 26 September 2022 (article II refers). The first annual report on this (Report No. 291-2023) was agreed by the City Governance Committee on 23 October 2023. (article III refers).

5. PERFORMANCE AND PROGRESS

- 5.1 The City Plan for 2022-2032 focusses on a small number of priorities and sets targets which are reviewed annually. Monitoring continues in the same way as previously, showing whether they are on or close to target and whether they are showing a long-term improving trend.
- 5.2 The summary of the City Plan performance by priority theme in the table below shows that overall, 57% of the performance indicators have improved when compared to the previous year. The Plan contains ambitious targets and 15 of the 30 indicators have met or are within 5% of the target.

Priority Themes		No. of Indicators on or within 5% of Year 2 Target	No. of Indicators improved
	Reduce Child Poverty and Inequalities in Incomes, Education and Health	6 (50%)	6 (50%)
	Deliver Inclusive Economic Growth (including Community Wealth Building)	7 (47%)	9 (60%)
	Tackle Climate Change and reach Net Zero Emissions by 2045	2(67%)	2 (67%)
Total Improved		15 (50%)	17 (57%)
Total Number of Indicators		30	

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

The indicators showing the most improvement so far are:

1. Number of people employed by accredited Living Wage Employers in Dundee City (23%).
2. % point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas (12%).
3. Number of Business Gateway Start-Ups per 10,000 population (12%).
4. Claimant Count 16+ (11%).

The top four performance indicators that are furthest away from target with no improvement on the year before are listed below:

1. % of young people 16 to 24 who are unemployed (46%).
2. % of employees in Dundee earning less than the real living wage (31%).
3. Rate of emergency hospital admissions where primary cause of admission was regarding mental health (24%).
4. Number of Drugs Deaths (21%).

5.4 The appendix attached is the full report setting out in detail our progress. It includes the following sections:

- Introduction (page 3)
- Background (page 4)
- Progress Summary for 2023/24 (page 6)
- Areas for Improvement (page 8)
- Reduce Child Poverty and Inequalities in Incomes, Education and Health (pages 11 to 26)
- Delivery Inclusive Economic Growth (pages 27 to 36)
- Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045 (pages 37 to 47)
- Working with our Communities in their Localities (pages 48 to 49)

The sections covering the three priority themes all include the following sub-sections:

- National Performance Framework Links and Infographic
- Strategic Highlights from last year
- Action in progress for completion in 2024/25
- Priorities in Action
- Performance Scorecard

6. **POLICY IMPLICATIONS**

6.1 The content of this report was previously considered in report 255-2022 and remains valid. The original report was subject to an Integrated Impact Assessment. An appropriate senior manager has checked and agreed with this assessment. For progress reports relating to the initial report, a copy of the Integrated Impact Assessment is included as an Appendix to that initial report.

7. **CONSULTATIONS**

7.1 The Dundee Partnership Management Group, Co-Chairs of the Strategic Leadership Groups and the Council Leadership Team were consulted on the contents of this report.


8. **BACKGROUND PAPERS**

8.1 None.

GREGORY COLGAN
CHIEF EXECUTIVE

DATE: OCTOBER 2024

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DUNDEE
PARTNERSHIP

City Plan

for Dundee
2022-2032

Annual Progress Report 2023-24



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Introduction

by the Chair of the Dundee Partnership

As a city, Dundee continues to evolve as a place for opportunity and development even as it faces ongoing financial and social challenges.

This report sets out how the Dundee Partnership is leading the collective efforts of the agencies, organisations and communities who are committed to improving outcomes for people who live and work here or come to visit to enjoy the experiences we have to offer.

Over the last year, we have undertaken a comprehensive review of the Dundee Partnership. We looked closely at what we do and how we organise ourselves. As a result, we have created three new Strategic Leadership Groups to focus on the three biggest challenges we face as a city. If we are to transform the lives of Dundonians now and for generations to come, we need to grow our economy in a way that benefits everyone; we need to reduce the unacceptable levels of child poverty and the other social injustices we see around us; and we need to make our contribution to slowing down the impact of climate change by achieving our Net Zero ambitions.

We are confident that we are now in a better shape to lead Dundee to where we all want to be. I hope that you will share our confidence once you read the work that we have done over the past year and our plans for 2024/25.

Councillor Mark Flynn
Chair of the Dundee Partnership
& Leader of Dundee City Council



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Background

The Dundee Partnership is nationally recognised as a Community Planning Partnership that is inclusive and works well, bring together public, private, and voluntary sector organisations alongside representation from communities. Many of the collaborative projects that are delivered across the city originate with members of the Partnership seeking synergies with other partners and then actively taking things forward.

This drive is necessary to help tackle the inequalities that we still see in Dundee and bring about a fairer, more creative, and greener city for the future. The Dundee Partnership Vision encompasses all of this and more.



The three strategic priorities of the Partnership directly correlate with the work of the three new Strategic Leadership Groups. A large number of agencies and strategic agendas are brought together under these strategic priorities. The diagram below shows the key responsible groups and the main strategic documents that the City Plan builds upon. They also reflect the needs and aspirations of our citizens and the overall aim of reducing deprivation and inequalities.






Progress Summary 2023-2024

Data gathering and reporting is still being impacted by the after-effects of the Covid-19 Pandemic, especially in relation to year-on-year figures, but this report makes use of the latest available data.

Table 1 below provides a high-level summary report on the number and status of targets and improvements made on the performance indicators selected to measure progress on the City Plan. The table shows that overall, 15 (50%) of the performance indicators in the City Plan are on or within 5% of their target and 17 (57%) have improved compared when comparing this year's data to the previous year. More broadly, 63% of indicators have improved or been maintained and a breakdown of this can be seen within each priority measure later in this report.

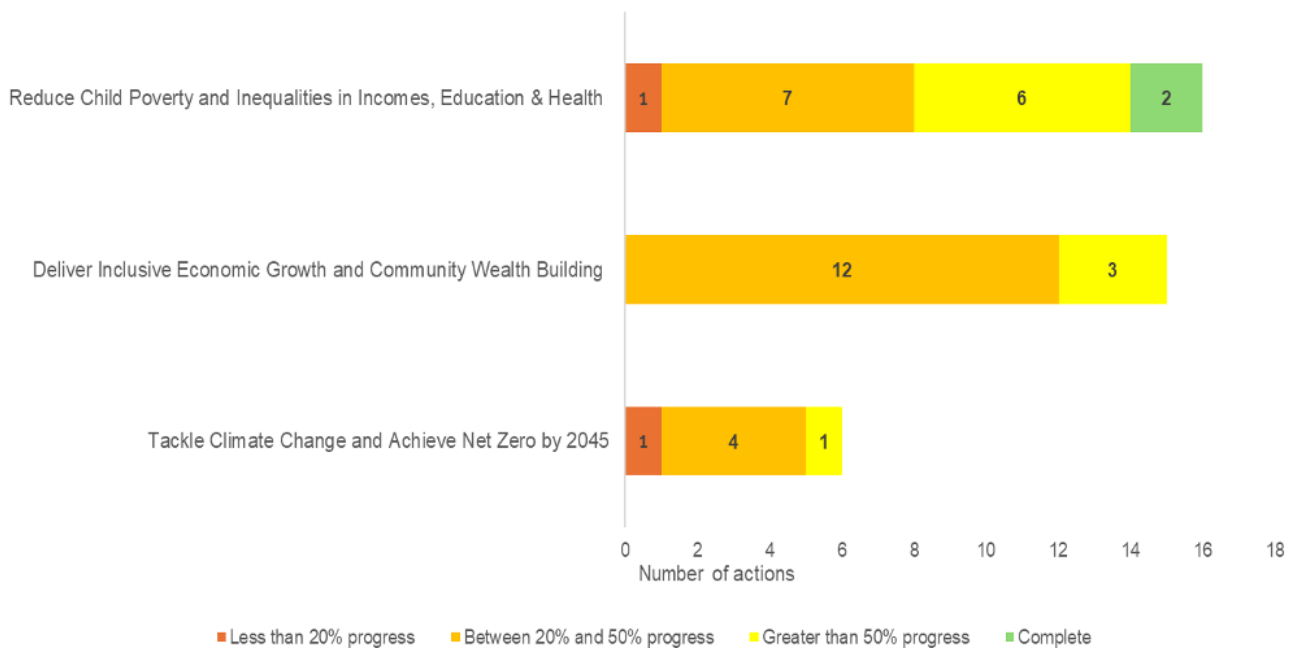
Table 1: City Plan Performance indicators

Priority Theme	Indicators on or within 5% of Current Target	Indicators that have improved over previous year	Total Indicators
 Reduce Child Poverty and Inequalities in Incomes, Education and Health	6 (50%)	6 (50%)	12
 Deliver Inclusive Economic Growth (including Community Wealth Building)	7 (47%)	9 (60%)	15
 Tackle Climate Change and reach Net Zero Emissions by 2045	2 (67%)	2 (67%)	3
Total	15 (50%)	17 (57%)	30

Note: In Performance Indicator tables later in this document, the first table for each strategic priority shows the number of PIs on target, close to on target, or below target as well as the percentage that have been maintained or improved in the past year. The detailed table shows the long term trend, which is the current figure compared to the average of the previous 2 years data. When looking at the long-term trend: = means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

Graph 1 below shows that all actions are in progress which means someone has been assigned, briefed, and already taken steps towards achieving the action. The percentage complete is a self-assessment and gives some indications of progress to date. Of the 37 actions in the City Plan, 2 have been completed, with a further 10 (27%) making significant progress of greater than 50% of planned activity having been achieved by the end of year two of the 2022-2032 Plan. Around 5% of actions have made small amounts (<20%) of progress towards completion, but this is not unexpected two years into a ten-year plan.

Graph 1: City Plan Actions Progress



Areas for Improvement

This annual report addresses the second year of an ambitious ten year plan and reflects progress in the year 2023/24. Progress in some areas may therefore be modest and demonstrate the significant challenges ahead given the difficult social and financial context that currently exists.

The detailed monitoring being undertaken has identified the performance indicators that data tells us are furthest away from target with no improvement on the year before. With this information, partners now have an early indication where additional efforts will be needed to turn this around so that the long-term targets will be reached. These PIs are covered in the table below.

With regard to the Areas for Improvement noted in the 2022/23 report, four of these remain as areas needing improvement – two (attendance gap and 16-24 claimant count) remaining static despite efforts to lower them, one (children living in poverty) largely being influenced more by external factors, and the fourth (positive destinations for care experienced school leavers) fluctuating in part due to the small numbers involved.

Improvements were seen in the other three areas reported last year. The number of workless households has reduced, though is still higher than two years ago; the percentage of primary one children classified as obese or overweight has reduced, and the increase in the percentage of household waste recycled is one of our most improved performance indicators.

Areas for improvement

% of young people 16-24 who are unemployed

The youth unemployment rate in Dundee City increased from 21.7% in 2022/23 to 31.7% in 2023/24. The percentage increase in youth unemployment contrasts with the total number of 16-24 year olds claiming unemployment related benefits which has remained static, and therefore it is unclear whether this a statistical anomaly or an actual trend. Nevertheless, through the Discover Work Employability Pathway the Council and partners have dedicated resources to support young people back into the labour market and will continue to prioritise this.

Areas for improvement

% point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5

The percentage point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5 remained at 4.3% in 2023/24. The target for this performance indicator is 3.4%. Attendance monitoring is a priority area both in Dundee and nationally. Beyond the measures already included in strategic plans and monitored locally, work is being undertaken to identify additional measures to monitor attendance in academic year 2024/25.

% of working age people with no qualifications

The percentage of working age people with no qualifications in Dundee City stood at 7.7% in 2023/24, an increase from the 6.7% reported in 2022/23. Through the Employability Pathway and the city's colleges and universities, there is provision in place to address skills and qualification gaps across the local population. There is also specific work ongoing to address poor participation rates amongst 16-19 year olds which may reflect poor progression from school towards post school training and education.

Rate of emergency hospital admissions where primary cause of admission was regarding mental health

The rate of emergency hospital admissions where the primary cause of admission was regarding mental health stood at 3.58 per 1,000 adult population in 2023/24 this is an increase from the 2.9 reported in 2022/23. There has been an increased number of people experiencing mental health difficulties which has led to an increase in the rate of emergency admissions.

% of primary 1 aged children classified as at risk of overweight or obesity

In the period 2022/23, 23.8% of primary 1 aged children in Dundee City were at risk of being overweight or obese, this is higher than the Scottish average of 21.9%, and places Dundee City as the Local Authority with the ninth highest level of children at risk of overweight or obesity. The challenging fiscal landscape is further exacerbating unfavourable shifts in food consumption and physical activity patterns seen in the population and underlines the importance of the ongoing implementation of the Child Healthy Weight Strategy. The strategy utilises a whole systems approach methodology that seeks to focus collective action and a shared responsibility to increase the proportion of children who have a healthy weight and reduce the disparity in levels of obesity seen in the least affluent compared to the most affluent areas of the city.

Areas for improvement

% of the Dundee Workforce in employment

The percentage of working age people in employment in Dundee City stood at 63.7% this has decreased from 68.8% reported in 2022/23. There has been a marked drop in the share of working age people in employment since the Covid-19 pandemic, this has been the subject of a report to the Inclusive Economic Growth Strategic Leadership Group and will be subject of ongoing monitoring. Work to identify future actions to grow the economy and support people back into work is being progressed.

% Active Travel (Walking and Cycling) as a proportion of trips to work

The 2022 Scottish Household Survey (published in 2024) reported that 18% of respondents in Dundee City stated that they walk or cycle to work. This figure is lower than the current city plan target of 20%. Due to the covid 19 pandemic there was no local authority figures available in 2020 and the 2021 survey was undertaken using a different survey methodology (telephone survey as opposed to a face to face survey) so the figure of 33% in Dundee recorded in this iteration of the survey is not comparable to the 2022 survey. The last survey conducted using the same methodology as the 2022 survey was the 2019 Scottish Household Survey and this reported that 19% of respondents in Dundee reported that they walked or cycled to work.

Reduce Child Poverty and Inequalities in Incomes, Education & Health



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

100%

SCQF Level 4 Literacy



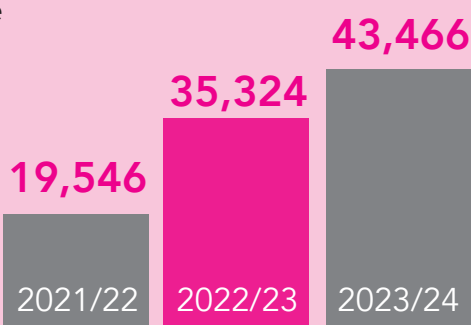
88.2%

SCQF Level 4 Numeracy

Literacy and Numeracy levels at SCQF Level 4 for Care Experienced Young People increased from 66.7% in 2019 to 100% for Literacy and 88.2% for Numeracy in 2023.

Number of people employed by accredited living wage employers in Dundee City.

(Already exceeding Year 3 target 42,468).



87.3%

of 16-19 year olds participate in education, employment or training from SIMD 1.

3%

reduction in primary 1 children classified as obese or overweight (23.8%).



Strategic Highlights from Last Year

- The Dundee Alcohol and Drug Partnership (ADP) Delivery Plan was published in January 2023 and reviewed in April 2024. Key stakeholders, people with lived and living experience and community members took part in the review of the actions to improve the lives of those affected by substance use.
- The Primary Care Mental Health and Wellbeing Framework was established, offering easy-to-access locality-based care, advice, and support from a multi-disciplinary team.

- MCR Pathways continues to offer mentoring to our S3 - S6 pupils who are care-experienced or affected by circumstances which leaves them vulnerable. The most recent data from MCR indicates that 191 young people are engaged in mentoring with a further 90 likely to join early in the next academic session.
- The number of identified Young Carers in schools continues to grow. In January 2024, 754 had been identified. Having dedicated link workers from Dundee Carers Centre attached to our schools helps provide support for them.
- Both Dundee City Council and the Integrated Joint Board maintained their commitments to their Equality Duties, to ensure that no one has poorer life chances based on protected characteristics. DCC published its Mainstreaming Equalities Progress Report in April 2023. Two key positive developments were the signing of a Faith Covenant between DCC and faith organisations, signed in November 2023, and the extensive engagement with service users, Deaf Links, and other services that helped to a six-year BSL Plan. The IJB meanwhile, increased access to learning on equality and fairness matters, set up an Equality & Human Rights Workforce Learning Network and made their communications more accessible. Both DCC and the IJB carry out detailed Integrated Impact Assessments on proposed changes that might affect protected groups
- Details of several other strategic highlights that fall within this theme can be found in the [Fairness and Tackling Local Child Poverty Report](#), agreed in June 2024.

Actions in progress for completion 2024/25

There is one action within this theme due for completion by 31st March 2025.

- Continue to develop and implement the Local Fairness Initiatives in Linlathen and Stobswell West.

The following actions have been completed:

- Develop and deliver the replacement strategic framework and delivery plan for drug and alcohol recovery services (Completed February 2023).
- Deliver on the Dundee Mental Health and Wellbeing Strategic Plan 2019-2024 (Completed April 2024)

The following actions are already over 50% complete:

- Continue to develop and implement the Local Fairness Initiatives in Linlathen and Stobswell West
- Increase the uptake of the under 22's free bus travel, ensuring that young people in the most deprived areas are benefiting at comparable levels to those in less deprived areas

- Develop and publish the next Local Child Poverty Action Plan (including wider fairness actions) and track progress to ensure that commitments made are delivered
- Implement the 'Dundee Promise' that offers an apprenticeship to all care experienced children, young people and care leavers
- Support closing the gap in positive destinations for 16-19 year olds, in particular those who are care experienced and those from SIMD 1 areas, transitioning from school into work or higher education
- Increase the number of opportunities for our young people to gain work experience and paid internships across the public, third and private sectors, through schemes like Career Ready

Priorities in Action

Fairness Leadership Panel

The Panel is a full and effective collaboration between people with lived experience of the impact of low incomes and representatives of influential bodies and groups in the city. We scrutinise the work of the organisations within the Dundee Partnership to ensure that they are maintaining their commitment to tackling poverty and that they are achieving the actions they have agreed to. Panel members are not afraid of asking hard questions. Here are a few highlights of the work the Panel has done during 2023/24:

The Dundee Fairness Action Plan

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

Employability Strategy and Approach

A Panel subgroup engaged with Discover Work as they reviewed the strategy and delivery of employability support in Dundee. They co-created the principles of the new strategy. Once the new strategy is launched all employability services will need to adopt these principles. The subgroup is also working with Discover Work on the Commissioning Documents for employability services.

Hearing from our Communities

The Panel were keen to continue to hear from people and projects in local communities. In 2023, Panel members visited 12 community groups across the city, to hear how the cost of living has impacted them and to gather insight into the key challenges people are facing. This helped the Panel shape their focus for the next year. Here are some of the things the Panel heard:

- The increase in running costs and insecure funding has brought real pressure on the sustainability of local projects
- The mental health of staff, volunteers and those attending projects is being seriously impacted
- There were also concerns raised about: young people, housing, organisational growth and pressure, drug and alcohol addictions, cost of clothing, rise in crime, and how challenging it is accessing services if English isn't your first language

The Panel plan to do project visits again in 2024.

Annual Conference

The panel held its second Annual Conference in November 2023. These conferences help the Panel share key issues they have focused on over the past year and hear from a cross section of sectors about current issues and concerns. This helps the Panel as they set priorities for the year ahead. At the 2023 conference there were an extensive number of local partners, the Scottish Government, Joseph Rowntree Foundation, the Scottish Poverty and Inequality Research Unit, the Poverty Alliance, and the Robertson Trust.

Public Body Debt

Panel members have been working with Council managers to discuss Public Body Debts. The Panel believes that Dundee could lead the way in changing how public sector bodies collect debts with a debt recovery process that is centred around dignity, respect, and human rights. The Panel has given recommendations to the Council, and they are developing a new Debt Recovery Policy that incorporate these recommendations.

Plans for 2024/25

In the year ahead, the Panel will be investigating the issues of Housing, Mental Health & Isolation, and Support given to third sector staff and volunteers.

Income Maximisation

Welfare Reform still presents significant challenges to tackling child poverty and income inequality in Dundee however Council Advice Services and our Advice Strategy partners in the voluntary sector continue to respond proactively and positively in several ways. Services have been responding to and sharing practice on the Universal Credit Migration Programme for those receiving Tax Credits, helping individuals to make claims at the correct time and make sure their Tax Credits are correct prior to migration, ensuring that incomes are fully maximised throughout.

In 2023/24 Council Advice Services, Brooksbank Centre & Services, and Dundee Citizens Advice Bureau helped customer claim £15,466,761 in benefits and additional income.

Welfare Advice and Health Partnerships

The GP practice co-located Welfare Advice and Health Partnership service continues to provide advice in health care settings and is now available to 91,589 patients in twelve GP practices across Dundee (eight from Council Advice Services, four from Brooksbank). In 2023/24 these practices generated £3,447,036 in benefit gains.

By being able to access welfare advice in a healthcare setting, patients feel a greater sense of confidentiality and trust in the welfare rights advisor. Reviews of the service suggested that health services and healthcare professionals often have unique access to vulnerable individuals which can assist in identifying the need for advice among their practice population, thereby mitigating poverty and reducing health inequalities.

Maternity and Health Visitor referrals

As a way of tackling child poverty, the Maternity and Health Visitor referral service is offered to all new mothers in Dundee during the initial 1,000 days of a child's development. In 2023/24 this generated £717,000 in income for new mothers and their families. Midwifery make direct referrals through the NHS Badgernet electronic health record system as part of their new mother assessment process and referrals come direct to Council Advice Services to make contact with new mothers and provide a full income maximisation service.

Local Fairness Initiative

In 2023/24 the Local Fairness Initiative in Linlathen led to increased provision of employability support and holistic advice through regular weekly drop-ins at Brooksbank Advice Centre. There is now also an increased provision for children and young people, including three new play areas, new play sessions for children with additional support needs and weekly family fun activity sessions with free meal. A new community campaign group called Friends of Linlathen was set up to promote the rights of residents.

In Stobswell West, over £80k of Scottish Government Funding has been secured to support the initiative. The establishment of the Stobswell Connect shop enabled regular weekly support and advice sessions hosted by a range of local services to be offered. This has included increased local support in relation to housing and money advice, carers support, energy advice & support, and support for parents. There have also been improved community participation opportunities and more community based social activities delivered through a new fortnightly conversation café. Development of a new creative intergenerational project celebrating the Dundee dialect and increased engagement through door knocking to discuss what people would like to see happen locally has also taken place.

Living Wage

2024 marked the fifth anniversary of Dundee declaring its commitment to becoming a Living Wage City and launching its 'Making Dundee A Living Wage City' campaign. Dundee was the first city in the UK to launch a place-based campaign and since then, more than a dozen localities across the country have followed Dundee's lead. The campaign pulled together major local employers such as Dundee City Council, Dundee & Angus College, and Dundee & Angus Chamber of Commerce to agree to work as an action group to promote the Living Wage in the city and take forward the agreed commitment.

The action group secured the commitment that all businesses and employers in the Central Waterfront area would be required to pay at least the real Living Wage rate. Key anchor employers have also pledged their commitment to the real Living Wage: NHS Tayside, Social Security Scotland, University of Dundee, Hillcrest Group, all our cultural attractions, including Dundee Science Centre, and DC Thompson. A major milestone was achieved, when Wallace Veterinary Centre became the 100th Living Wage employer in Dundee.

By the end of April 2024 there were 128 Living Wage accredited employers headquartered in Dundee, an increase from 122 in 2022/23. This has resulted in 2,082 staff being uplifted to the real Living Wage and a total of 43,466 staff covered by a Living Wage commitment. The pace of increase in accreditation has slowed down due to the cost of living crisis, and in 2023/24, five businesses closed their accreditations.

Dundee Healthy Weight Partnership (DHWP)

In Dundee, 23.8% of primary 1 aged children remain at risk of being overweight or obese. To change this, a whole systems approach to child healthy weight is being implemented, with the UK's whole system approach to obesity guide used to support local approaches. Output from a Senior Leaders Child Healthy Weight event held in early 2024 is being used to agree next steps for the implementation of 'local levers' in Dundee. Over the last 12 months various workstreams / key actions have been implemented, many of which are iterative and ongoing in nature:

- Activities to support a collective understanding of the issue and identify aligned actions. Mapping of local systems is helping with this
- The DHWP hosts subgroups aligned to four system workstreams, safer and greener streets, school lunchtime experience, community cooking and physical education in primary schools
- Linking with local communities and Local Community Plans via Dundee Health and Wellbeing Networks
- Creation of a wider network of individuals who work or live in Dundee who are informed about the whole systems approach

Alcohol & Drug Partnership

During 2023/24 there has been significant progress and improvements in the treatment and care available to those affected by drug and alcohol use, reflecting the innovation, hard work, dedication, and development of good practice by frontline staff. Individuals in Dundee now have fast access to treatment, they have a choice as to the medication prescribed to them (including choice about all the support available to them) and are supported to remain in treatment for as long as need. Those who have experienced a non-fatal overdose are quickly identified and supported through assertive outreach to access treatment. Independent advocators are available to support people at any stage of their recovery journey and there is help for people to deal with past and recurring trauma.

There has been a significant increase in the number of individuals from Dundee accessing residential rehabilitation to help recover from substance use. All these individuals are supported through the dedicated Dundee Residential Rehab Pathway to enter the residential treatment, during their stay (including visits from family members) and on their return to Dundee. More women have accessed residential rehab than ever before and the majority of those embarking on residential support completed the full treatment. There is now specific support for those in recovery to gain qualifications and employment opportunities.

Dundee's Recovery Network was established, the Lived Experience Framework developed, and a robust system for gathering evidence from those affected by substance use who are receiving services / support established. This also includes more opportunities for family members to have a voice.

Dundee Mental Health and Wellbeing in Primary Care

A Primary Care Mental Health and Wellbeing Framework was established offering easy-to-access locality-based care, advice, and support from a multi-disciplinary team. The approach focuses on early intervention to prevent mental health issues from occurring or escalating, addressing the underlying causes, adversities, and inequalities where possible and seeking to promote positive mental health and wellbeing. Key activities include straightforward referral pathways to substance use, mental health services, and social care, responding to emotional distress, and offering person-centred, trauma-informed support.

Important developments recently have been the establishment of Hope Point: Wellbeing Support which opened in August 2023 and the introduction of Distress Brief Interventions to GP practices. A local Children and Young People's Mental Health and Wellbeing Multi-Agency Group has also been formed. Specialist services and pathways around neurodevelopmental problems are in development and Connect, an Early Intervention in Psychosis service, has been established to enable early access to specialist services.

Get Out Get Active (GOGA) Tayside

GOGA has become one of Tayside's most successful physical activity programmes, targeting and supporting the most inactive groups to engage with low level, fun and inclusive physical activity opportunities. GOGA is based on the principles of 'free activity' and 'active together' resulting in tailored delivery that allows individuals with and without long term conditions and disabilities to come together and enjoy various forms of physical activity.

To ensure GOGA is bringing added value to the Tayside physical activity landscape and avoiding duplication, GOGA delivery is rooted in community and stakeholder engagement to identify gaps in existing provision. Public engagement with GOGA has proven to be successful and between 1st October 2023 and 30th June 2024, 861 sessions were delivered with 8,433 total attendances.

Green Health Partnership (GHP)

Dundee's GHP, funded by Nature Scot has been in operation for 5 years. During that time, the programme has been celebrated as one of Scotland's first nature prescribing projects and has connected local people to the outdoors, through everyday contact. This programme has supported not only the physical activity agenda, but also strengthened the connection between our local environments and our mental health and wellbeing, whilst providing opportunities to combat loneliness and isolation.

The current funding period will end in September 2024, which requires the GHP Leadership team to adapt the approach to ensure sustainability. The Leadership team will continue to work together in partnership, to maintain the existing GHP steering group and focus on maximising the role of green health across the city within existing structures and teams. This change will provide the GHP leads the opportunity to move towards a more sustainable delivery model which reduces the reliance on short term, non-recurring funding. The change in approach will be led by the Directorate of Public Health and expanded across Tayside, to move towards a sustainable and consistent approach to maximising the outdoors for health improvement.

Public Health Scotland Localised Working Pathfinder Programme

Between January 2023 and March 2024 Public Health Scotland worked with stakeholders and the Dundee Partnership in relation to adding value to activity around poverty and inequalities, specifically in mitigating the cost of living crisis impact on vulnerable citizens.

Key areas identified as potentially adding value were whether there were short to medium term impacts of existing work that might provide evidence of reductions in the inequalities gap and whether there were proven interventions with impact on inequalities that could be mapped against work taking place in Dundee.

A multi-agency workshop was held in November 2023. From this the following themes emerged.

- Better data sharing and data linkage is needed to enable maximum utility of what is already being collected. A Partnership wide data sharing protocol was suggested
- A good set of baseline data is needed to understand the population profile of Dundee
- Data quality needs to be consistently good
- Qualitative data could potentially be used to get better insights to experience and changes in the short to medium term
- Consideration needs given to measurement of process as well as outcomes, to understand short to medium term change

The Pathfinder was concluded in March 2024, having shown that developing positive working relationships promotes shared understanding and shows the benefits of joint working. Work continues through the new Strategic Leadership Group to develop this area of work, seeking indicators for the short to medium term impact of activity.

Winter Fund for Carers

Carers are known to be more likely to be affected by poverty and deprivation and are now recognised as a group of people likely to be subject to Health Inequalities. In 2024, the IJB allocated Carers Partnership money to Dundee Carers Centre for a Winter Fund to support carers most in need by alleviating some of the increasing financial pressures of the season.

Applicants identified having to make the too familiar stark choice between 'heating and eating', leading to many of the grants being for fuel and food. The Engage Dundee survey also identified that 56% of carers who responded had gone without food or energy to pay a bill (compared with 46% of all respondents). During 2023/24 the fund distributed 429 grants totalling £124,019, covering travel, white goods, winter clothing, bedding and furniture as well as fuel and food.

Violence Against Women - Deaf Links

Deaf Links is a Tayside-wide charity based in Dundee which supports people who experience sensory loss. In partnership with Women's Aid in Dundee, Angus and Perth, Deaf Links are committed to supporting deaf women who are experiencing any form of abuse or coercive control.

Through advocacy workers who are fluent in British Sign Language they provide a dedicated service to deaf women across Tayside. They work directly with women, their children and young people, offering crisis intervention, information, advocacy services and support to enable equal access to mainstream support services.

The advocacy services provided empower, inform, and enable women in a variety of settings, liaising closely with statutory and other voluntary organisations. The Violence Against Deaf Women Advocacy Worker also provides information sessions to Deaf Women and raises awareness of BSL and Deaf Culture with mainstream service providers.

Best Foot Forward

Best Foot Forward is a partnership between the NHS Healthy Weight team, Active Schools and Claypotts Castle PS (based in the Douglas area of Dundee with 83% of children living in SIMD 1&2). The programme aims to encourage peer support and relationships between parents / carers and foster open and honest conversations around the challenges of achieving healthy eating and physical exercise day to day. Sessions are 90 minutes long with adults and children attending together. There is an input each week (see below) followed by either a cooking session or a physical activity session.

A group of 47 participants; including 21 parents and their children attended for ten weeks of group discussion and participation around topics such as: healthy eating habits, meal planning, sleep routines, screen time, fussy eating, healthy mouths etc.

Dundee Mental Health and Wellbeing Strategic Plan

Developed during 2023/24, the Dundee Mental Health and Wellbeing (MHWB) Strategic Plan 2024-2027 recognises unequal distribution of mental ill health and is making a shift towards support being offered within local communities, so that more people can be supported where they live by accessing informal locality interventions and activities. The vision is to provide mental health and wellbeing services in Primary Care that enable people to access the right support, at the right time, in the right place, by staff who are knowledgeable and skilled to deliver this.

This is achieved through the Primary Care Mental Health and Wellbeing (MHWB) Framework offering easy-to-access locality-based care, advice, and support and utilising a multi-disciplinary team.

Sources of Support – Primary Care Link Workers

Sources of Support has link workers available in all GP Practices in Dundee. The service is for any person aged 16 and over. Their remit is to support people whose mental health and well-being are impacted by social, economic, and environmental issues, which means that the service offers non-medical interventions and coordinated care to help improve health and well-being.

In Dundee, link workers case manage the needs of the person for up to 20 weeks to help them achieve their identified goals. Advocacy and liaison with primary and secondary care, statutory- and third-sector services is a key feature of the link worker role. Primary care supports tackling mental health inequalities through these staff and it is evident from the service's activity that a higher volume of people from deprived areas access link worker support. Between May 2023 and April 2024, the service supported 941 people.

Distress Brief Interventions (DBI)

The DBI service is a national programme providing support to people aged 16 or over experiencing distress and feeling emotionally overwhelmed. In Dundee, the service is hosted by Penumbra and based in the city centre.

Following the initial referral via email, a DBI peer practitioner will contact the person within 24 hours and support them for up to 14 days. They will work with the person to address some of the difficulties they may be experiencing that have led to their distress and to identify ways of preventing and managing any future distress.

DBI seeks to widen the support offered to people engaging with frontline services, at a time when they need it the most. Presently, there are several potential routes to receiving DBI that are being managed through a phased programme to ensure demand can be met. Between April 2023 and March 2024, 834 individuals were referred to DBI in Dundee. 82 referrals were from Police Scotland and 752 from Primary Care.

Hope Point

Hope Point is an initial contact centre for anyone in Dundee City who experiences distress, including those with mental health issues. The centre opened in July 2023 and has continued to be open 24/7 since then. The environment and service has been co-designed with a wide range of people in the city to ensure the service is able to take account of individuals needs including protected characteristics.

Lived experience has been integral to the development both in terms of consultation in the planning stages and with regards to the staff team who are all employed in Peer Support roles. Hope Point is a welcoming, non-clinical environment where staff come alongside people on a short-term basis to help address the difficulties they are facing, plan next steps safely and connect them with other supports and services if that is what is required.

During March 2024, Hope Point had 398 contacts, including providing support for 83 new people.

Creating Hope Together Through Suicide Prevention

Suicide prevention work continues to progress across several spheres, ensuring this aligns with other local and national strategies, including Dundee HSCPs Mental Health and Wellbeing Strategic Plan (2020-2024). Community Health Advisory Forum members, whose role it is to ensure that strategic health and wellbeing developments are responsive to the needs of socioeconomically deprived communities, provided feedback which has been incorporated into the draft action plan.

Key achievements in the last year include:

- Appointed a full-time Suicide Prevention Coordinator
- Refreshed the Tayside **Suicide? Help!** app and website which presents information about the support available for people affected by suicide and suicidal thoughts
- Adapted the NHS Education for Scotland suicide prevention training materials for local use and rolled-out training for those whose role means they may be in contact with someone risk of suicide
- Awarded £13,000 from the Tayside Health Fund to develop a third sector alliance which will build learning and capacity to deliver suicide prevention training across services and communities

Further universal and targeted actions are being developed with implications of socioeconomic circumstances considered across all actions. The approved delivery plan will be available in October 2024.

Home-Start Dundee Summer Delivery for Families



As part of The McManus' ongoing partnership with Home Start Dundee, over the summer, the Learning Team worked in partnership with Home-Start Dundee, Tayside Contracts and Dundee Bairns to provide free cultural activities, art materials and the provision of food.






The museum, widely known as 'The People's museum' is dedicated to helping children and families living in poverty in Dundee. The collaborative working with Home-Start Dundee and Dundee Bairns enabled a positive impact to be made on the lives of local people struggling with mental health and the cost of living.

Performance Scorecard

Priority	PI On Target	PI Within 5% of Target	PI Not on Target	Total	Improved or the same as last year (% of total)
Reduce Child Poverty and inequalities in Incomes, Education & Health	4	2	5	12*	7 (58%)

*The number of drugs deaths has a target of reduce as opposed to a numerical target so won't be counted within the on, within 5% or not on target columns in the above table but is counted in the overall total.

Most Improved PIs As a % of the previous year's figure 	Most Deteriorating PIs As a % of the previous year's figure 
Number of people employed by accredited Living Wage Employers in Dundee City (23%)	Rate of emergency hospital admissions where primary cause of admission was regarding mental health (24%)
% point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas (-12%)	Number of Drugs Deaths (21%)
% of primary 1 children classified as obese or overweight (-11%)	% care experienced school leavers entering positive destinations (-14%)

Performance Indicator	-2 Year	-1 Year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
	Data	Data	Data	Target	Target	
Children living in poverty to be reduced by half by 2030	22.5%	27.1%	28.2%	21.4%	19.3%	
% of 16–19-year-olds participating in Education, Employment or Training	89.4%	89.4%	90.5%	91.0%	92.0%	
% of 16-19 year olds participating in Education, Employment or training from SIMD 1	84.8%	84.1%	87.3%	86.5%	90%	
% care experienced school leavers entering positive destinations	100%	83%	71%	93%	95%	
% gap in attainment tariff average scores between school leavers living in SIMD 1 areas and in SIMD 5 areas	51%	48%	49%	47%	43%	

Performance Indicator	-2 Year	-1 Year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
% point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas	19.9%	19.9%	17.6%*	17.5%	14.3%	▲
% point gap in numeracy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas	13.6%	16.3%	15.0%*	14%	13%	=
% point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5	3.6%	4.3%	4.3%	3.4%	3.1%	=
% of primary 1 children classified as obese or overweight	24.7%	26.6%	23.8%	23.5%	21.2%	▲
Number of drugs deaths	52	38	46	Reduce	Reduce	▼
Rate of emergency hospital admissions where the primary cause of admission was regarding mental health	3.4	2.9	3.6	3.2	2.9	=
Number of people employed by accredited living wage employers in Dundee City	19,546	35,324	43,466	23,370	42,468	▲

*Interim figures subject to Scottish Government Quality Assurance Checks

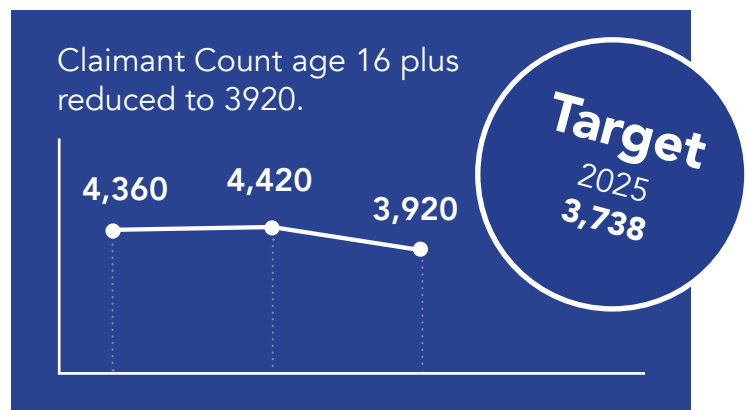
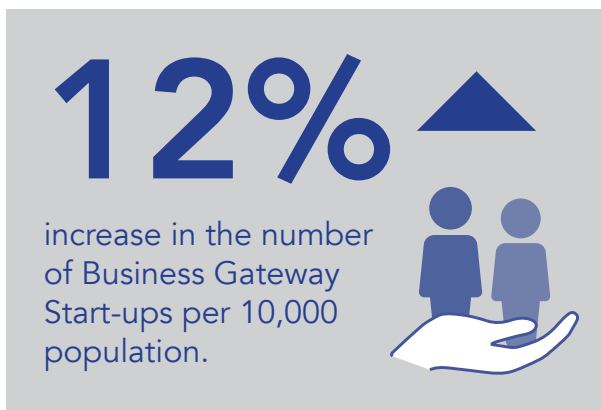
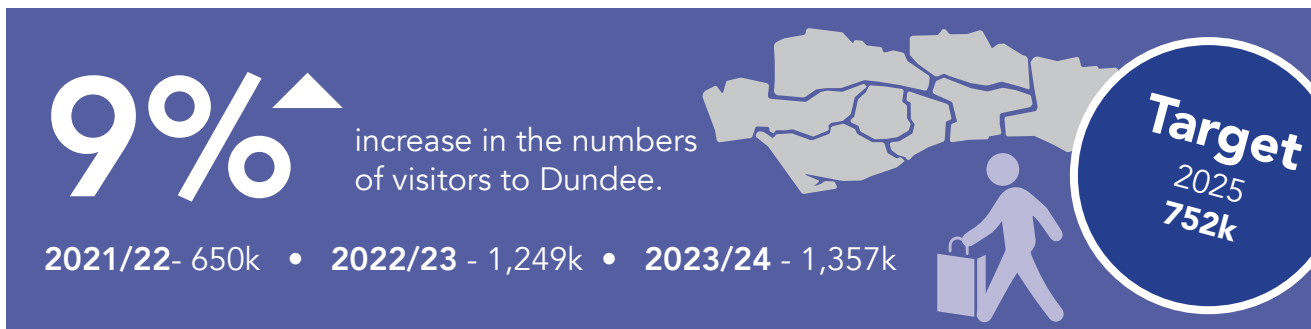
Actions in the plan	Progress %	Due Date	Lead Partner or Group
Continue to develop and implement the local fairness initiatives in Linlathen and Stobswell West	85%	31-Mar-2025	Local Fairness Initiatives Project Board
Increase the uptake of the under 22s free bus travel, ensuring that young people in the most deprived areas are benefiting at comparable levels to those in less deprived areas	95%	31-Mar-2027	Dundee City Council NEC Group
Continue to develop and implement the Child Poverty Pathfinder	30%	31-Mar-2032	Dundee Child Poverty Pathfinder Programme Board
Develop and publish the next Local Child Poverty Action Plan (including wider fairness actions) and track progress to ensure that commitments made are delivered	60%	31-Mar-2032	Dundee City Council/ NHS Tayside
Maintain the commitment to being the Living Wage City	30%	31-Mar-2032	Living Wage Action Group

Actions in the plan	Progress %	Due Date	Lead Partner or Group
Implement the 'Dundee Promise' that offers an apprenticeship to all care experienced children, young people and care leavers	76%	31-Mar-2032	Dundee Work Partnership
Ensure maximum take up of all UK and Scottish Welfare Benefits	50%	31-Mar-2032	Department of Work and Pensions / Social Security Scotland / Dundee Welfare Rights Forum
Implement the new advice strategy for Dundee and maximise provision	50%	31-Mar-2032	Dundee Welfare Rights Forum
Ensure that cash first, dignified and sustainable approaches are in places across the city to support those dealing with fuel or food poverty	50%	31-Mar-2032	Dundee Welfare Rights Forum/Dundee Community Food Network
Support closing the gap in positive destinations for 16–19-year-olds, in particular those who are care experienced and those from SIMD 1 areas, transitioning from school into work or higher education	67%	31-Mar-2032	Discover Work Partnership/ Tayside Regional Improvement Collaborative / FE & HE Partners
Improve ongoing participation, in particular for care experienced young people and those from SIMD 1 areas	20%	31-Mar-2032	Discover Work Partnership/ Tayside Regional Improvement Collaborative / FE & HE Partners
Increase the number of mentors across the public, third and private sectors supporting our young people through the MCR Pathways approach	45%	31-Mar-2032	Tayside Regional Improvement Collaborative
Increase the number of opportunities for our young people to gain work experience and paid internships across the public, third and private sectors, through schemes like Career Ready	65%	31-Mar-2032	Discover Work Partnership/ Tayside Regional Improvement Collaborative
Develop and deliver the replacement strategic framework and delivery plan for drug and alcohol recovery services	100%	31-Mar-2032	Dundee Health & Social Care Partnership / Alcohol and Drug Partnership
Deliver on the Dundee Mental Health and Wellbeing Strategic Plan 2019-2024	100%	31-Mar-2032	Mental Health and Wellbeing Strategic and Commissioning Group
Deliver on the Child Healthy Weight Strategy	15%	31-Mar-2032	Dundee Healthy Weight Partnership (DHWP)

Deliver Inclusive Economic Growth and Community Wealth Building



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



Strategic Highlights from Last Year

Discover Work, Dundee's Local Employability Pathway (LEP) continues to deliver well through its multi-agency approach shaped by the [Discover Work Strategy 2022-27](#). This work has been extensively covered in the June 2024 [Council Plan Report](#), and [Fairness & Local Child Poverty Action Report](#). Highlights include 75% of customers reaching a positive destination, 71% of these sustaining that destination for at least six months, and 61% for at least twelve months. In addition, a new Youth Participation Plan was developed for launch in April 2024 to help 16-19 year olds pursue education, develop their employability skills and realise their full potential.

The largest Meet the Buyer Tayside Event delivered to date was held on 20th February 2024. There were 28 exhibitors on the day including headline partners Dundee City Council, Angus Council, Perth & Kinross Council and Supplier Development Programme (SDP). The event had 545 registered suppliers, with 332 attendees from 199 Scottish SME businesses. The outcomes report can be accessed [here](#).

In March 2024, the Living Wage Partnership celebrated 5 years since Dundee was named as the UK's first Living Wage place and a celebration event took place on 10th May at Michelin Scotland Innovation Parc. The Action Group continues to drive forward continued support for the Living Wage and by October 2023 had already achieved 128 Living Wage Employers in the City.

Funding for a new research, development and production facility in Dundee to be delivered by a consortium led by Abertay University was announced in November 2023. The CoSTAR Realtime Lab is part of the national £75m CoSTAR network funded by the Arts and Humanities Research Council through UKRI (UK Research and Innovation) and is set to help drive the next generation of visual effects technologies that will revolutionise the UK's film, TV and performing arts industries.

The Port of Dundee continued to support the construction of the Neart na Gaoithe (NnG) Offshore Wind Farm development off the Fife coast enabling the installation of 54 turbines with production capacity of 450 megawatts, enough to power 375,000 homes. The construction programme is due to complete late 2024.

As part of the 2023 Autumn Statement, it was announced that as part of the Levelling Up Fund, Dundee had been selected as one of four local authorities in Scotland to receive £20M capital investment from the UK Government, enabling delivery of a MultiModal Transport Hub at Bell Street.

Construction commenced in November 2023 on James Thomson House, a £26m office development at Dundee Waterfront. This will provide 51,600 square feet of Grade A office accommodation when completed in 2025. The development will be completed with sustainability in mind and is set to achieve EPC 'A' and BREEAM 'Excellent' environmental accreditation ratings. The offices are being built by Robertson Construction on behalf of Dundee City Council and the project is being partly financed through the Scottish Government's Growth Accelerator model.

The £1m Skills Academy based at Michelin Scotland Innovation Parc, Dundee, opened in October 2023. Delivered by Dundee and Angus College and MSIP (of which Dundee City Council is a partner), the Skills Academy is the national centre for excellence for skills development in renewable energy, sustainable mobility and decarbonisation.

V&A Dundee celebrated its 5-year anniversary in September 2023. Key findings from a report written to mark the museum's fifth birthday highlighted there had been 1.7 million visits to the museum since it opened. It also detailed total Gross Value Added (GVA) economic impact of £304 million for Scotland, including £109 million for Dundee.

Dundee achieved successful and safe delivery of the Big Weekend over a glorious weekend in May 2023. Over 83,000 people enjoyed the festivities which resulted in a positive post-event evaluation and an estimated £3.7m economic impact.

Actions in progress for completion 2024/25

There are no actions within this theme due for completion by 31st March 2025.

The following actions are already over 50% complete:

- Deliver the Tay Cities Deal and the Dundee projects supported by the programme
- Create a Dundee Economic Advisory Group to provide regular engagement with local business and political leaders
- Build on Dundee's Scotland Loves Local campaign.

Priorities in Action

Preparing a New Employability Pathway for 2024-29

A co-commissioning process was used to commit employability funding for 2024-26 through the Discover Work Challenge Fund, to set up a new Employability Pathway for 2024-29. This involved the allocation of employability funding totalling £2.35m from a range of sources including:

- The UK Shared Prosperity Fund from UK Government
- Tay Cities Region Deal funding as part of the Skills and Employability Programme
- Devolved funding from Scottish Government to LEPs through No One Left Behind, inclusive of Child Poverty funds to deliver the parental employment aspects of Best Start, Bright Futures: Tackling Child Poverty Delivery Plan 2022-2026

City Centre Strategic Investment Plan

Significant progress has been made in delivering the ambitious improvements set out in the City Centre Strategic Investment Plan across the key themes of Living, Working, Visiting, Public Realm and Accessibility. Projects that were delivered during 2023/24 include the City Centre Commercial Waste Pilot; the upgrading of the Commercial Street / Murraygate junction; public realm improvements to Union Street and Exchange Street; new office developments at West Marketgait and Site 6 in the Waterfront; as well as a programme of events and activities that help to drive footfall. The next area of focus that has been identified relates to the Eastern Quarter where a longer-term masterplan setting out a range of interventions that respond to the challenges and opportunities is being developed.

Supporting Start Up businesses and SMEs

The Council funded Business Gateway Tayside Service continues to meet or exceed performance targets. The service supported 242 businesses into start-up in Dundee between April 2023 and March 2024, with a further 112 supported to grow their businesses during the same period. A dedicated Community Outreach Adviser was appointed to provide outreach services to existing and prospective businesses that may not self-access Business Gateway services.

Dundee City Council's Business Growth and Innovation Grant launched in 2022 and continued to be delivered during 2023/24. By March 2024, sixteen grant awards had been made to assist and encourage eligible businesses to increase their turnover and grow their employment base within the Dundee area.

The Michelin Scotland Innovation Parc completed construction of their Innovation Hub, Innovation Labs and Makerspace in 2023. Two Innovation Challenges have been undertaken and four Accelerator Programme cohorts had been delivered by March 2024 with 41 companies participating.

Community Wealth Building (CWB)

The Council has made good progress in integrating CWB principles into its key strategies within the Dundee Council Plan 2022-27 and City Plan for Dundee 2022-32. It is also being integrated into relevant service and thematic plans by using the lens of CWB to frame future direction. The CWB working group has continued to take forward actions in each pillar area i.e. making Dundee a CWB place, spending, workforce, finance, land & property and inclusive ownership.

Highlights since the previous update include:

- CWB Coordinator appointed, and Partners Conference delivered in May 2023
- Communication plan created and awareness raising undertaken with council and external partners
- A local spend monitoring system is now in place which allows the council to report on local spend
- Work to encourage local contractor spend in capital programmes also resulted in over £24m of subcontract activity being spent locally
- Working in partnership with the Council's Climate Team our scope 3 emissions have been mapped, which will allow us to better target categories for climate improvement measures
- The Dundee Climate Fund participatory budgeting programme was delivered
- Research was commissioned to map generative businesses and the support available to them in Dundee, indicating there are 143 inclusive ownership companies in Dundee, 87% being Social Enterprises and 13% co-operatives / employee-owned businesses
- UK Shared Prosperity Funding was provided in 2023/2024 to the Circle and Dundee Social Enterprise Network to provide additional training to businesses operating in the social economy

NHS Tayside Anchor Strategy

In October 2023, NHS Tayside published its [Anchor Strategy](#), setting out plans to enhance its role as an Anchor Institution and contribute to CWB approaches across Tayside.

NHS Tayside employs around 14,000 people across Angus, Dundee, and Perth & Kinross, spends more than £333m each year on goods and services, and occupies more than 428,000 sqm of land and buildings including more than 65 premises. The strategy builds on areas of existing good practice across employability, procurement, and use of land and assets, and sets out priorities to further work in these areas to address health inequalities and improve community wellbeing.

Objectives aim to enhance provision of fair and meaningful work opportunities for those most at risk of economic disadvantage. This includes, adapting procurement processes for community benefit, enhancing social value and increasing suppliers from local SMEs, social enterprises and supported businesses, and increasing the sustainable and productive use of its land and assets. Working collaboratively with other anchors and partnerships across the region is crucial to the successful delivery of this strategy and NHS Tayside is a key partner within Dundee Partnership's CWB agenda.

Eden Project

After extensive work during 2023/24, planning permission for Dundee's £130m Eden Project was approved by Councillors in June 2024. The major visitor attraction, which will be based at the former gasworks site to the north of East Dock Street will combine exhibits, performance, learning, play, immersive experiences, horticulture, live music and art. There will also be food, beverage and retail spaces. The team will now concentrate on working with partners, progressing the design, securing investment and continuing to deliver their community programmes within the city.

Tay Cities Deal in Dundee

The Tay Cities Deal SME Skills Fund was launched on 31 January 2024 and will support up to 80 companies across Dundee and the wider Tay Cities region.

Construction work commenced on the Biomedical Regional Innovation Hub at Dundee Technopole in 2023. The project is underpinned with £25m funding from the Scottish Government through the Tay Cities Deal. The facility is scheduled to open in February 2025 and will offer 4,700 sqm of space over three floors for new high growth spinouts.

Funded through the Tay Cities Deal, the Dundee Airport project enabled renewal of the public service obligation in November 2023, allowing direct flights between Dundee Airport and London Heathrow to continue for a further two years.

The Tay5G project had delivered eight use case trials by March 2024. These included trials related to e-sports, virtual production, search and rescue, offshore maintenance and inspection, broadcasting, sustainable fashion, agritech and Internet of Things.

Delivering Economic Growth in the Cultural Sector

More data is needed in this area, but a comparison of information from 2019/20 and 2023/24 shows a rise in part-time positions and a reduction in freelance opportunities and work for artists. Generally, the sector has contracted since 2020 but is beginning to rebound post-covid and is seeing positive news in relation to the Living Wage being paid. Looking forward, the Culture Strategy includes actions for fair work and supporting businesses, and aims to have better data available over time.



Health & Work Team








The ability to access good quality work is an important protective factor for health and wellbeing. Paid work has the potential to improve health and reduce health inequalities by increasing household incomes and meeting important social and psychological needs. Poor mental health remains the leading reason for absence from work and is considered one of the main factors causing the current rise in levels of working age adults currently unable to work. The Health and Work team engage with workplaces across Tayside to encourage and enable the provision of good, fair working conditions and environments to enhance this important determinant of health.

Building capacity within workplaces to provide conditions that support and enhance employee wellbeing is a key aim of the health and work programme. During 2023-24 the team delivered 27 training courses and workshops to 357 individuals from 82 different organisations across Tayside. Topics covered included mental health at work, keeping active at work, menopause and cancer in the workplace. A successful partnership with Enable Works supported the delivery of sessions on diversity and inclusion, neurodiversity awareness, flexible working and inclusive recruitment, all with a workplace focus.

Performance Scorecard

Priority	PI On Target	PI Within 5% of Target	PI Not on Target	Total	Improved or the same as last year (% of total)
Deliver Inclusive Economic Growth (including Community Wealth Building)	7	0	8	15	10 (67%)

Most Improved PIs As a % of the previous year's figure 	Most Deteriorating PIs As a % of the previous year's figure 
Number of Business Gateway Start-Ups per 10,000 population (12%)	% of young people 16 to 24 who are unemployed (46%)
Claimant Count 16+ (-11%)	% of employees in Dundee earning less than the real living wage (31%)
Visitors to Dundee (000's) (9%)	% of working age people with no qualifications (15%)

Performance Indicator	-2 Year	-1 Year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
	Data	Data	Data	Target	Target	
% of the Dundee Workforce in employment	71.3%	68.8%	63.7%	72%	73.5%	
Median earnings of total resident workers as a percentage of Scottish average	92.0%	91.0%	87.5%	94.9%	96.8%	
Gross weekly pay for full time employees living in the area	£575.00	£584.20	£614.90	£603.75	£665.63	
% of employees in Dundee earning less than the real living wage	10.2%	7.2%	9.4%	11.4%	10.3%	
Number of living wage accredited employers based or headquartered in Dundee	100	122	128	120	160	
% participation rate of young people from SIMD 1 and 2	85.4%	85.3%	87.8%	87.3%	89%	
Number of workless households in Dundee	9,500	10,500	10,300	9,025	8,145	

Performance Indicator	-2 Year	-1 Year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
% of young people 16 to 24 who are unemployed	21.8%	21.7%	31.7%	20.7%	18.7%	▼
16-24 Claimant Count	780	830	830	741	669	▼
Claimant Count 16+	4,360	4,420	3,920	4,142	3,738	▲
Claimants as a proportion of economically active residents aged 16+	5.9%	4.3%	4.2%	4.2%	3.8%	▲
% of working age people with no qualifications	6.7%	6.7%	7.7%	6.2%	5.6%	▼
Number of Business Gateway start-ups per 10,000 population	16.2	14.8	16.5	17.85	19.68	▲
Visitors to Dundee (000's)	650	1,249	1,357	682	752	▲
City Centre retail units vacancy rate (%)	13.8%	18.0%	17.7%	12.4%	11.1%	▼

Actions in the plan	Progress %	Due Date	Lead Partner or Group
Deliver the Tay Cities Deal and the Dundee projects supported by the programme	60%	31-Mar-2032	Tay Cities Board
Attract more skilled green jobs	26%	31-Mar-2032	Dundee City Council / Scottish Enterprise/ Dundee Port/ MSiP
Continue to grow the number of jobs within Dundee Waterfront	40%	31-Mar-2027	Dundee City Council / Scottish Enterprise/ Dundee and Angus Chamber of Commerce
Deliver Michelin Scotland Innovation Parc's vision and business plan to attract more jobs	40%	31-Mar-2032	MSiP Board
Continue work with partners to explore options to develop a Life Sciences Innovation District	25%	31-Mar-2032	Scottish Enterprise/ University of Dundee/ Dundee City Council
Continue work with partners to take forward proposals for Eden Scotland	35%	31-Mar-2032	Eden Project Dundee

Actions in the plan	Progress %	Due Date	Lead Partner or Group
Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre	25%	31-Mar-2027	Dundee City Council/ Dundee and Angus Chamber of Commerce
Create a Dundee Economic Advisory Group to provide regular engagement with local business and political leaders	80%	31-Mar-2032	Dundee & Angus Chamber of Commerce
Further grow the number of local organisations registered as Living Wage Employers	30%	31-Mar-2032	Living Wage Action Group
Continue to raise the profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to businesses, investors, developers and visitors	50%	31-Mar-2027	Invest Dundee / Tourism Leadership Group
Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs	50%	31-Mar-2024	Dundee City Council Community Wealth Building Group with additional partners
Build on Dundee's Scotland Loves Local Campaign	60%	31-Mar-2032	Dundee & Angus Chamber of Commerce / Dundee City Council
Maximise apprenticeship opportunities	25%	31-Mar-2027	Discover Work Partnership
Increase and enhance employment pathways, in particular supporting around 11,000 economically inactive people towards job seeking and 16–19-year-olds into positive destinations	25%	31-Mar-2027	Dundee Work Partnership
Increase the number of start-ups and SMEs in the city and support their expansion	50%	31-Mar-2027	Business Gateway

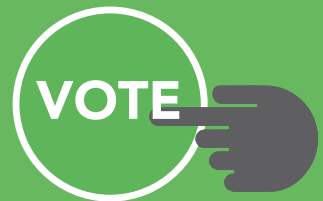
Tackle Climate Change and Achieve Net Zero by 2045



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

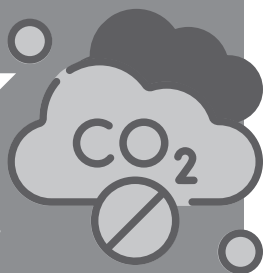
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votes cast, and a total of 10 projects received funding through the Dundee Climate Fund 2.0.



7%

reduction in CO₂ (KtCO₂) Citywide.



3%

increase of household waste recycled (36.6%*).

*provisional figure for 2023 subject to final confirmation by SEPA



Strategic Highlights from Last Year

The pre-existing Climate Leadership Group took on the role within the Dundee Partnership of acting as the Strategic Leadership Group for Tackling Climate Change and Reaching Net Zero by 2045. The group is chaired by Ronnie Quinn, an independent entrepreneur with a wealth of experience in this field. Councillor Heather Anderson has taken up a vice-chair position in her role as Climate Champion for Dundee City Council.

Several strategies and plans have been developed, including the Dundee Local Heat and Energy Efficiency Strategy (LHEES), Dundee Local Area Energy Plan (LAEP) and Net Zero Transition Plan. A review of the Dundee Climate Action Plan is also underway.

During 2024/2025 the implementation of Dundee's Biodiversity Action Plan was supported by the receipt of £171,000 from the Scottish Government's Nature Restoration Fund. This funding enabled a raft of initiatives to be implemented including expanding the extent of native wildflower meadows throughout the city. These, added to the significant coastal meadow creation as part of the Broughty Ferry and Monifieth Active Travel route, are a vital component in Dundee's Nature Network helping nature to mitigate and adapt to the effects of climate change.

Actions in progress for completion 2024/25

There are no actions within this theme due for completion by 31st March 2025.

The following action is over 50% complete:

- Develop a City Energy Masterplan that takes a whole systems approach to decarbonising, decentralising and digitising heat and energy production.

Priorities in Action

The Dundee Climate Leadership Group (DCLG)

This group provides active leadership on Dundee's net-zero challenge, leveraging expertise from across the city to engage and inspire collective ownership as well as a shared commitment to tackling climate change. The DCLG ensures that across the city there is communication and collaboration on both the strategic decision-making needed to set and meet regional and national targets as well as on-the-ground delivery through the Sustainable Dundee Network, with partners working directly with communities to deliver adaptation and enhance resilience.

During 2023/24 the Group has been closely involved in the development of Dundee's Local Area Energy Plan (LAEP), reviewing the city's Dundee Climate Action Plan and engaged as key stakeholders in the development of the Local Heat and Energy Efficiency Strategy (LHEES) for the city.

Dundee's Local Heat and Energy Efficiency Strategy (LHEES)

The Council has developed Dundee's first Local Heat and Energy Efficiency Strategy (LHEES). The LHEES, which received committee approval and was published in Spring 2024, is an important strategic citywide plan to decarbonise heat and improve energy efficiency in buildings. It will help to tackle the city's climate emergency and meet its net zero target whilst helping to alleviate fuel poverty and offering the potential for new economic opportunities in the city. The LHEES Delivery Plan is now in development.

In addition, Dundee City Council have pioneered the use of Climate OS, emissions modelling software in Scotland, to visualise how far the actions in our plans can take us to our Net Zero targets therefore providing a quantified understanding of the scale of the challenge remaining.

Dundee Local Area Energy Plan (LAEP)

Following the LHEES, a Local Area Energy Plan (LAEP) is also being developed the city. The LAEP encompasses heat, electricity and transport, sets out a vision of what a net-zero carbon energy system could look like for Dundee, describing the priority interventions and recommendations for action that will support the city in delivering its 2045 net zero target.

The DCLG has been pivotal in developing the Local Area Energy Plan (LAEP) for the city; analysing the technical potential for renewable energy generation, waste and low carbon heat sources through to future building heat and electricity demand mapping and forecasting building (domestic and non-domestic) decarbonisation. The LAEP will be launched in 2024 and this, together with the significant partnerships that have evolved, is a timely opportunity to refresh the DCAP.

Dundee Climate Action Plan Review

The city-wide Dundee Climate Action Plan (DCAP) was published in 2019, outlining a collaborative approach to reach net zero emissions by 2045. The plan comprised 64 actions under the themes of Energy, Transport, Waste and Climate Resilience.

One of the main purposes of DCLG is to monitor and drive progress of the Dundee Climate Action Plan in meeting the city's Net Zero targets and to recommend innovative solutions that support a Just Transition to a Net Zero future.

Two workshops were planned to review the DCAP. The first took place in March 2024, and focussed on bringing partners together to review the plan using our Emissions Dashboard, Climate OS, as well as exploring what steps partners are taking that can help us achieve Net Zero collectively.

Workshop two in Autumn 2024 will pull in the actions identified in the LAEP to create a more accurate picture of our emissions reduction pathways and facilitate discussions around delivery and funding.

Net Zero Transition Plan

Both the City Plan (2022-2032) and Council Plan (2022-2027) identify tackling climate change and reaching net zero carbon emissions by 2045 or sooner as one of their three strategic priorities for the City.

The Council's new Net Zero Transition Plan, published in December 2023, builds on this ambition, committing Dundee City Council to being a net zero organisation by 2038 and will allow Dundee City Council to effectively and decisively lead this transition to a low carbon and climate resilient City.

The pace and scale of transformational change required to meet this challenge requires collective leadership to support cross-sector collaboration in low carbon innovation, investment, behaviour change and ensuring a Just Transition by addressing inequalities such as poverty and social justice.

The Plan has therefore been co-developed with all seven Council Services and is centred around reducing emissions from buildings, streetlighting, fleet, business & service travel, and waste produced by the Council. It will also introduce a Circular Economy, increase climate resilience and ensure a Just Transition away from fossil fuels, including increasing green skills and jobs to support this.

The Plan is led by the Sustainability and Climate Change team who have been focussed on consensus around governance, monitoring and reporting. The Plan will be governed internally by the Council Leadership Team, with reports every six months and progress against targets will be reported annually to Committee from January 2025.

Climate Risk & Vulnerability Assessment (CRVA)

As part of the Climate Action Planning process a Climate Risk and Vulnerability Assessment (CRVA) was carried out in 2018. This estimated the risks and impacts from Climate Change and allowed the identification of climate adaptation actions for the city. It is now recommended that a refresh of the CRVA and actions take place due to the increased urgency of the climate and nature emergency, the broader expertise & tools we now have access to, and the need to understand the impact of climatic changes since the last risk assessment, specifically incorporating the 2oC and 4oC scenarios.

As a first step to future adaptation planning in Dundee, a Natural Capital Baseline Assessment was commissioned by the DCLG in January 2023, providing a full account of the ecosystem services and biodiversity in the city's green space currently, allowing future interventions to be monitored and valuable data to be incorporated into the next CRVA.

The updated CRVA is due to be completed by August 2024 and is being developed with input from a wide range of cross-sectoral stakeholders. It will include an up-to-date climate risk profile for Dundee, a prioritised list of impacts with recommended adaptation options for the highest priority impacts along with viable co-benefits of recommended options, and an estimation of the economic impacts of climate change.

In addition, recognising that to ensure climate resilience we need to consider the whole catchment and wider area, a regional partnership is being developed with Angus Council and Perth & Kinross Council to identifying regional synergies and solutions.

Dundee Climate Fund (DCF)

The Dundee Climate Fund (DCF) was set up with a total of £750,000 available, to support community-led climate change projects and contributes to the aim of 1% of the Dundee City Council being allocated via Participatory Budgeting.

The Council was the first local authority in Scotland using a Community Choices model to identify and have citizens decide on local climate change spend. The fund is an important part in the Council's policy response to mobilising community action on climate change, enabling communities to have a greater impact and facilitating capacity building within the network of local stakeholders.

Eligible applicants were able to develop their project ideas within the five topics of energy, transport, waste, resilience, and building capacity. The application review process was designed to support applicants to develop stronger ideas before they were put to a public vote.

Dundee Climate Fund Round 1: After registering 4,376 votes, a total of twelve local projects benefited from a share of around £385,000, helping to grow local community projects acting on climate change, reducing carbon emissions and engaging communities.

Dundee Climate Fund Round 2: Community generated ideas were collected through extensive stakeholder engagement. A total of 10 projects received funding through the DCF 2.0 with 4,758 votes cast. The third round of the DCF is currently underway to utilise remaining funding and is seeking submissions for consideration.

Urban ReLeaf

Urban ReLeaf, a city-wide citizen-science initiative in Dundee, engages the community to contribute their observations and perceptions of greenspaces across the city. By harnessing the collective input of citizens, the project strives to enhance the benefits derived from these greenspaces and ensure they cater to the diverse needs of the community.

The first phase of the project is capturing people's perceptions of Dundee's greenspaces throughout an entire year to capture all seasonality. This includes aspects of mobility, greenspace usage, what people love and dislike about the spaces as well as capturing data on resilience with a particular focus on flooding and draught. This data will be used to inform the Open spaces Strategy, adding quantitative data to the existing qualitative data, and will also feed into the City's Local Development Plan. The second phase of the project will be developed based on the findings of the first phase.

Hello Dundee

More than 100 interactive signs have been installed across the city asking people to engage in a friendly chat using a QR code or text message-based conversation. The project uses an innovative engagement platform that makes public spaces interactive and is looking to hear from the city's diverse community about how they feel. It also shares some information with them about actions the city is taking to adapt to climate change and inspire audiences on how to act themselves.

This is a collaborative project across Council services, capturing the following topics:

- Active Travel, including questions for DCC residential bike shelters
- Parks, greenspaces, biodiversity
- Local services and amenities (20-minute Neighbourhoods), health and wellbeing resources
- Energy, retrofitting and funding
- Electric Vehicles: myth busting, how to use charging stations including trouble shooting, and available funding & grants

- Flooding & surface water management. Additionally, a Storm conversation to signpost to information to prepare for / during / after adverse weather events
- Street Lighting: sharing of DCC city lighting improvements, and information relating to LED's at home

The newest iteration of the project includes AI technology to help respond to queries directly.

- Air Quality & LEZ conversation: enabling users to ask any question they have regarding LEZs, ensuring they have access to accurate and timely information. You can test the conversation by going to the [website](#).
- AI-integrated Waste conversation tool: Particularly beneficial for addressing recycling queries, helping users determine how to recycle various items correctly by accessing a DCC developed knowledge base and combining items to handle complex enquiries. It also provides signposting to bin collection calendars, making waste management easier for everyone. The tool can be found [online](#).

The Hello Dundee ChatBot tool will significantly enhance public engagement and streamline information dissemination across all topics of sustainability and climate change, aligning with our commitment to sustainability and community support.

Scottish Climate Week – Re:City Event

Running alongside the wider Scottish Climate Week from 25th September to 1st October, Dundee Climate Week culminated in a day of celebrations on Saturday 30th, as City Square hosted Re:City: Reimagine, Remake, Reconnect.

Re:City was designed to bring Dundee residents together with a day of free activities, information presentations, and performances. The event featured hands-on workshops, live music, Loose Parts Play from ScrapAntics, and the opportunity for attendees to engage with various sustainability initiatives.

Inspired by Scotland's Climate Week, the day was created for everyone to enjoy. Participants engaged in masterclasses with ReBoutique, creating DIY beauty products, and with Transition Dundee, celebrating textile repair by teaching how to hem, fix fabric holes, and make curtains. Additionally, local florist Branches and All ran sustainable floristry courses.

MWV Environment Baldovie presented a recycling-themed game, with free tote bags filled with goodies from Zero Waste Scotland for the first 100 participants. Dundee City Council also provided giveaways. Attendees had the chance to pick up a brochure for The University of Dundee's Festival of the Future and interact with Dundee City Council's Countrypark Rangers.

Dr. Bike offered tune-ups for regular cycle commuters and provided an opportunity for new cyclists to get their bikes road-ready. The Dundee Cycle Hub provided eCargo bike rides and advice on walking and cycling in Dundee, while the British Transport Police Scotland marked bikes for security.

The Eden Project held consultations throughout the day, showcasing their newest designs for Dundee, offering attendees a chance to influence the city's future.

Green-fingered visitors enjoyed activities with representatives from The Maxwell Community Centre & Garden, the Dundee Community Growers Network, and Campy Growers, who focused on growing food from seed to plate. The University of Dundee Botanic Garden shared information about their latest community outreach projects.

Over 1,300 people participated in the event, demonstrating Dundee's commitment to sustainability and community engagement.

NHS Tayside Climate Change and Sustainability

NHS Tayside has committed to reducing its impact on the environment and the lasting effects that this can have on the health of individuals and our local populations. To meet statutory duties and targets to reduce its negative impact on the environment and adapt to the changing climate, NHS Tayside has appointed an Executive Lead and Board Champion who will support progress and delivery.

An NHS Tayside Climate Change and Sustainability Board has been established and supporting infrastructure is in place to deliver on targets and ambitions locally across the areas of transport & travel, waste, procurement, property, energy, clinical work, and greenspace & biodiversity.

Initial areas of success include the removal of Desflurane gases in theatres, a reduction in inhaler gas propellants by switching to dry powder ones in General Practice, move to use of electric fleet vehicles, encouraging active travel, increasing access to green spaces and improving recycling.

The NHS Tayside Climate Emergency and Sustainability Annual Report for 2022/23 can be found [online](#).

Tackling Ash Dieback

Dundee City Council has been at the forefront of Scotland's approach to tackling ash dieback. It is anticipated that this fungal disease will kill the vast majority of ash trees in the UK. Progress of the disease in infected trees affects the structural integrity of the tree. Trees with advanced infections are therefore a significant health and safety risk to people, particularly where mature trees are adjacent to roads, pavements and busy open spaces. Dundee City Council took early action in using GIS to map / assess ash trees and identified the significant resources required to remove infected trees. Other local authorities have sought advice and support seeking to replicate Dundee's approach.



Countryside Rangers Engagement




Dundee's Countryside Ranger Service delivers three fully subscribed Branching Out programmes every year. This bespoke therapeutic intervention, based in Templeton Woods, is designed for participants who use mental health services in the city. They are referred onto the programme by health professionals.

A range of activities are on offer from practical conservation work to exploring the natural world through citizen science and environmental art, followed by a chance to socialise over refreshments made on an open fire every week. The culmination of the twelve week programme is the achievement of a John Muir Award. Feedback from those who attend is extremely positive and some continue their involvement by regularly volunteering with the Countryside Rangers after completing the programme.

Performance Scorecard

Priority	PI On Target	PI Within 5% of Target	PI Not on Target	Total	Improved or the same as last year (% of total)
Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045	2	0	1	3	2 (67%)

Most Improved PIs As a % of the previous year's figure 	Most Deteriorating PIs As a % of the previous year's figure 
City Wide CO2 Emissions (KtCO2) (-7%)	% Active Travel (Walking and Cycling) as a proportion of trips to work (-5%)
% of household waste recycled (3%)	

Performance Indicator	-2 Year	-1 Year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
	Data	Data	Data	Target	Target	
City-wide CO2 Emissions (Kt Co2)	664	674	629	630.8	569.3	
% Active Travel (Walking and cycling) as a proportion of trips to work	19% (2019 data)	N/A*	18%	20%	22%	
% of Household Waste Recycled	32.6%	35.6%	36.6%**	36.4%	40.2%	

*Data not available as the survey was conducted in a non comparable format due to the covid-19 pandemic

**This is a provisional figure for 2023 subject to final confirmation by SEPA

Actions in the plan	Progress %	Due date	Lead Partner or Group
Implement the Dundee Climate Action Plan and adopt new emissions modelling tools to inform decision-making	50%	31-Mar-2032	Dundee Climate Leadership Group
Develop a city Energy Masterplan that takes a whole systems approach to decarbonising, decentralising and digitising heat and energy production	90%	31-Mar-2027	Dundee Climate Leadership Group

Actions in the plan	Progress %	Due date	Lead Partner or Group
Support the decarbonisation of transport systems and improve infrastructure for walking, cycling, wheeling and reducing the need to travel	6%	31-Mar-2032	Dundee City Council
Manage waste sustainably by reducing, reusing, recycling and recovering waste to improve resource efficiency whilst working towards a circular economy	50%	31-Mar-2032	Dundee City Council
Take action to ensure our communities, green networks and infrastructure are adaptable to a changing climate and reduce the risks and vulnerability to unavoidable impacts	20%	31-Mar-2032	Dundee City Council
Engage with communities about the climate challenge and foster participation and collaboration to enable local action	30%	31-Mar-2032	Sustainable Dundee

Working with our Communities in their Localities

The Community Empowerment Team continues to involve and engage the citizens of Dundee in issues of importance in their community and city wide.

There was a 300% increase in the number of citizens engaged with on community planning issues. This was in part due to city wide consultations such as Engage Dundee and the Rent Consultation but also local events about what would improve life in Ardler, St Marys and Kirkton, consultation on active travel in Lochee, and community safety in Stobswell.

Local Community Plan Contributions

There has been a 20% increase in the number of citizens contributing to Local Community Plan outcomes. This includes people contributing to projects mitigating the effects of poverty such as community food larders or meeting our Net Zero ambitions through community growing and environmental projects.

Devolved Funding for Recovery Support

Over £80,000 was devolved by the Alcohol and Drugs Partnership to Local Community Planning Partnerships for them to decide how best to support recovery from drug and alcohol issues in their communities. The local CLD teams have been tasked with ensuring that people with lived experience are on decision-making panels and helping to deliver the initiatives the money will pay for.

Projects have included recovery cafes, hillwalking groups and men's groups for people to access in their neighbourhoods. Dundee's first peer recovery project has been established in the Hilltown which has been supporting people in recovery and creating a progression pathway for them into community volunteering. In total, 10,729 people were supported during 2023/24.

Growing Access to CLD Youth Work

There is an increasing number of young people engaging in CLD Youth Work programmes delivered across the city. Large-scale evening programmes are continuing to record higher attendances, alongside smaller groupwork activities that are delivered across all communities in the evening within local community provision. Overall attendances for 2023/24 totaled 40,069, fueled by free access to the Youth Work evening activities. More staff capacity has been added to the diversionary programme to meet this increased demand.

Community Centre Use

The numbers attending community centres continues to be high in part due to an emergence of family-focused work, particularly around food and themes of empowerment. Centres are also increasingly being used as community hubs to host health-related programmes such as vaccinations and clinics. The number of people attending food larders and community cafes also remains high.

Community centres are valuable locality hubs for services and third sector organisations and communities to develop locally targeted provision. They are increasingly being used as an alternative to curriculum in school and as learning space for activities supporting New Scots to integrate. The Local Management groups in centres such as Charleston and Hilltown are strengthening and putting on more programmes of activity for their community. Altogether 2023/24 saw 460,110 visits to community centres.

Community Involvement and Influence

There has been widespread citizen involvement across council services in setting priorities and influencing / deciding on spend. There has been a focused approach on key areas of the city such as the city centre and schools' streets, and a wide programme of community involvement and influence around environmental and green space. Environment and green space were highlighted as a priority area improvement for community in the development of Dundee's locality plans and community involvement in influencing spend has involved large numbers of people.

The Alcohol and Drug Partnership tested the allocation of a devolved locality budget through the eight ward-based Local Community Planning Partnerships to look at community led and influenced spend (see above).

Overall, there has been involvement with a broad range of services with different methods for engagement and deliberation used e.g., online, face to face, focus groups, workshops, and large-scale community consultations.

Community Engagement and Health

Community engagement and involvement is now part of the fabric of Dundee's approach to developing health-related plans and services as evidenced through the process of producing the new IJB Plan for Excellence in Health and Social Care, the ADP structure, mental health developments including Hope Point, the new Community Wellbeing Centre, and the work of the Carers Partnership.

Local health and wellbeing networks play a key role in providing connections to communities and have been formally recognised as one of the mechanisms that will be used by the HSCP. In addition, the new Community Health Advisory Forum acts as a reference group for health partners to engage. This health-related engagement complements and builds on other engagement activity and consultative forums available in Dundee's communities such as the Fairness Leadership Panel and Community Regeneration Forums.

Local Health & Wellbeing Networks

The local Health and Wellbeing Networks (HWBNs) operate as subgroups of LCPPs and are the adopted mechanism for health partners to engage with communities and localise strategic priorities. HWBN members work together to identify and address local health needs and feed emerging issues up the Strategic Priority Groups (SPGs) through the Community Health Inequalities Manager and other senior officers with an association with the networks. For example, mental health and wellbeing issues are discussed at the Communities and Inequalities workstream of the Mental Health & Wellbeing SPG and updates are a standing agenda item at SPG meetings.

Through these mechanisms, strategic and local partners develop a collective vision and understanding of the needs of communities and can act collectively to address them. HWBNs have recently prioritised men's health as a result of information fed down from the SPG on suicide deaths / risk. It is a notable success that some local people now sit on the HWBNs and are involved directly. The Community Health Inequalities Manager has recently joined the Fairness Leadership Panel providing another connection to collective work around poverty and disadvantage.

The Cultural Sector & Communities

Dundee's cultural attractions are very popular with 1,093,876 visitors in 2023/24. In total across the year 2023/24, cultural organisations engaged with 41,850 people through 2,165 learning, outreach or engagement sessions, both in house and in community settings.

Over six months of tracking from October 2023 to March 2024, cultural organisations took their work out across all of the wards of Dundee, running workshops, engagement and creative sessions with 11,437 people.

DUNDEE 
PARTNERSHIP

For more or additional information please contact

Dundee Partnership Team
dundee.partnership@dundeecity.gov.uk

or visit the website

www.dundeepartnership.co.uk

ITEM No ...6.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 18 NOVEMBER 2024
REPORT ON: CITY DEVELOPMENT SERVICE PLAN – ANNUAL UPDATE REPORT
REPORT BY: EXECUTIVE DIRECTOR OF CITY DEVELOPMENT
REPORT NO: 295-2024

1 PURPOSE OF REPORT

- 1.1 To provide Committee with an annual update showing progress to date for the City Development Service Plan which was agreed by the Council in September 2023.

2 RECOMMENDATIONS

- 2.1 It is recommended that Committee note the update on progress of the Service Plan objectives.

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. The Council's Performance Management Framework sets out that Committee will receive a 6 month progress report also (Article III of the Policy and Resources Committee of 20 August 2018 refers). The City Development 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 in addition to meeting its own service priorities.
- 4.2 City Development leads a number of important statutory functions such as Planning and Building Standards and safety and compliance for the Council estate, managing the Council's corporate property portfolio. 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 for its efforts to move to zero-emission and our Sustainable Transportation and Roads Service is leading the way in attracting investment in active and sustainable travel. Our multi-disciplinary approach, with strong in-house City Engineers and Architectural Services consultancy teams, provides a responsive design function for both Dundee City Council (DCC) and external partners.
- 4.3 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.
- 4.4 The annual progress report for 2023/2024 provides elected members with:
- an opportunity to appraise the Committee on progress;
 - update the Committee on any newly completed actions in the plan; and

- update on progress during 2023/2024.
- 4.5 The majority of Performance Indicators (PIs) are on target at this point in time and remedial action is being taken to address any areas of concern.
- 4.6 The City Development Service Plan actions have due dates up to April 2028. When updating the action plan, lead officers for these actions are asked to note a percentage of completion of the action they are responsible for. The information below offers some assessment of the rate of progress being made since the commencement of the plan in 2023:

- 13 actions have been completed; and
- 18 actions already noting 50%, or more, progress.

Highlights of Significant Progress

- 4.7 Areas where City Development has made significant progress against targets and actions in the Service Plan in the year to 31 March 2024 include:
- a implementation of school streets zones at Clepington Primary School, Eastern Primary School, Mill O'Mains Primary School, St Ninians Primary School and St Pius Primary School;
 - b implementation of new powers enabled by the Transport (Scotland) Act 2019, namely Low Emission Zone and Pavement Parking Enforcement;
 - c active travel infrastructure continuing to be improved with further phases of the Broughty Ferry Active Travel scheme being completed, including the completion of the Castle Green link;
 - d enabling works progressing to programme at Bell Street as part of the new Green Transport Hub;
 - e launching a new secure residential cycle parking scheme, providing 240 bike storage spaces city-wide;
 - f further expansion of depot charging facilities with the 28 EV chargers installed at the Clepington Road Depot, capable of charging over 200 fleet vehicles. The site maximise clean energy generated at source with solar canopies and battery storage provision;
 - g completion of route appraisals of the city's six key strategic corridors with development of concept designs for high-quality Active Freeways aimed to encourage more people to walk, wheel and cycle;
 - h officers successfully renegotiating the terms of the £63m Growth Accelerator funding mechanism with Scottish Government unlocking £18m for development of a further office development at Dundee Waterfront Site 6. Works now progressing as programme on the new James Thomson House building due to be completed in 2025 and prepare a business case for a future development;
 - i the Dundee City Council Tay Cities Deal 5G use case trials project made good progress in 2024. Four Challenge Fund Use Case Trials were completed by the end of March 2024. Highlights of the project in Dundee include a LIDAR sensor installation on the Tay Road Bridge connected via 5G, and "Virtual Floors" - a virtual fashion exhibition at the V&A held in November 2023;

- j financial support to businesses seeking to expand and take on new employees was provided through the Council managed Business Growth and Innovation Grant scheme which has been underpinned by Scottish Government Local Authority Covid Economic Recovery Funding. To date funds have been committed to 15 businesses to a value of £514,000;
- k programme management of Dundee's UK Shared Prosperity Fund allocation (the successor to EU Structural Funds) progressed throughout 2023/2024. Three Challenge Fund Rounds have been undertaken with funding awarded to 35 projects across the city to the value of £1.09 million supporting the economic regeneration and growth of the city. A fourth Challenge Fund was launched in February 2024;
- l over the period April 2023 – March 2024, City Development's Adult Employability Service achieving 217 positive outcomes for clients, with 202 people moving into jobs and 15 people moving into Further Education; and
- m continuing with the delivery of Project Management, Clerk of Works Services, Cost Monitoring and Scottish Government Liaison Service associated with the development and delivery of the East End Campus new £100m community campus school, including facilities for up to 1,900 pupils, sports and Leisure facilities, community gardens, active travel integration etc, all in an existing brownfield site.

5 POLICY IMPLICATIONS

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

6 CONSULTATIONS

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

7 BACKGROUND PAPERS

- 7.1 None.

Robin Presswood
Executive Director of City Development

Dundee City Council
Dundee House
Dundee

RGP/JB/HG

6 November 2024

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SUSTAINABLE TRANSPORT AND ROADS

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 Sustainable Transport and Roads key performance indicators set in the 2023-2028 City Development Service Plan are:

Indicator Title	2021/2022	2022/2023	2023/2024	5 Year Target	Comments
Number of road accident casualties	117	159	147	Annual Decrease	Annual Road Safety Report (Report 204--2024) provides further detail.
Percentage of the road network that should be considered for maintenance treatment.	25.6%	28.2%	27.9%	27.7%	Road Asset Management Plan (Report 320-20230) provides further detail.
Number of road and footway defects per annum	16,466	12,715	15,380	Annual Decrease	Road Asset Management Plan (Report 320-20230) provides further detail.
Percentage of Category 1 defects repaired within target time.	99%	99.5%	100%	90%	Performance on target
Cost per kilometre of roads.	£16,346	£14,094	£15,385	£15,000	Value includes externally funded improvement projects which fluctuate from year to year.
Statutory Undertakers Performance.	93%	93%	95%	90%	Performance on target
Percentage of residents who cycle	26%	32%	28%	36%	Data collected on a two-yearly basis
Percentage of journeys to work made by public or active transport.	37.6%	32%	31%	40%	Sustainable Transport Delivery Plan (Report 265-2023) outlines interventions planned
Public EV Charging (KwH)	1,374,589	1,772,472	1,970,984	Annual Growth	Performance on target
Number of publicly accessible EV charge points	150	190	226	450	Performance on target

The Sustainable Transport and Roads key actions set in the 2023-2028 City Development Service Plan are:

Action Title	Outcome	Update	Due Date
Reduce the number of casualties from road accidents.	Year on year recorded reduction in road accident casualties.	Annual progress report 204-2024 presented to the FWEGI Committee on 19 August 2024.	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 Government Benchmarking Framework.	Road network conditions are consistent with the 2014/2015 baseline measure (RCI 27.9%). Five year condition profile included in the Road Asset Management Plan (Report 320-2023).	31/03/26
Reduce vehicle emissions in the City Centre	Establish an automatic number plate recognition camera system and back office resource to enable enforcement of the low emission zone.	Complete. Enforcement commenced 30 May 2024.	30/05/24
Deliver the creation of a low carbon multi-modal transport hub in the north east quadrant of the city centre.	Deliver the Green Transport Hub and Spokes project.	On schedule.	31/03/26
Expand the provision of electric vehicle charging infrastructure	Installation of an additional 125 electric vehicle charge points from the 2023 baseline.	Delay in receipt of external grant funding has moved programme for additional chargers to 2025/2026.	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 work for the establishment of a strategic active travel network in Dundee.	On schedule.	31/03/26
Improve road safety for communities	Reduce speed limits on appropriate residential streets out with the principal road network to 20mph	External funding being sought to advance programme.	31/03/25
Increase the number of primary pupils walking and cycling to school	Deliver the School Streets programme at identified appropriate sites	On schedule.	31/03/26

DESIGN AND PROPERTY

The Design and Property Service plays a central role in delivering the Council Plan through the provision of property and land. The Service 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.

The Design and Property key performance indicators set in the 2023-2028 City Development Service Plan are:

Indicator Title	2021/2022	2022/2023	2023/2024	5 Year Target	Comments
DCC carbon footprint emissions (t CO ₂).	28,851	28,270	24413	26,990	Progress to be aligned with property rationalisation and investment in low carbon property improvements
CO ₂ emission (property energy consumption) in tonnes CO ₂ .	20,823	17,562	18656	19781	Progress to be aligned with property rationalisation and investment in low carbon property improvements.
CO ₂ emission (property water consumption) in tonnes CO ₂ .	236	304	292	300	Progress continues to be aligned and monitored with property rationalisation and investment in low carbon property improvements.
Energy consumption (gas, electricity, oil and solid fuel) in million kilowatt hours.	111.2	95	99	95	Progress currently aligned with property rationalisation and investment in low carbon property improvements.
Proportion of operational buildings that are suitable for their current use.	73.95%	82.95%	86.08%	83%	Target currently being achieved. Review on going tied in with property rationalisation strategy.
Proportion of internal floor area of operational buildings in satisfactory condition.	74.7%	75.47%	81.02%	88%	Target currently being achieved. Review on going tied in with property rationalisation strategy.
Percentage of commercial properties let versus the total available properties within the council portfolio.	90%	92%	92%	92%	Continue to achieve target for letting commercial properties.

The Design and Property key actions set in the 2023-2028 City Development Service Plan are:

Action Title	Outcome	Update	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.	Dundee City Council relevant aspects have been drafted with Angus Council as lead authority to take forward developed Local Flood Risk Management Plan for Cycle 2.	30/6/2028
Completion of the remaining development areas within Site 6	To provide office space to retain/enhance employment opportunities within the Waterfront development.	Phase 2 office development progressing well on site. Currently on programme.	31/03/2028
Partnership Working with Housing and Dundee Contract Services	Continue to develop a collaborative partnership working arrangement with Housing and Contract Services through the governance boards and working groups.	Work continues to take place across teams from within each service to develop effective ways to deliver housing programme of works.	31/03/28
Replace current Asset Management system	Progress with strategy or renewal of the current asset management system for Council properties.	The Capital Plan has allocated funding for a new system to be procured. It is expected that further progress will be made in 2025 towards planning and procurement of the replacement system.	31/3/2028

PLANNING AND ECONOMIC DEVELOPMENT SERVICE

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 Planning and Economic Development key performance indicators set in the 2023-2028 City Development Service Plan are:

Indicator Title	2021/2022	2022/2023	2023/2024	5 Year Target	Comments
New business start-ups, per 10,000 Population, supported by Business Gateway Tayside in Dundee.	16.18	16.2	16.5	17.85	Regular meetings take place to discuss performance with the Business Gateway contractor.
People securing and progressing into employment through the Employability Pathway.	463	530	486	400	5-year target continues to be exceeded with Council Services and the All in Dundee third sector funded consortium contributing to this.
Total number of jobs in Tourism Sector.	9,000	10,000	9000	8440	The 5-year target continues to be exceeded despite extreme challenges faced by the sector in recovering from the pandemic. Enhancing Tourism assets through Tay Cities Deal and other funding streams remains a priority.
Youth unemployment rate (16-24)	21.8%	21.7%	31.7%	20.7%	Small sample size for this indicator may partly account for the significant increase in 2023/2024. The low participation rate amongst 16-19 years is, however, recognised as a particular challenge in Dundee and an improvement plan is being implemented to help tackle this working with Children and Families service.
Proportion of People earning less than the Living Wage	10.2%	5.8%	9.4%	11.4%	Efforts continue to encourage employers to pay the living wage. The indicator remains on target, albeit some progress has been lost in the face of rising costs of doing business and rising wage costs linked to inflation.

Indicator Title	2021/2022	2022/2023	2023/2024	5 Year Target	Comments
Visitor numbers to Dundee (000s)	650	1,265	1,357	1,200	Visitor numbers have rebounded well post pandemic surpassing target in 2023/2024 aided by the Tartan exhibition at V&A Dundee and Tay Cities Deal investment in enhancements to Discovery Point.
% Working aged People in employment	71.3%	68.8%	63.7%	72%	This is a sample-based measure and any significant year on year change must be treated with some caution. However, allied to rising unemployment levels and low participation rates amongst young people this trend reinforces concerns that the post pandemic local economy is most distressed than elsewhere. The strategic response to this is being considered by the inclusive Economic Growth Strategic Leadership Group.
Number of workless households in Dundee	9,500	10,500	10,300	9,025	A whole family approach to tackling worklessness remains a priority for the Discover Work partnership with resource aligned to tackling child poverty linked to worklessness. Progress towards target has, however, been seriously impacted by the cost-of-living crisis and the challenge facing families of moving from benefits into work without being worse off.
Median Earnings of Total Resident Workers as a % of Scottish Average	92%	91%	87.5%	94.9%	Closing this gap relies on both attracting better paid jobs to the city and ensuring that local people have the skills to compete for and secure better paid employment. Work to turn around this trend continues through support for growing key sectors such as life sciences and digital and through investment in local employability and skills provision.
Total No of house completions.	514	507	483	480	Completions monitored through annual housing land audit.
Percentage of dangerous building incidents responded to within 24 hours.	97.5	N/A	100%	100%	The service continues to respond to incidents within 24 hours.

Indicator Title	2021/2022	2022/2023	2023/2024	5 Year Target	Comments
Percentage of requests for a building warrant responded to within 20 working days.	67%	77%	82%	100%	The service remains on track to meet the 5-year target.
Town Centre Vacancy Rates.	13.8%	13.28%	17.7%	12.4%	This trend very much follows the national picture with hybrid working and internet shopping contributing to reduced city centre footfall. The City Centre Strategic Investment Plan sets out a long-term vision and approach to address this trend.

The Planning and Economic Development key actions set in the 2023-2028 City Development Service Plan are:

Action Title	Outcome	Update	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	Engagement on 10 Topic Papers completed during summer/autumn 2024. Officers are now considering comments and disputes working towards formal submission of the Evidence Report through the Scottish Government's Gatecheck in 2025.	Ongoing
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.	The Council has entered into a partnership with Scottish Water and is reviewing hotspots across the city for prioritisation.	31/03/28
Swallow Roundabout upgrade.	Work with the community, developers and landowners to ensure delivery of Swallow roundabout upgrade works.	Works now progressing and scheduled to complete in Spring 2025.	31/03/25
Identify additional affordable housing sites.	Identify suitable sites to maximise the number of units secured through the Affordable Housing Supply Programme.	Work continues with Housing to identify suitable sites for affordable housing through both the Local Development Plan and the Strategic Housing Investment Plan. 2023/2024 saw 58% of total house completions being affordable units (282 units) - the highest in 10 years.	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.	The service continues to endeavour to plan assess all valid applications for compliance with the Building Regulations within 20 working days. Applications which are important to the city's economic development strategy continue to be prioritised.	31/03/28

Action Title	Outcome	Update	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 delay the occupation of new homes and businesses within the city.	The service continues to meet the 14-day statutory target.	31/03/28
City Centre Investment Plan	<p>Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre.</p> <p>Develop and agree an approach with city centre stakeholders to city centre support mechanisms.</p> <p>Support recovery of the city centre by engaging with city centre businesses.</p>	<p>Various significant residential developments complete or nearing completion.</p> <p>BT Office building on Greenmarket nearing completion. Office development at James Thomson House on Site 6, Dundee Waterfront underway.</p> <p>Eden Project granted planning permission.</p> <p>Bell Street Sustainable Transport Hub underway.</p> <p>Public realm improvement projects developed and implemented.</p> <p>Consultants appointed and carrying out work on development of Eastern Quarter Masterplan.</p>	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.	New Events strategy (Extraordinary Moments) completed and published.	Completed 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.	BT Office building on Greenmarket nearing completion. Office development at James Thomson House on Site 6, Dundee Waterfront underway. A business case for future development is currently being drafted.	Ongoing

Action Title	Outcome	Update	Due Date
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 course of this employability pathway. This is a key part of the Community Wealth Building approach, supporting fair work objectives.	<p>The new Employability Pathway programme commenced as planned from April 2024. This followed a successful outcome to Discover Work's Challenge Fund 2024-2029, which resulted in an award to All in Dundee – a consortium of Third Sector Employability Providers led by ENABLE Works in partnership with Alexander Community Developments, Barnardo's, Helm, One Parent Families Scotland, Street League, Volunteering Matters.</p> <p>The remaining elements of the Pathway programme will be provided by the Council's new single Corporate Employability Service.</p>	Ongoing
Increase the number of start-ups and small and medium-sized enterprises.	To support the creation of start-ups and small and medium-sized enterprises and to support their expansion.	<p>Business Gateway Tayside, delivered under contract managed by DCC, supported 241 Business Start Ups in Dundee in 23/24 (690 across Tayside, exceeding target of 675).</p> <p>Business Gateway Tayside referred 25 higher growth businesses into the Business Gateway Growth Advisory Service in Dundee in 2023/2024 (60 across Tayside, meeting target of 60).</p> <p>Business Gateway Tayside referred 68 businesses into the Business Gateway Local Business Boost service in Dundee in 2023/2024 (160 across Tayside meeting target of 160).</p>	Ongoing
Responding to reports of dangerous and defective buildings within the city.	Ensure the safety of the public when in or around buildings.	Target of responding to all dangerous building reports within 24 hours is being met.	Ongoing

Action Title	Outcome	Update	Due Date
Delivery of business and investor support and engagement across the city.	Meet Business Gateway Start-up targets year on year.	Overall target for service for 23/24 was exceeded with 690 start-ups supported across Tayside against a target of 675.	Ongoing
	Delivery of new Business Gateway Contract	2023/2024 was first year of delivering new Business Gateway Contract which was let to Elevator. Overall performance has met or exceeded contractual delivery targets.	Ongoing
	Company Engagement.	Appointment of Principal Officer for Company Engagement and revised programme of engagement with major employers across the city.	
	Delivery of investor support services to maximise attraction of new and safeguarded jobs into the city.	Officers have worked with partners including Scottish Development International, both universities and Michelin Scotland Innovation Parc (MSIP) with the aim of attracting investment to the city and to secure tenants for existing and new assets such as the Tay Cities deal funded CyberQuarter.	
Incorporate the concept of 20-Minute Neighbourhoods into the forthcoming Local Development Plan review.	Liveable communities that have access to services and facilities that support everyday needs.	GIS database being developed for inclusion in Evidence Report to be submitted to Scottish Government in 2025. Engagement on Local Living Topic Paper completed autumn 2024.	Ongoing
Position Dundee as a technological city through investment and development in the cities digital infrastructure, skills and talent pipeline.	Develop Digital Skills Programme activity.	Through UK Shared Prosperity Funding, DCC supported Abertay University and Dundee & Angus College to deliver a range of digital skills short courses.	Ongoing

Action Title	Outcome	Update	Due Date
	<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>	<p>Tay5G use case trials project made good progress in 2024. Four Challenge Fund Use Case Trials were completed by the end of March 2024. Highlights of the project in Dundee include a sensor installation on the Tay Road Bridge connected via 5G; and a virtual fashion exhibition at the V&A held in November 2023.</p> <p>The service is engaging with those companies currently deploying digital infrastructure to address any constraints and help facilitate deployment plans.</p>	
<p>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>	<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>	<p>This action is underway, including new website.</p> <p>Latest phase of marketing surpassed all industry benchmarks. New phase for this winter period in development and due to start 1 December.</p> <p>£20m has been secured through the UK Government Levelling Up Partnership for delivery of a number of strategic investment projects and the service is working with UK Government officials on the business plan to secure approval for these.</p> <p>Content plans for main promotional channels in place.</p> <p>This action is underway, including new website.</p>	<p>Ongoing</p>

Action Title	Outcome	Update	Due Date
Support our Key City Growth Sectors	<p>Development of Life Sciences 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>Dundee University, DCC and Scottish Enterprise are progressing implementation of an action plan to progress development of the Life Sciences Innovation District Phase 1 centred around Dundee Technopole. Initial focus is on securing tenants for the new Tay Cities Deal funded Innovation Hub.</p> <p>The Tourism Leadership Group is developing a Strategy that will be presented to Dundee Partnership in November 2024.</p> <p>The service has provided funding and officer support to the Forth and Tay Offshore Wind cluster which has delivered an active programme of one-to-one supplier engagement activity and bespoke supply chain events aligned to the emerging offshore wind projects.</p>	Ongoing
Deliver City Region Deal Investment to develop next generation of key economic development and visitor infrastructure across the city.	<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>The build project for the Innovation Hub is progressing well with completion scheduled for Quarter 1 2025. DCC is supporting work to attract tenants and has provided Uk Shared Prosperity Funding to help equip the new facility.</p> <p>Tay Adventures Programme Outline Business Case has been completed and approved. Unicorn Safe Haven Project also progressing with Outline Business Case now written.</p>	Ongoing

Action Title	Outcome	Update	Due Date
<p>Delivery of high-quality employability services to key target groups across the city and supporting them into sustainable employment.</p>	<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>	<p>Over the period April 2023 – March 2024, City Development's Adult Employability Service achieving 217 positive outcomes for clients, with 202 people moving into jobs and 15 people moving into Further Education.</p> <p>The first phase of the Corporate Employability Review has concluded, with recommendations approved by Council Leadership Team and the Senior Responsible Owner, and input from Trade Unions.</p> <p>A Corporate Employability Transition Manager is now in place and further work is underway on the merger of two existing teams into one new Corporate Team.</p>	<p>Ongoing</p>
<p>Evolution of Discover Work Partnership, absorption of new funding streams and ongoing development of the Discover Work Service</p>	<p>Ongoing implementation of new Discover Work Strategy, Action Plan 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 United Kingdom Shared Prosperity Fund from European Social Funds (ESF).</p>	<p>Discover Work Strategy, Action Plan, and Investment Plan for 2022-2027 is progressing albeit timescales have been revised to reflect delays with aspects that need to be concluded before other interdependent actions can commence.</p> <p>Plans to further strengthen the links between strategy and service delivery have been hampered by delays with implementing the new Corporate Employability service.</p>	<p>Ongoing</p>

Action Title	Outcome	Update	Due Date
	<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>	<p>A new Employability Pathway programme commenced as planned from April 2024. This followed a successful outcome to Discover Work's Challenge Fund 2024-2029, which involved the allocation of funding from several sources including No One Left Behind, Shared Prosperity Funding, etc.</p> <p>Progress has been made with the agreed "Positive Destination Improvement Plan" which responds to findings of our report "A Step Change in Positive Destinations for Young Dundonians". This has included: securing Whole Family Wellbeing Funding to increase capacity within education to undertake agreed functions; the appointment of a dedicated Quality Improvement Officer (Positive Destinations) to develop and implement an "Improvement Framework". The framework will be delivered via "Improvement Groups" within each Secondary School and offsite Learning & Training.</p> <p>A new management information system was implemented as planned on 1 April 2024.</p>	

Action Title	Outcome	Update	Due Date
<p>Deliver the Council's sustainable development, climate emergency and carbon management commitments, ensuring that the Council is an exemplar in these fields.</p>	<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 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>	<p>The Council's organisational Net Zero Transition Plan (NZTP) was approved at Committee in November 2023. The NZTP sets out the Council's own journey to becoming a net zero organisation.</p> <p>Within the plan, an ambitious but realistic carbon budget has been set for each Service Area. Additionally, the plan also identifies enabling and deliverable actions for Service Areas to reduce overall energy consumption and their associated carbon footprint. Since the publication of the plan, the Sustainability and Climate Change team have hosted workshops with each Service Area; worked together with Service Areas to refine their actions; developed an internal Net Zero Transition SharePoint Site; and established a network for the Net Zero Transition Working Group with its first meeting to take place in November. Progress on the NZTP will be reported for the first time to the Climate, Environment and Biodiversity Committee (CEB) in January 2025.</p>	Ongoing
<p>Deliver Scotland's first council-led green participatory budgeting initiative</p>	<p>To act as a catalyst for community-based carbon reduction initiative.</p>	<p>The Dundee Climate Fund (DCF), the first Scottish Local Authority led green participatory budget, was approved in June 2022. The first round of the DCF was launched in August 2022 and 12 local projects benefitted from a share of £385,066.</p> <p>The second round was launched in April 2023 and 10 projects benefitted from a share of £326,255.</p>	31/03/27

Action Title	Outcome	Update	Due Date
		<p>The third round of the DCF is ongoing. Launched on 1 May 2024 and closed on 30 September, the fund has received 22 applications and Review Panels are due to take place during November 2024.</p>	
<p>Deliver a city-wide Local Area Energy Plan and Local Heat and Energy Efficiency Strategy</p>	<p>To deliver a statutory function and prepare for a future transformation and decarbonisation of the city's energy and heat networks.</p>	<p>Local Energy Efficiency Strategy (LHEES) was completed approved at the Climate, Environment and Biodiversity Committee (CEB) in April 2024.</p> <p>The LHEES Delivery Plan is due to go to the Climate, Environment and Biodiversity Committee in November 2024.</p> <p>The Local Area Energy Plan was completed and approved at the Climate, Environment and Biodiversity Committee in September 2024.</p>	<p>31/03/27</p>

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ITEM No ...7.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 18 NOVEMBER 2024
REPORT ON: ANTISOCIAL BEHAVIOUR – JULY – SEPTEMBER 2024
REPORT BY: EXECUTIVE DIRECTOR OF NEIGHBOURHOOD SERVICES
REPORT NO: 302-2024

1 PURPOSE OF REPORT

1.1 The purpose of this report is to provide an overview on the reporting figures to the Neighbourhood Services - Antisocial Behaviour (ASB) Team for the period 1st July to 30th September 2024.

2 RECOMMENDATION

2.1. It is recommended that Committee notes the report.

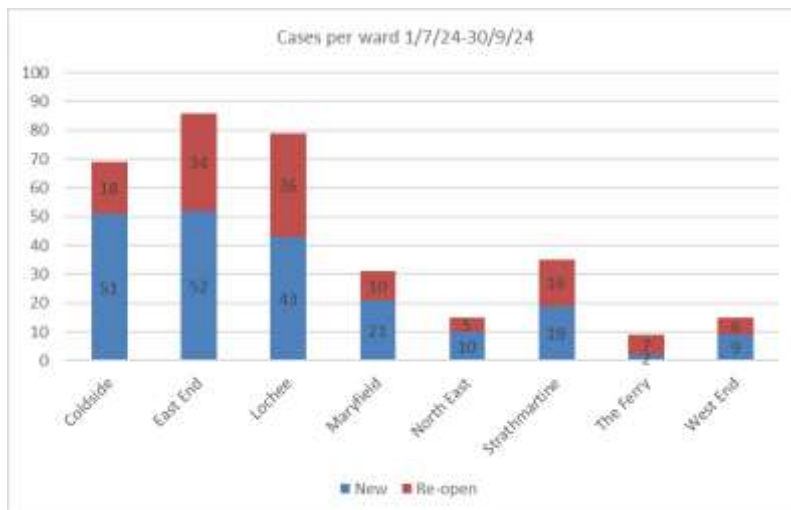
3 FINANCIAL IMPLICATIONS

3.1 There are no financial implications associated with this report.

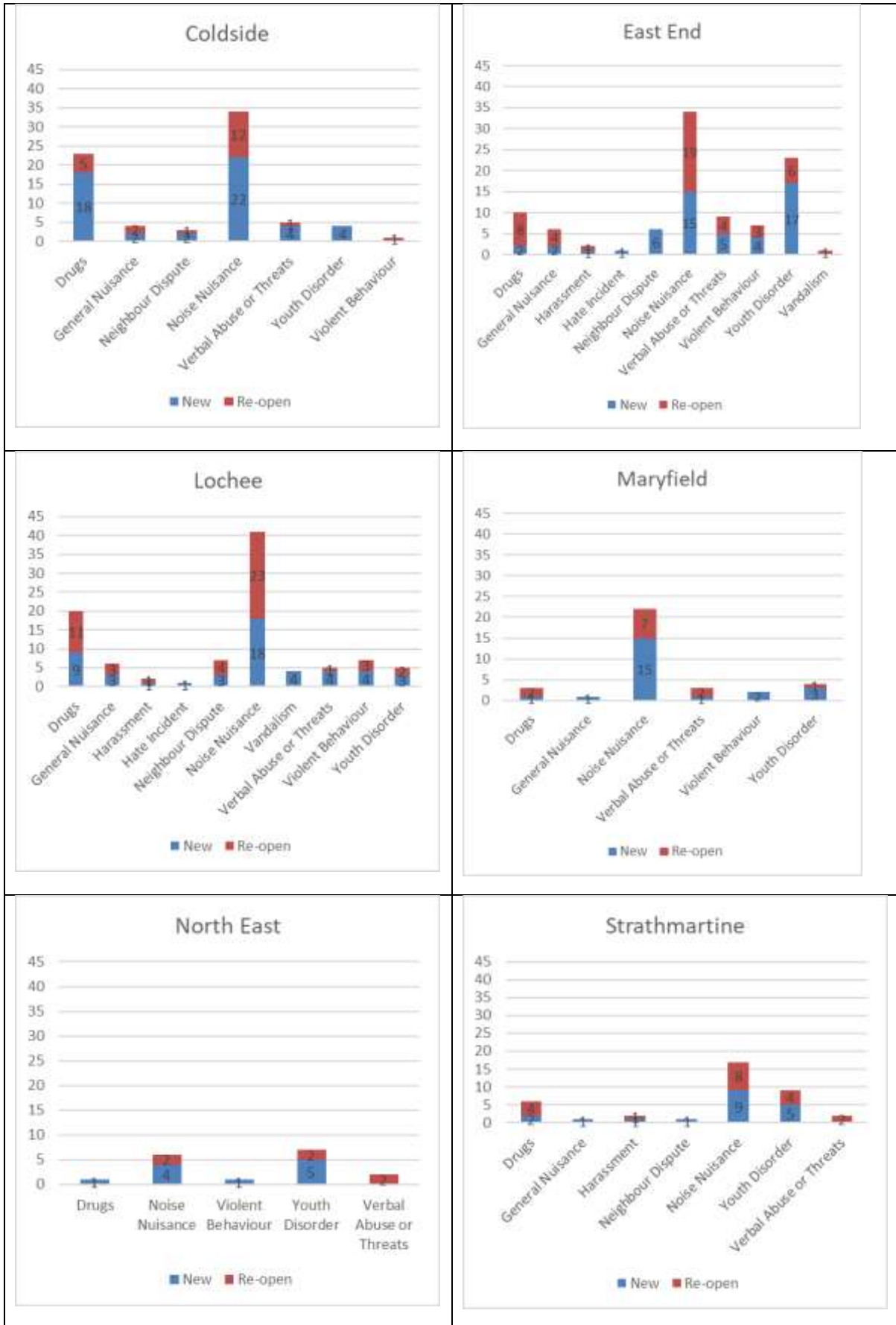
4 DATA RELATING TO REPORTING PERIOD

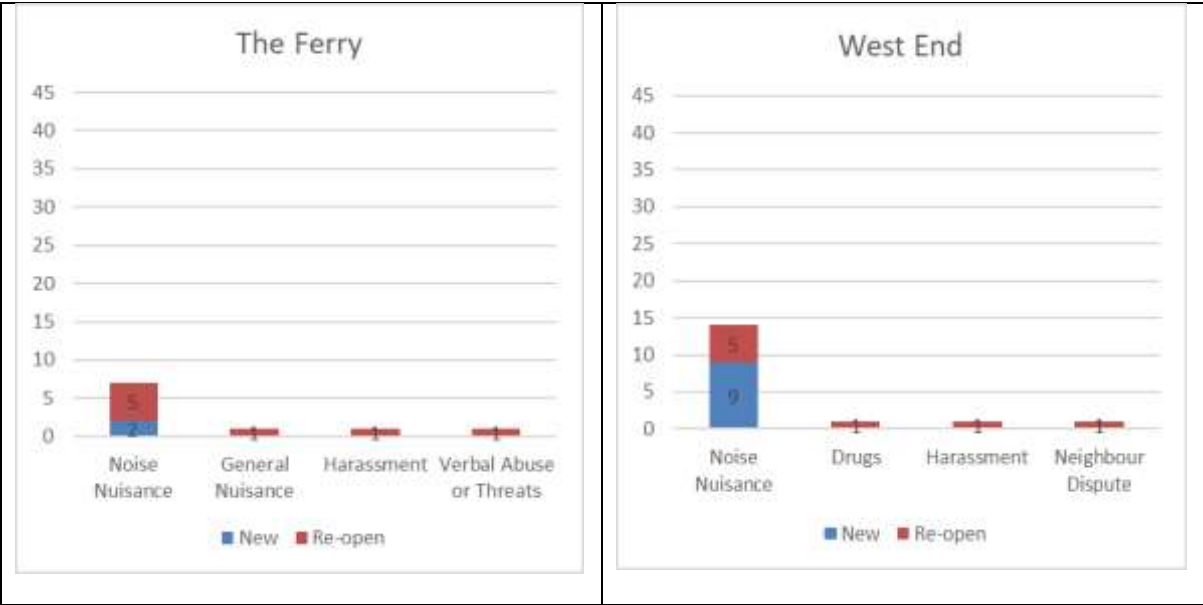
4.1 339 cases of antisocial behaviour have been recorded during the reporting period. 207 are new cases and 132 have been re-opened. The cases re-opened are not necessarily cases which had been raised initially during this quarter and most likely from previous reporting periods. This compares to 374 cases last quarter (224 new and 150 re-opens). This is a reduction on last period of 35 cases and, in comparison with Q2 of 2023-24 this is a reduction of 8 cases.

4.2 Number of cases recorded per multi member ward area between 1/7/24 and 30/9/24:



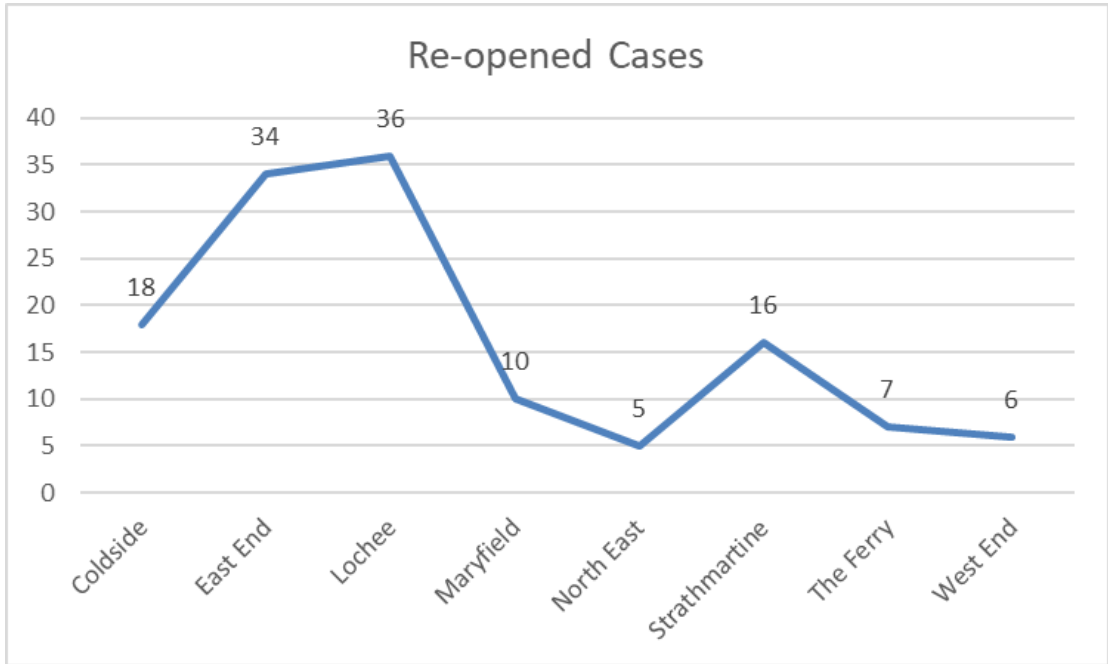
4.3 Types of complaints (new and re-opened) per multi member ward area between 1/1/24 - 31/3/24. Please note some cases have multiple categories applied, therefore the total numbers of categories may be slightly higher than the number of cases.





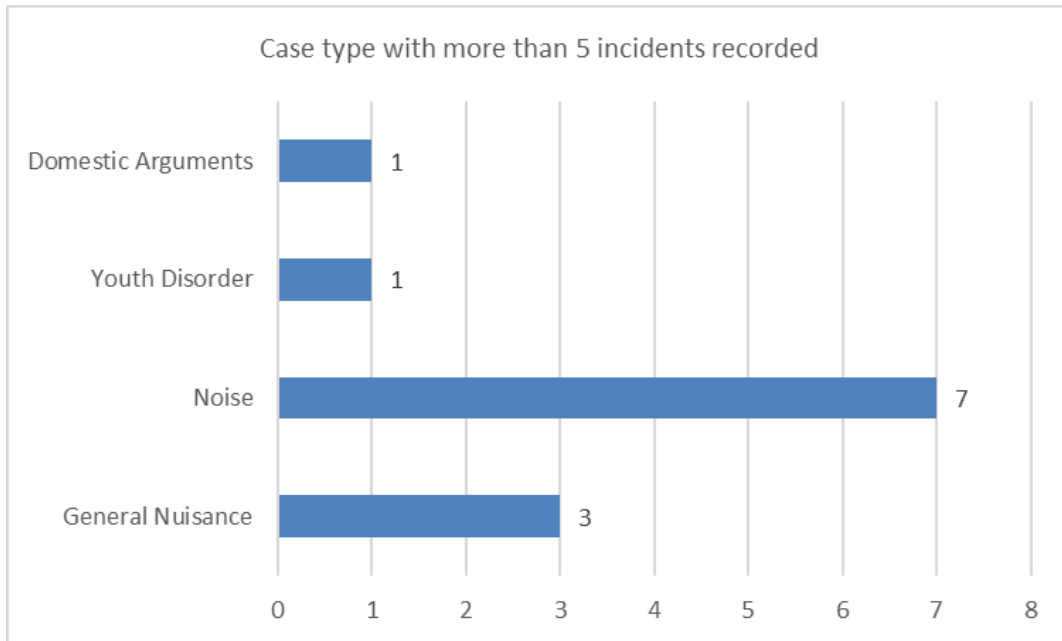
As with usual trends for ward areas, Coldsid, Lochee, and East End continue to report the highest proportion of antisocial complaints per area. Again, noise nuisance is the highest reported problem in all ward areas except North East.

4.4 The graph below shows the categories for which cases were re-opened in each ward area:

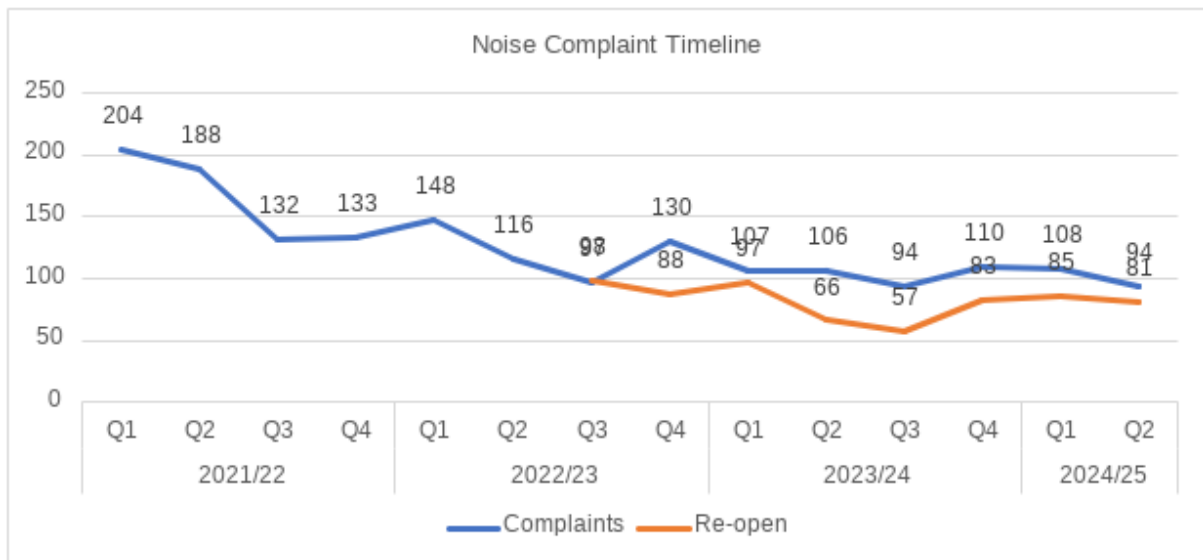


As with the ward specific graphs above, this shows most re-opened cases are in the areas with the highest number of overall complaints. Noise complaints account for 61.36% of re-opened cases.

4.5 Below are the number of cases received during the reporting period, where 5 or more incidents have been reported. This shows where there are repeated issues during the reporting period.

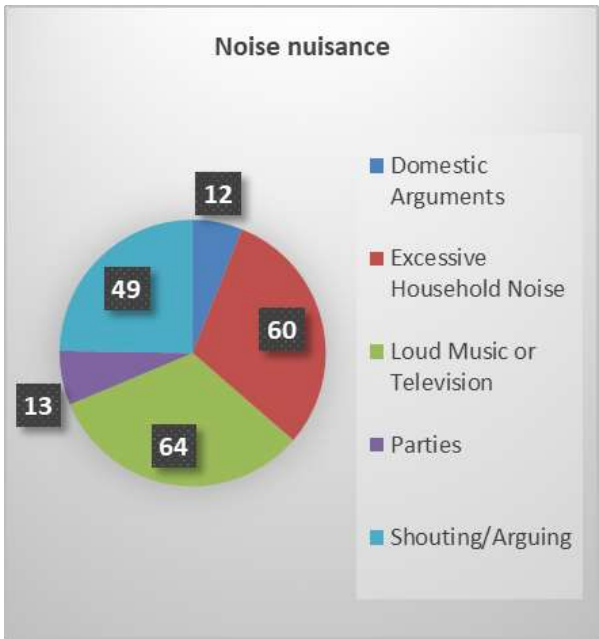


4.6 The noise timeline below shows the current pattern for noise complaints. It should be noted that data up to Q2 of 2022/23 did not illustrate how many complaints were new and this was applied from Q3 of that year onwards. Noise complaints have reduced this quarter, which is in line with trends last year. There are a total of 175 noise complaints reported between 1/7/24 and 30/9/24, which is slightly more (+3) than the same period last year (172).



NB at Q3 of 2022/23 the figures are 98 new complaints and 97 re-opens.

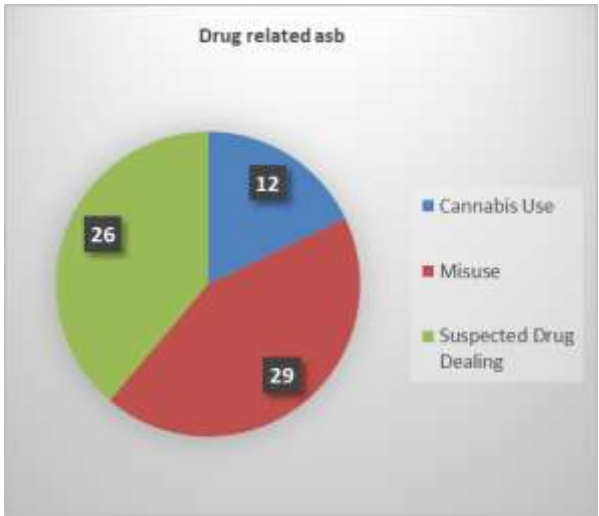
4.7 The graphs below show further breakdowns of complaint and sub-categories:



Of the 175 cases for noise, there are a total of 198 reports of various types of noise, meaning some cases have multiple types of noise complaints applied.

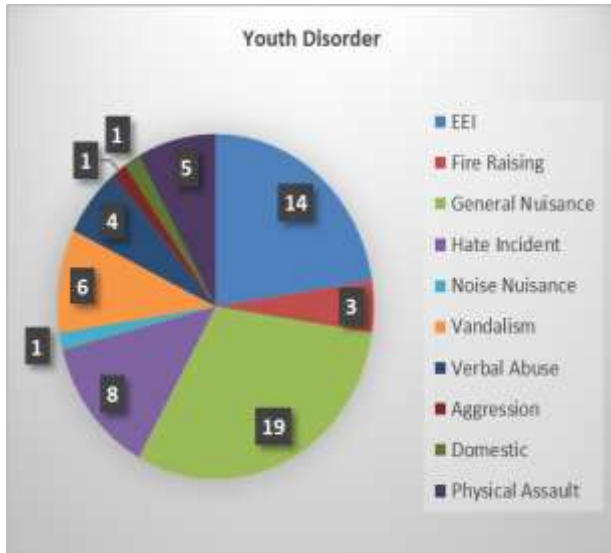
This is a reduction on last quarter of 18 cases.

As with previous reporting periods most complaints relate to lower-level noise issues such as excessive household noise and loud television or music (70.8%).



Drugs cases have continued to rise this period with 67 reported complaints. The follows a pattern of increased complaints (33 and 65 the previous two quarters).

This is also higher than the same period last year (46).



62 reports relating to youth disorder were received this period. This is an increase of 8 on last quarter, however, this reflects an increase in youth cases being referred to the Antisocial Behaviour Team from the Youth Justice Assessor at Police Scotland via the Early and Effective Intervention process.

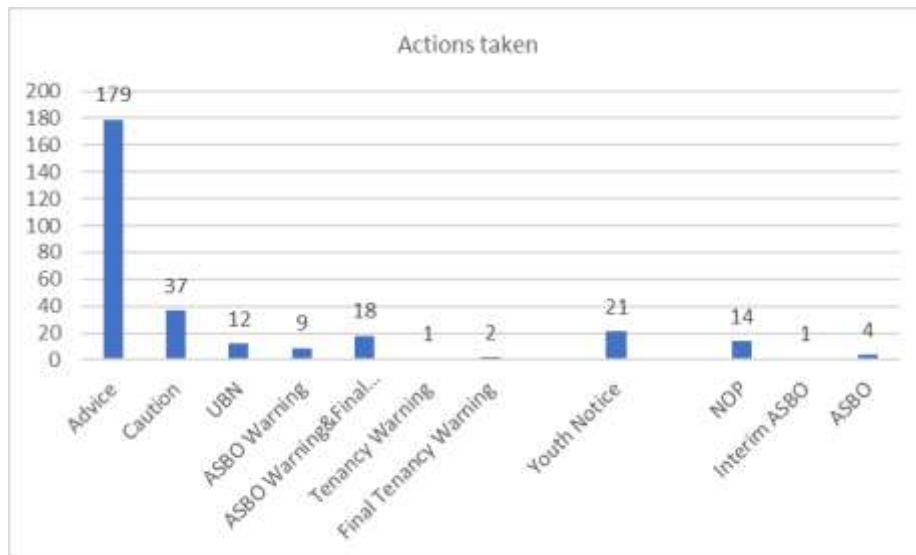
The team continue to engage with young people wherever possible to prevent involvement with antisocial behaviour and divert those who have been engaging in this behaviour.

4.8 Actions taken:

Given the small number of legal actions required, this report will provide figures on a citywide basis to ensure anonymity.

Following a query at last Committee, further analysis of advice cases was conducted on a sample of 20 cases opened during the previous reporting period, April to June. Of the 20 cases reviewed, 2 cases were re-opened to the team, however, there was no evidence gathered which led to no further action being taken.

There have been no evictions for antisocial behaviour carried out this period.



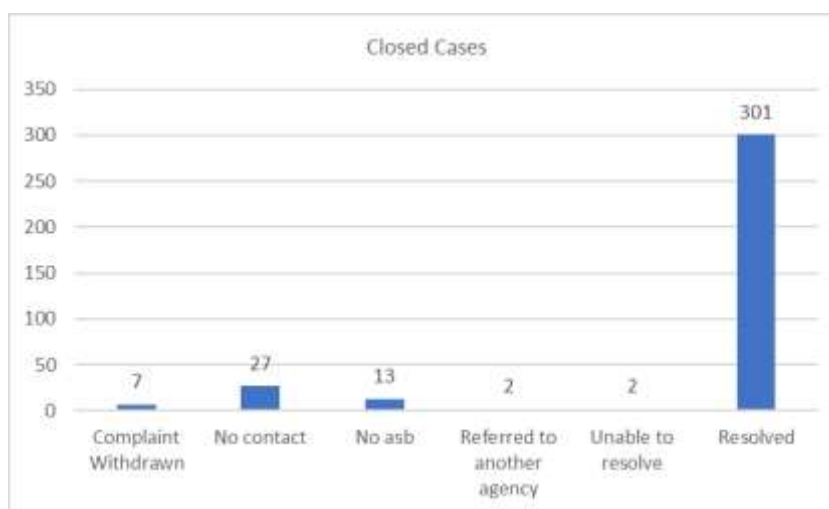
4.9. Surveillance:

To assist with investigating complaints of antisocial behaviour, the team has access to various surveillance options.

In this period only 6 cases have required the use of surveillance to gather further evidence. In all 6 cases the noise app was used. 4 were found to have no evidence of antisocial behaviour, 1 case produced evidence and 1 case is still pending.

This is a relatively low number compared to the level of complaints received, however, surveillance can be intrusive and therefore the team will continue to use all other methods of gathering evidence in the first instance.

4.10 352 cases have been closed within the reporting period. The graph below shows the case closure reasons, the majority of these being closed off as resolved.



Of the two cases which were unable to be resolved, one related to a neighbour dispute where conflict resolution was refused and the other case which was again a neighbour dispute, involved an individual whose health condition prevented the option of conflict resolution being considered.

5. TEAM QUARTERLY UPDATE

5.1 Over this period the Antisocial Behaviour Team received complaints of youths causing annoyance at the new development on Derby Street/Hill Street in the Coldside Ward.

Community Safety Wardens have been patrolling the area and engaging with youths and the Antisocial Behaviour Team has carried out joint visits with Police and Hillcrest Housing Association to households involved and affected.

A multiagency meeting was held in August to discuss additional diversionary activities for young people in the area. Partner's from ASBT, Police Scotland, Communities, Leisure and Culture, Dundee United Community Trust, Maxwell Centre, and St Martin's Church discussed the issues with lack of youth provision in the newly developed area, resulting in several young people gaining access to holiday diversion.

To further prevent any continued antisocial behaviour, St Martin Church and St Peter and Pauls grounds have been identified as available spaces to provide youth provision pending funding being secured.

6 POLICY IMPLICATIONS

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

7. CONSULTATIONS

- 7.1 The Council Leadership Team were consulted on the preparation of this report and agree with its contents.

8. BACKGROUND PAPERS

- 8.1 None.

Tony Boyle
Executive Director of Neighbourhood Services

Tom Stirling
Head of Communities, Safety & Protection

15 October 2024

ITEM No ...8.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 2 DECEMBER 2024

REPORT ON: COMMUNICATION STRATEGY 2022-27 UPDATE

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 322-2024

1.0 PURPOSE OF REPORT

To give an update on progress during 2023-24 on the Council's Communication Strategy 2022-27 and associated action plan.

2.0 RECOMMENDATIONS

The Committee is asked to:

- a note the progress being made on the strategy; and
- b agree the 2024/25 action plan in Appendix 3.

3.0 FINANCIAL IMPLICATIONS

None.

4.0 MAIN TEXT

- 4.1 The current Dundee City Council corporate communication strategy was approved by the Policy and Resources Committee on 31 October 2022 (Article IV of the minute, report 273-2022 refers). The main purpose of the strategy is to set out how the council communicates externally and internally, delivering on a vision to provide modern, multi-channel communications that support the strategic priorities of the council and its partners.
- 4.2 Effective communications are essential to achieving the ambitions set out in the Council Plan and ensuring that people in Dundee and beyond have a clear understanding and appreciation of the council's operations, priorities, and challenges.
- 4.3 The strategy is being delivered against the backdrop of an ever-changing communications landscape. Social media and digital channels are redefining the way people consume information, interact with large organisations, and share opinions.
- 4.4 Whilst the strategy seeks to embrace and harness new channels for communicating, with a shift to "digital by default" communications in keeping with the Council's Digital Strategy, listening to feedback from communities means this must be supplemented by continuing to use inclusive channels to reach those who don't have ready digital access or skills.
- 4.5 It also supports the statutory processes and partnerships required to deliver resilience communications like those required during severe weather.
- 4.6 Appendix 1 is the annual report on the Strategy. It provides an update on the work carried out over the past year, including case studies. Key achievements over the past 12 months include:
 - a Continued rapid growth of our social media channels, increasing the audiences with which we communicate and engage. Across all social media channels, the Council now has over 87,000 followers, a growth of 8% over the past year.
 - b Continuing to inform the public and media about key Council information through the publication of news updates. 235 news releases were issued in the past year, up 25% on the previous 12 months.

- c Successfully executing a year-long programme of City Marketing activity. Put Dundee On Your Map exceeded expectations over the year, delivering over 89,000 engagements while shifting its focus to video-based content.
 - d Contributing to the development of a revamped Dundee.com website, to function as a main portal for the promotion of the city as a place to live, work, study, and visit.
 - e Harnessing the “extranet” - OneDundee On The Move – which was launched as a tool to engage with employees working from home or without easy access to Council IT systems. The number of page views increased by 25% last year.
 - f Supporting the delivery of major consultations including the annual Budget consultation and a separate consultation on LACD service proposals.
 - g Collaborating with neighbouring authorities on communications which impact on citizens across the wider region, including the Dundee Low Emission Zone, Tay Cities Region Deal and a range of other partnerships.
 - h Running a specific campaign to raise awareness of the support available during the Cost-of-Living Crisis. The multi-channel campaign used radio, bus stop and social media adverts as well as posters and business cards. Effectiveness was measured through the usage of a dedicated web page (viewed 24,853 times in 12 months).
- 4.7 Appendix 2 is the action plan which underpins the strategy, with updates on delivery. A new action plan set out in Appendix 3, based on 2024-25 priorities, feedback from stakeholders and learnings from the work undertaken so far, will continue to drive our corporate Communication Strategy.
- 4.8 Activity over the coming year will focus on continued signposting of support for citizens struggling due to the cost-of-living crisis, preparation for the inclusive communications equality duty and delivering an ongoing calendar of effective City Marketing activity to support the Tourism and Culture sectors. Internal communications approaches will reflect feedback from the Council’s employee survey, ensuring that colleagues continue to feel informed, engaged and listened to.
- 4.9 Other key goals for 2024 include developing the use of Whatsapp as a channel for public communications; supporting the ongoing implementation of inclusive communications in line with proposed legislation and building on the strong relationships with partners to amplify messaging and identify collaboration opportunities.

5.0 POLICY IMPLICATIONS

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.

6.0 CONSULTATIONS

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

7.0 BACKGROUND PAPERS

None.

GREGORY COLGAN
CHIEF EXECUTIVE

DATE: 4 NOVEMBER 2024

STEVEN BELL
SERVICE MANAGER, COMMUNICATIONS

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C 2024 Update Communication Strategy

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Introduction



Council communication impacts daily on everyone who lives, works, visits or studies in Dundee.

It's how people find the vast range of services provided by the local authority and the different ways to access them. That might mean learning what the Low Emission Zone means for them, how to download a new bins app, or what number to call to arrange a repair.

It's even how to make the most of a visit to the city, by accessing the tourism resources developed to support a key pillar of the local economy which was worth £290million last year.

It's understanding the context of the challenging financial climate, including how their council tax is spent, decisions on policy and ways to make their views known through public consultations and surveys.

It's how they get advice in an emergency, or find sources of support during difficult times. That could be during severe weather, or the Cost of Living crisis which continues to be felt in households across the city.

continued focus on delivering impactful and inclusive communications

From statutory services to the democratic process, partnership priorities to transforming and modernising for the future, people need to know what is happening, what it means for them and how they can engage.

The past 12 months have seen a continued focus on delivering impactful and inclusive communications, both in the way information is presented and in the channels used to reach more and more people.

The corporate communications team, and the wider Council, have embraced these changes in order to best support the delivery of the outcomes set out in the [Council Plan](#) and the Dundee Partnership's [City Plan](#).

The outcomes are clear, in both financial and human terms. Effective communication has played a significant part in almost 25,000 people locally accessing advice on the support available during the Cost of Living crisis last winter. It underpinned the growth of the tourism sector after the Covid pandemic. And it allowed people to have

their say in consultations on the future of leisure and culture services in the city.

A digital-first approach means that corporate social media channels showcasing services, disseminating information in impactful ways and providing immediate feedback now reach almost 88,000 people – an 8% increase in the past year alone.

Supporting the [Digital Strategy](#), communications have encouraged the use of online services and extended access to information to members of the workforce who don't have day-to-day IT access.

But it's not all about digital. Working closely with the Fairness Commissioners, we've continued to put inclusivity and accessibility at the heart of our communications in line with our shared vision of being a caring and fairer city.

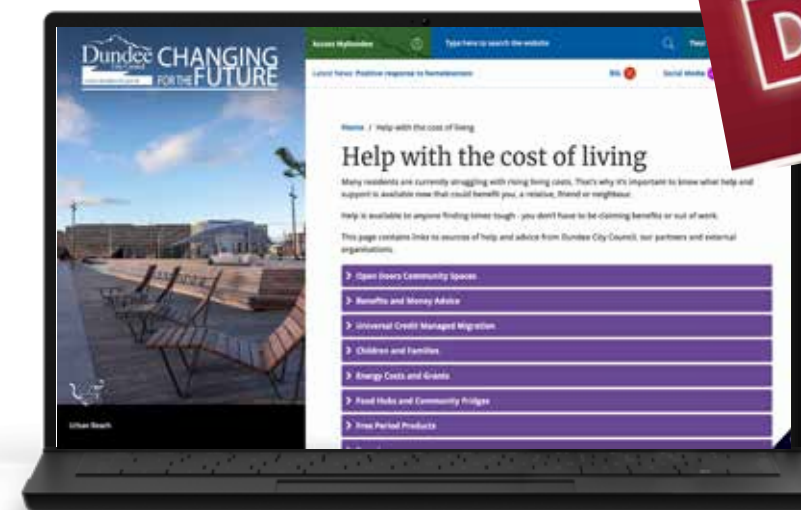
This annual update reviews the progress made over the past 12 months, and sets out how good communication will continue to underpin the vital work the Council does.

The value of communications

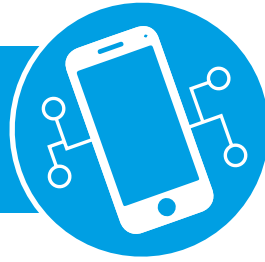
Cost of Living information continues to be a key priority, and is a good example of how communications adds real value to communities.

In addition to specific campaigns, the latest advice and resources are updated regularly on the Council's [website](#). These have been accessed by citizens almost 25,000 times in the past year.

A further campaign is being planned for winter 24/25, using a mix of digital and traditional media including radio and newspapers.



Social and Digital Media



Social media and the corporate website are a critical means of communication between the Council and citizens.

Growth of these channels has remained strong over the past 12 months, with the number of people reached via social media growing by another 10% over the past 12 months to almost 88,000.

To put that number in some context, in 2020 the figure was around 54,000. So there has been huge growth in the number of people that the authority can inform, interact with and listen to.

There has also been a focus on diversifying the platforms that we use. The way people use social media – particularly the growth of Tiktok and Whatsapp and changes to X (formerly Twitter) – have shifted radically in a relatively short period of time, and it's important that the Council adapts to that.

By ensuring that we serve people useful, adapted content, we've grown our TikTok, Instagram and LinkedIn followings, alongside a significant rise in people following on Facebook.

This cross-platform growth has been achieved by putting the most relevant content on each channel, engaging rather than broadcasting, and presenting information visually wherever possible – for example through infographics or animated videos.

"House rules" have also been implemented this year, setting out how we engage and respond with our users on social media as well as the expectations we have of them. We continue to monitor engagement to ensure that digital communications



We know that digital delivery can get important updates to citizens quickly and effectively.

are effective, although changes to data presentation on Facebook has made that more challenging this year.

And we continue to monitor trends in societal usage. That's why we'll be trialing the use of the Whatsapp channels function as a means of informing citizens, particularly during any emergency situations that arise. More than 50% of the UK population use the app, and this functionality is seen as a potential "game changer" in public communications.

We know that digital delivery can get important updates to citizens quickly and effectively. Pages on the corporate website are seen around 500,000 times every month. Over the next year, work will continue to help services ensure that their areas of the site are maintained and that the information shared with the public is as up-to-date as possible.



Case study: The Lord Provost's social media blog

Social media has been at the heart of efforts over the past two years to increase public awareness of the Council's Civic function.

Facebook and X channels set up in the summer of 2022 already have around 1500 followers between them, while content is also shared on corporate channels.

The rapid growth of the **blog** reflects the value that citizens give to the information and content being shared. This includes recognition of various organisations and societies, including Twinning Associations, charities and religious groups of various faiths. Content is also shared about the Civic function and its history, from the origins of the Lord Provost title to the Civic Mace, Coat of Arms and City Chambers.

These channels enjoy good engagement, with citizens regularly asking questions and making comments. And they are an effective means of promoting important initiatives, from the annual Citizen of the Year nominations to Christmas family activities in the City Centre.



Marketing and Design



Wherever you look in Dundee, there are examples of eye-catching artwork created by the Council's small in-house team of designers.

Visuals communicating an array of subjects can be found on shopfronts, bins and street furniture, posters, brochures and leaflets, banners and maps. Even stickers and the sides of vehicles.

The same applies in the virtual world, where the suite of corporate designs extends to websites, videos, animations, photography and social media graphics.

The demand from the Council and its partners for design services continues to increase, as services become more and more aware that impactful communications materials, whether in print or digital form, bring better engagement from customers. This leads to improved outcomes, whether that be increased awareness, changes in behaviour or higher levels of service take-up.



Families of documents, from the City and Council Plans to Protecting People publications, have a consistent design as well as easy-to-understand one-page summaries where appropriate.

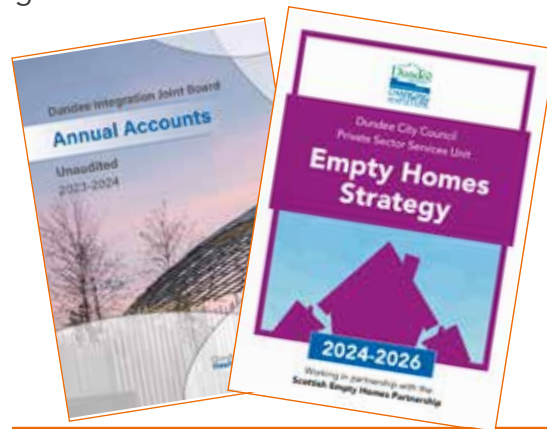
Major marketing campaigns undertaken in the past 12 months have included a TV campaign raising awareness of the **Low Emission Zone**, promotion of the **Dundee MyBins app**, a **biodiversity** awareness drive and ongoing marketing of the city as a visitor destination.



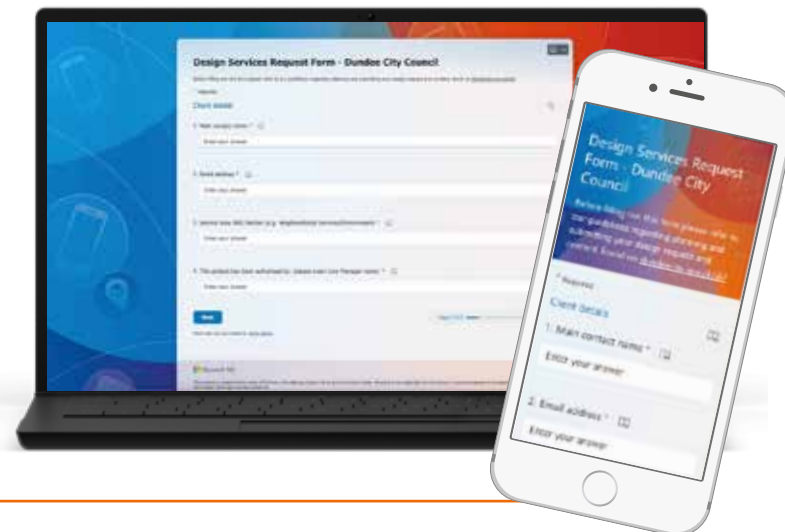
To support the increasing demand, the team has implemented a new online form for design requests using tools in Microsoft Office 365. This has reduced the amount of administration required, freeing up time for design work.

The roll-out of a tiered design approach, through which widely-consumed public-facing documents are fully designed while internal and other publications are supported as appropriate with designs for covers, back pages and page footers, has also proven successful.

The service also continues to focus on ensuring that corporate materials are designed with accessibility in mind. This includes providing advice to services on ways to meet accessibility legislation and guidelines.



impactful
communications
materials...
bring better
engagement
from customers



Case study: City Marketing

Latest figures show that the visitor economy is worth approximately £290m per year to the Dundee economy, with total visitors increasing by 10% to 1.35million in 2023.

The Council works closely with the city's Tourism Leadership Group to deliver coordinated city marketing activity which encourages people to come to Dundee and stay longer to explore its attractions, green spaces and hospitality venues.

The flagship **Do It All in Dundee** campaign proved hugely successful in 2024, running in spring and summer across a range of digital platforms and far exceeding industry benchmarks.

An evolution of the Put Dundee on your Map branding launched following the Covid pandemic, it primarily used short videos to showcase the city's tourism offering. These were shared via YouTube, Facebook, Instagram and Tiktok.

Key themes included walking, cycling and other outdoor activities, eating out and hospitality and Dundee's range of public art.

Analysis of the campaign phase showed that the videos were viewed around 1.7million times in the space of a few months, and there was strong follow through in terms of people clicking onto the campaign web pages to find out more.

The next phase of the campaign will be launched this winter.



Emergency communications



Local authorities have statutory duties during significant incidents such as severe weather, and these include communications with the public. That role has increased in recent years as partner organisations have evolved.

Learnings from Storm Babet just over a year ago have been implemented, and a new emergency communications plan has been produced to support the Council and partners' response in times of crisis.

It sets out how we will warn and inform the public to minimise impacts and support recovery. By providing reassurance, giving advice and signposting to help, clear messaging can be a powerful tool at a time when people are in distress.

Key agreed actions include setting up a single webpage during an incident to quickly update and disseminate information

- this worked well during Storm Babet with around 25,000 page views in the space of four days.

As noted elsewhere in this annual report, the Council will also trial the use of Whatsapp Channels as a means of quickly "broadcasting" important information to citizens in a shareable format.

It makes clear that, while digital communications are by far the quickest and most effective approach in a fast-moving incident, there is still a need for more traditional approaches. An example of that is detailed in the case study on p20.

clear messaging can be a powerful tool at a time when people are in distress

The Council's team works closely with services and partner agencies to ensure that accurate, consistent and compassionate communications are delivered to the public, elected members, our own workforce and other agencies.

The emergency communications plan also outlines how good internal and stakeholder communications can give responders clarity on roles and mission, as well as encouragement and support.

This approach gives roles to corporate communications and also to managers to ensure a cascade of updates to and from their teams.



Case Study: Preparing for an emergency

Providing clarity of roles and responsibilities is one of the ways communications can support a crisis response. But just as important is that this is done in advance of disaster striking wherever possible.

There are areas of the city which are at higher risk of flooding during storms like the one which hit Dundee in the autumn of 2023.

Householders and business owners in those areas need to know what actions they need to take to protect their properties should flooding happen, as well as what the Council and other partners will do.

Working closely with the resilience and city engineers teams, the communications service has produced a leaflet giving advice, signposting sources of help and detailing what people can expect from responding agencies.

The leaflet has been distributed to identified properties in advance of the autumn weather setting in. It's hoped this proactive approach will help reduce the human and property impacts should floods occur.

Further assessment will be carried out to see if similar documentation can be created and distributed in response to other civil contingencies risks.





Partnership working

One of the key pillars of the Modern Council transformation is that the authority will work in collaboration more, moving partnership working across the city from good to great.

Communication is key to ensuring that organisations combine effectively by sharing visions and values, supporting the flow of information and ensuring stakeholders - including the public - are informed and engaged.

Often this is complex work in order to ensure that the needs of all partners are met and that agreement is reached on proactive and reactive communications.

The Council plays a key or lead communications role in a number of critical projects, from the Tay Cities Region Deal to Cost of Living crisis support, the Low Emission Zone roll-out to Fairness and Climate leadership groups.

Other successful communications collaborations have included Hope Point, Tay5G, Take Pride in your City (see the case study on p24), tourism promotion, Urban ReLeaf, the Dundee Alcohol and Drugs Partnership and Dundee Loves Local.

The Communications Team also works closely with NHS Tayside and the Third Sector in supporting the Dundee Health and Social Care Partnership, including PR, design and committee support.

Close partnership working with Leisure and Culture Dundee also supported the delivery

of a major consultation on services during 2024.

Through the Dundee Partnership, the Council has worked with other agencies to raise awareness of the City Plan objectives, and used our collective channels to reach as large an audience as possible.

It is also represented at national level, through the National Communications Group Scotland and the National Resilience Communications Group.

Collaboration between agencies on shared communications will become ever more important in years ahead to meet demand and resource challenges in the most efficient and effective ways possible. That will include creating shared resources which can be used by multiple organisations to remove duplication.

...creating shared resources
which can be used by multiple
organisations to remove duplication.

Case study: Take Pride in your City

Although led by the Council, this long-running campaign is only successful because of partnership working with a range of stakeholders, from public agencies and businesses to community/tenant groups and individual citizens.

Communications support for the campaign helps raise awareness of its aims, encourages people and businesses to get involved, highlights successes and engages the local media.

A huge range of communications activity has been undertaken over the past 12 months. This includes:

- Fresh and updated Take Pride campaign imagery and graphics
- Awareness-raising through traditional and digital media, utilising Facebook, Twitter, Instagram and TikTok to reach new audiences across different demographics
- Take Pride adverts being displayed on a rotation on a regular basis on 25 different Clear Channel screens at bus shelters around the city.



- Dundee-specific versions of Zero Waste Scotland and Keep Scotland Beautiful's Scotland is Stunning, Let's Keep It That Way campaign to tackle litter in parks and public spaces
- Messaging to promote adherence to Broughty Ferry Beach's summer Animal Exclusion Zone
- Campaigns to promote the Dundee MyBins app, encourage participation in community clean-ups and litter picking hubs, discourage fly-tipping and prevent litter being left at sports pitches
- Supporting the delivery of the City Centre Commercial Waste Project.



Engaging with our people

Communicating with as diverse a workforce as the 6,500 people who are employed by the Council is an enormous challenge. Colleagues have different roles, different needs, different access to IT.

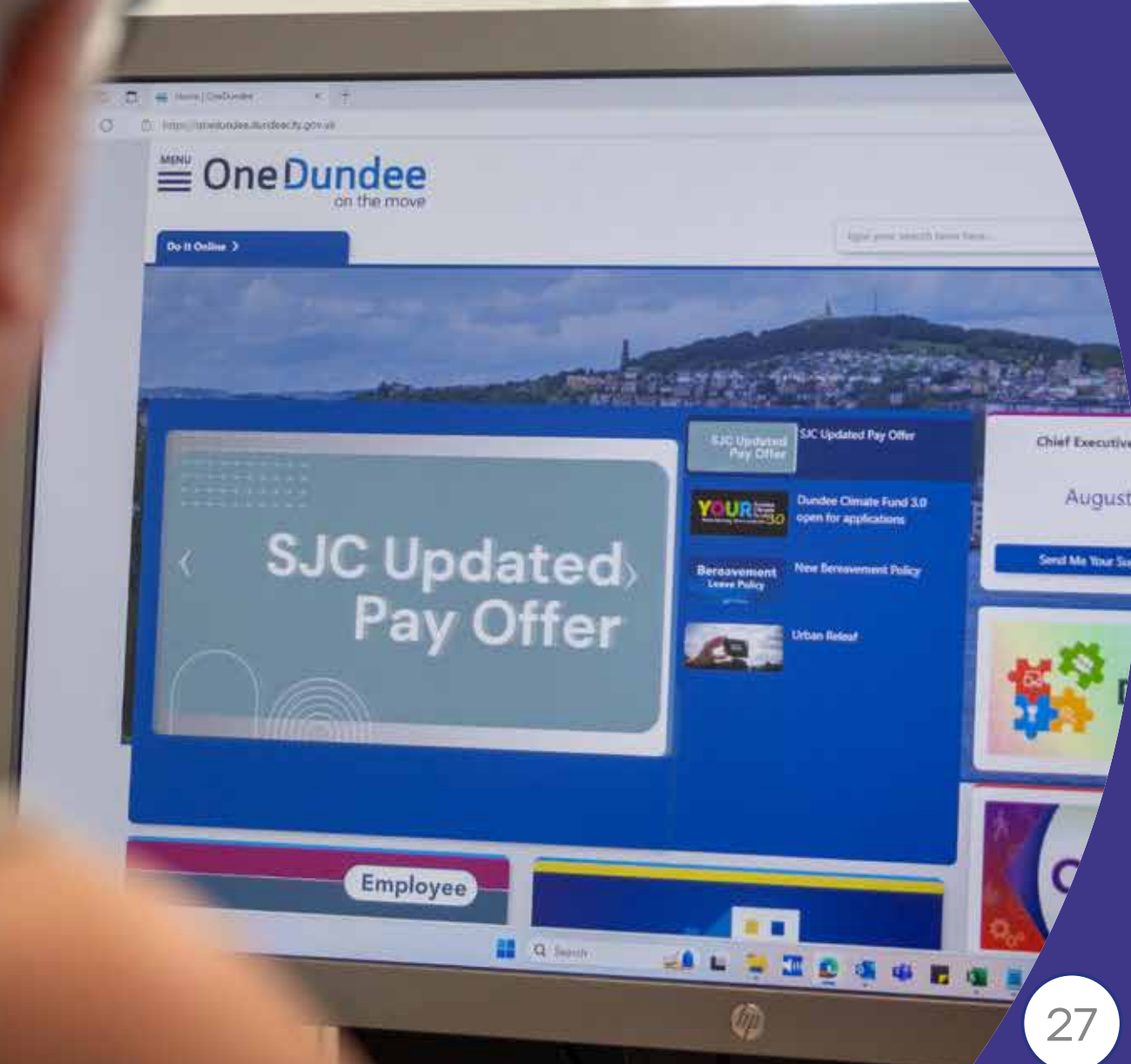
However, it is essential that good communication takes place as we collectively navigate challenges and continue to deliver services for the people of the city.

The Council employs a dual approach to employee communication, through both corporate updates and cascade of information by managers through team meetings and one to one conversations. Key "all staff" information is shared via the OneDundee corporate intranet, the chief executive's monthly video blogs and a weekly round-up email containing news and

resources. "Mission critical" information is sent out via AllStaff emails.

Good progress has been made in opening up communication to the entire workforce, and the **On The Move** version of OneDundee (which can be accessed by all colleagues) is increasingly being used – page views by colleagues were up 25% last year compared with the previous 12 months.

OneDundee will continue to be the central source of corporate news, policies and other key documents, and all employees are encouraged to visit it regularly.



The roll-out of the Microsoft Office 365 suite provides opportunities to further improve corporate communication. There will be challenges to manage too, however, around volume of information, fragmentation of channels and IT access barriers to Sharepoint sites.

The focus for the next 12 months will be on further improving internal communications through effective use of cascade by managers to their teams. This will be critical on the journey to becoming a Modern Council, as well as during any periods of disruption to services such as during bad weather.

ensuring that every member of staff is aware of the corporate vision and priorities and the role they play.



Case study: Weekly Round-up

The Weekly Round-Up employee newsletter has gone from strength to strength since it was launched as a means of keeping colleagues informed during the Covid lockdown.

Analysis shows that articles included within it are well-read, while there are very regular requests from teams across the Council and partners to include news or updates in it.

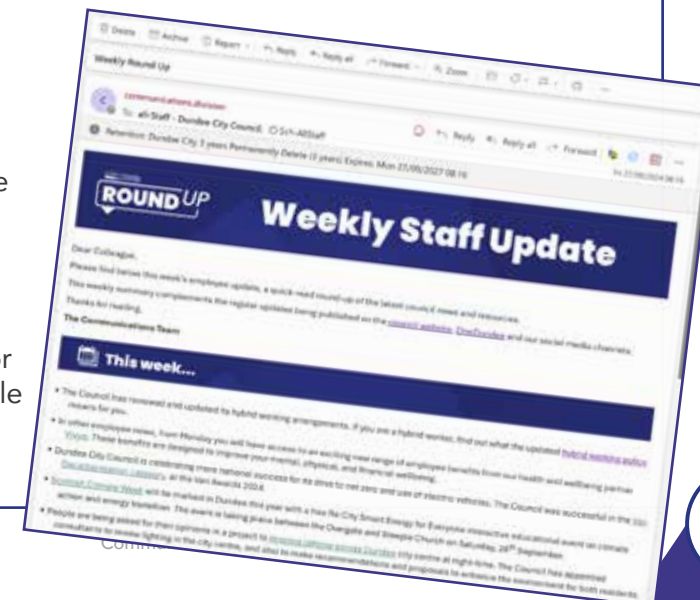
The round-up serves a multitude of purposes. It gives time-poor colleagues the opportunity to get up-to-speed quickly on the latest organisational news. It reduces the amount of individual Allstaff emails filling inboxes, and ensures that channel can instead be prioritised for mission-critical updates from the Council Leadership Team.


It raises the profile of themed days or weeks, provides updates on the publication of new policies, blogs or benefits offers, and signposts people

to sources of help around wellbeing, learning and financial issues.

It's also a way to celebrate successes across the Council, for example when teams or individuals have been recognised at awards ceremonies.

The round-up email has undergone a minor revamp this year, but its design and content will be kept under review to ensure it remains as engaging as possible. A priority this year will be encouraging even more colleagues to contribute news and other content.



5,241 OneDundee intranet page views per day 

38,623 followers on Twitter  **6%** 

87,679 social media followers 

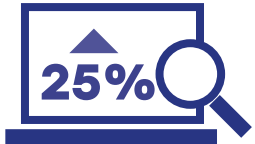
120,000 free ad plays on digital bus stop boards per month (approx) 


37 media inquiries handled per month 

COMMUNICATIONS

58 designs completed per month (average) 

235 news releases issued 

6,080,569 corporate web site page views 

89,325 engagements with Put Dundee On Your Map city marketing campaign 



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COMMUNICATION STRATEGY 2023/24 ACTION PLAN

Action	Area	Responsibility	Measure/KPI	Due date
Deliver a year of effective marketing activity under the Put Dundee on your Map campaign, supporting tourism outcomes for the attraction and hospitality industries.	City marketing	Communications manager, team leader city promotion	90,000 engagements with campaign during 23/24.	Complete
Review emergency communications plan to reflect learning from recent major incidents.	Crisis communications	Communications manager	Emergency communications plan is updated.	Complete
Continue the development of TikTok and Instagram as platforms to connect with younger audiences.	Digital and Social Media	Communications manager	Increase in followers of 10% on each platform over the next year.	Complete
In conjunction with IT and services, undertake a review/rationalisation of council- hosted websites to ensure best use of resources and maximum audience impact.	Digital and Social Media	Communications manager, IT manager, service managers	Reduce number of websites by appropriate amount.	Now 2025
Develop existing network of Information Champions to ensure all services can appropriately maintain their website content.	Digital and Social Media	Communications manager, IT manager, service managers	Requests from services for basic changes to web pages are reduced.	Complete
Review and scope the impact of changes to the Public Sector Equality Duty in Scotland relating to inclusive communications.	Marketing and design, Digital and Social Media	Communications manager	Council complies with new responsibilities under the PSED. Relevant staff training undertaken.	Ongoing
Implement improvements to design services commissioning including an online process and protocol for document design support.	Marketing and design	Communications manager, Design services team leader	Online portal is implemented.	Development complete, rollout now under way

COMMUNICATION STRATEGY 2024/25 ACTION PLAN

Action	Area	Responsibility	Measure/KPI	Due date
Deliver a year of effective marketing activity under the Put Dundee on your Map campaign, supporting tourism outcomes for the attraction and hospitality industries.	City marketing	Communications manager, team leader city promotion	90,000 engagements with campaign during 24/25.	Spring 2025
Roll out and implement emergency communications plan to reflect learning from recent major incidents.	Crisis communications	Communications manager	Emergency communications plan is followed in a major incident.	Winter 2024
Trial the use of Whatsapp Channels as a means of quickly "broadcasting" important information during an emergency.	Crisis communications	Communications manager	1000 followers of channel.	Autumn 2025
In conjunction with IT and services, undertake a review/ rationalisation of council- hosted websites to ensure best use of resources and maximum audience impact.	Digital and Social Media	Communications manager, IT manager, service managers	Reduce number of websites by appropriate amount.	Summer 2025
Review and scope the impact of changes to the Public Sector Equality Duty in Scotland relating to inclusive communications.	Marketing and design, Digital and Social Media	Communications manager	Council complies with new responsibilities under the PSED. Relevant staff training undertaken.	Autumn 2025
Develop our internal communications approach in line with feedback from the annual employee survey, ensuring that colleagues continue to feel informed, engaged and listened to.	Engaging with our people	Communications manager, head of people	Future employee survey feedback shows improvement.	Autumn 2025

ITEM No ...9.....

REPORT TO: CITY GOVERNANCE COMMITTEE - 18 NOVEMBER 2024
REPORT ON: ANNUAL TREASURY MANAGEMENT ACTIVITY 2023/2024
REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES
REPORT NO: 289-2024

1. PURPOSE OF REPORT

To review the Treasury Management activities for the period 1 April 2023 to 31 March 2024.

2. RECOMMENDATION

The Committee is asked to note the information contained herein and agree the limits in Appendix 1.

3. FINANCIAL IMPLICATIONS

The financial implications of the Council's Treasury Management activities in 2023/2024 were that a saving of £1.4m was made from a combination of interest and principal repayment savings against 2023/2024 budget provision for capital financing costs in Housing Revenue Account (HRA) and General Services. This was due to the proactive use of short-term borrowing in line with the Treasury Management Strategy and prudential indicators, and delays in capital expenditure caused by the pandemic.

4. BACKGROUND

At its meeting on 6 March 2023 the Policy and Resources Committee approved the Council's Treasury Policy Statement setting out the policies which govern all borrowing and lending transactions carried out by the Council (Article VI of the minute of meeting of the Policy and Resources Committee of 6 March 2023, Report 66-2023 refers), and the Treasury Management Strategy 2023/24 (Article VII of the minute of meeting of the Policy and Resources Committee of 6 March 2023, Report 68-2023 refers).

The Treasury Policy Statement requires that the Policy and Resources Committee will receive and consider the Treasury Management strategy in advance of each new financial year and subsequently an annual monitoring report on the activities in that year.

This monitoring report covers the Treasury Management activity over the financial year 2023/2024.

5. DEBT POSITION

The Council's long-term debt position at the beginning and end of the financial year was as follows:

		<u>1 April 2023</u>		<u>31 March 2024</u>	
		<u>Principal</u>	<u>Average</u>	<u>Principal</u>	<u>Average</u>
		<u>£m</u>	<u>Rate</u>	<u>£m</u>	<u>Rate</u>
			<u>%</u>		<u>%</u>
Fixed Rate Funding	PWLB	473.8	3.9	476.3	3.9
	Market	30.0	4.2	30.0	4.2
Variable Rate Funding	PWLB	-	-	-	-
	Market	<u>10.0</u>	<u>4.9</u>	-	-
		<u>513.8</u>	<u>3.9</u>	<u>506.3</u>	<u>3.9</u>

6. THE TREASURY MANAGEMENT STRATEGY FOR 2023/2024

The expectation for interest rates which are incorporated within the Council's treasury strategy statement were based upon officers' views along with advice from our treasury advisers supported by a selection of City forecasts. The expectation for interest rates which are incorporated within the Council's treasury strategy statement were based upon officers' views along with advice from our treasury advisers supported by a selection of City forecasts. The view on base rates at time of strategy publication (in March 2023) was that rates were forecast to reach 4.25% by the end of the financial year. It is important to note that The Bank of England increased base rate on three occasions during 2023/24 with base rate reaching 5.25% on 21 March 2024.

At its meeting on 6 March 2023, the Policy and Resources Committee approved the Council's Treasury Management Strategy 2023/24 (Article VII of the minute of meeting of the Policy and Resources Committee of 6 March 2023, Report 68-2023 refers), which indicated that the Council's borrowing requirement for capital expenditure would be approximately £70m.

7. ACTUAL BORROWING AND LENDING FOR 2023/2024

7.1 Interest Rates

Bank of England base rate started the financial year at 4.25% and increased to 5.25% by the end of the financial year.

Long-term Public Works Loan Board (PWLB) rates (50 year) started at 4.36% but moved between 4.27% and 5.74% throughout the year, finishing the year on 5.01%. These PWLB rates include the reduction of 0.20% certainty rate funding that Dundee City Council is eligible for.

7.2 Borrowing

The Council maintained a net under-borrowed position. This meant that the capital borrowing need (the Capital Financing Requirement), was not fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow was used as a temporary measure. This strategy was prudent as investment returns were low and counterparty risk was still an issue that needed to be considered.

7.2.1 Long-Term Borrowing

Long-term borrowing of £10m was undertaken during the year with repayment of existing loans totalling £7.5m. The new borrowing was drawn down in the financial year as follows:

Date	Amount (£)	Rate %	Term (years)	Maturity Date
21/12/2023	10,000,000	4.03	5.1	15/01/2029

7.2.2 Short-Term Borrowing

In order to indicate the level of short-term borrowing, shown below are the lowest and highest daily amounts outstanding each month, together with the short-term borrowing position at the end of every month and the range of interest rates at which borrowings were made -

Month	Lowest Amount Outstanding £m	Highest Amount Outstanding £m	End of month Amount Outstanding £m	Interest Rate Range %	
				Min	Max
April 2023	2.3	17.3	17.3	3.50	4.30
May 2023	17.3	17.3	17.3	3.50	4.30
June 2023	17.3	17.3	17.3	3.75	4.60
July 2023	12.3	17.3	12.3	4.25	5.00
August 2023	2.3	12.3	2.3	4.25	4.25
September 2023	2.3	12.3	12.3	4.50	5.25

October 2023	12.3	22.3	22.3	4.50	5.30
November 2023	22.3	32.3	32.3	4.50	5.50
December 2023	32.3	42.3	42.3	4.50	5.55
January 2024	42.3	47.3	47.3	4.50	5.50
February 2024	47.3	72.3	72.3	4.50	6.30
March 2024	72.3	87.3	75.7	4.50	6.55

The Interest on Revenue Balances (IORB) rate which is paid on non-General Fund cash balances is based on actual new short term borrowing which averaged 4.23% throughout the year. It can be seen from the above that short-term borrowing was undertaken throughout the year in line with Treasury Strategy Statement on short term borrowing.

8. LENDING

Balances on reserves and variations in cash flow requirements mean that there will be surplus funds which will be invested for short periods (maximum of 364 days).

Short-term investments will be restricted to only those institutions identified in the Council's Approved Counter-parties list provided they have maintained their credit rating. An analysis of the lending position to 31 March 2024 shows:

Month	Lowest Amount Lent £m	Highest Amount Lent £m	End of month Amount Lent £m	Interest Rate Range %	
				Min	Max
April 2023	7.0	18.1	12.9	4.09	4.23
May 2023	4.6	25.5	8.8	4.22	4.45
June 2023	5.1	31.8	11.8	4.43	4.77
July 2023	8.4	28.1	8.4	4.77	4.96
August 2023	3.3	30.1	3.3	4.94	5.27
September 2023	3.5	20.8	6.9	5.23	5.35
October 2023	3.6	15.3	5.0	5.27	5.39
November 2023	2.1	22.4	2.1	5.34	5.39
December 2023	3.9	26.8	4.2	5.34	5.39
January 2024	4.2	23.2	5.5	5.31	5.38
February 2024	0.3	30.0	11.3	5.26	5.34
March 2024	3.8	31.1	15.3	5.27	5.33

The lending activity shown above related solely to short-term positions. All of the above loans were in compliance with Treasury Strategy Statement provisions on such lending with regards to amounts and institutions involved.

9. SPECIFIED INVESTMENTS

In accordance with the Treasury Management Strategy, in specific circumstances, specified funds identified by the Executive Director of Corporate Services are invested in longer term investment vehicles. These funds are Common Good; General Insurance; and Maintenance and Perpetuity of Lairs. These investments may have a higher risk threshold and can be subject to market fluctuation.

Investment activity throughout 2023/24 financial year is summarised as follows:

Value of funds invested at 1 April 2023	5,935,503
Withdrawals made within period	-
Value of funds invested at end of period	5,935,503
Capital Growth of Investments	224,576
Overall Value of funds at 31 March 2024	<u>6,160,079</u>

Total Return on Investments in period:	
Capital Growth of Investments ¹	224,577
Income from Investments ²	<u>293,365</u>
Total Return on Investments in period	<u>517,942</u>

NOTES

1. Capital growth from bond investments occurs when the price of the bond increases above the purchase price.
2. Income from bond investments primarily comes from interest payments, also known as coupon payments, that the bond issuer makes to the bondholder. These payments are typically made at regular intervals and are based on the bond's coupon rate, which is a fixed percentage of the bond's face value (par value).

10. OUTLOOK FOR THE FIRST HALF OF 2024/25

The third quarter of 2024 (July to September) saw:

- GDP growth stagnating in July following downwardly revised Q2 figures (0.5% q/q);
- A further easing in wage growth as the headline 3myy rate fell from 4.6% in June to 4.0% in July;
- CPI inflation hitting its target in June before edging above it to 2.2% in July and August;
- Core CPI inflation increasing from 3.3% in July to 3.6% in August;
- The Bank of England initiating its easing cycle by lowering interest rates from 5.25% to 5.0% in August and holding them steady in its September meeting;
- 10-year gilt yields falling to 4.0% in September.

The economy's stagnation in June and July points more to a mild slowdown in GDP growth than a sudden drop back into a recession. Moreover, the drop in September's composite activity Purchasing Managers Index, from 53.8 in August to 52.9, was still consistent with GDP growth of 0.3%-0.4% for the summer months. This is in line with the Bank of England's view, and it was encouraging that an improvement in manufacturing output growth could be detected, whilst the services PMI balance suggests non-retail services output grew by 0.5% q/q in Q3. Additionally, the services PMI future activity balance showed an uptick in September, although readings after the Chancellor's announcements at the Budget on 30th October will be more meaningful.

The 1.0% m/m jump in retail sales in August was stronger than the consensus forecast for a 0.4% m/m increase. The rise was reasonably broad based, with six of the seven main sub sectors recording monthly increases, though the biggest gains came from clothing stores and supermarkets, which the ONS reported was driven by the warmer-than-usual weather and end of season sales. As a result, some of that strength is probably temporary.

The further easing in wage growth will be welcomed by the Bank of England as a sign that labour market conditions are continuing to cool. The growth rate of average earnings fell from 4.6% in June to 4.0% in July. On a three-month annualised basis, average earnings growth eased from 3.0% to 1.8%, its lowest rate since December 2023. Excluding bonuses, the rate fell from 5.4% to 5.1%.

Other labour market indicators also point to a further loosening in the labour market. The 59,000 fall in the alternative PAYE measure of the number of employees in August marked the fourth fall in the past five months. And the 77,000 decline in the three months to August was the biggest drop since November 2020. Moreover, the number of workforce jobs fell by 28,000 in Q2. The downward trend in job vacancies continued too. The number of job vacancies fell from 872,000 in the three months to July to 857,000 in the three months to August. That leaves it 34% below its peak in May 2022, and just 5% above its pre-pandemic level. Nonetheless, the Bank of England is still more concerned about the inflationary influence of the labour market rather than the risk of a major slowdown in labour market activity.

CPI inflation stayed at 2.2% in August, but services inflation rose from a two-year low of 5.2% in July to 5.6%, significantly above its long-run average of 3.5%. Food and fuel price inflation exerted some downward pressure on CPI inflation but these were offset by the upward effects from rising furniture/household equipment inflation, recreation/culture inflation and a surprisingly large rise in airfares inflation from -10.4% in July to +11.9% in August. As a result, core inflation crept back up from 3.3% to 3.6%. CPI inflation is also expected to rise in the coming months, potentially reaching 2.9% in November, before declining to around 2.0% by mid-2025.

The Bank initiated its loosening cycle in August with a 25bps rate cut, lowering rates from 5.25% to 5.0%. In its September meeting, the Bank, resembling the ECB more than the Fed, opted to hold rates steady at 5.0%, signalling a preference for a more gradual approach to rate cuts. Notably, one Monetary Policy Committee (MPC) member (Swati Dhingra) voted for a consecutive 25bps cut, while four members swung back to voting to leave rates unchanged. That meant the slim 5-4 vote in favour of a cut in August shifted to a solid 8-1 vote in favour of no change.

Looking ahead, CPI inflation will likely rise in the coming months before it falls back to its target of 2.0% in mid-2025. The increasing uncertainties of the Middle East may also exert an upward pressure on inflation, with oil prices rising in the aftermath of Iran's missile attack on Israel on 1 October. Our central forecast is for rates to fall to 4.5% by the end of 2024 with further cuts likely throughout 2025. This is in line with market expectations, however although a November rate cut still looks likely, December may be more problematic for the Bank if CPI inflation spikes towards 3%. In the second half of 2025, though, we think a more marked easing in inflation will prompt the Bank to speed up, resulting in rates eventually reaching 3.0%, rather than the 3.25-3.50% currently priced in by financial markets.

Looking at gilt movements in the first half of 2024/25, and you will note the 10-year gilt yield declined from 4.32% in May to 4.02% in August as the Bank's August rate cut signalled the start of its loosening cycle. Following the decision to hold the Bank Rate at 5.0% in September, the market response was muted, with the 10-year yield rising by only 5bps after the announcement. This likely reflected the fact that money markets had priced in a 25% chance of a rate cut prior to the meeting. The yield had already increased by about 10bps in the days leading up to the meeting, driven in part by the Fed's "hawkish cut" on 18 September. There is a possibility that gilt yields will rise near-term as UK policymakers remain cautious due to persistent inflation concerns, before declining in the longer term as rates fall to 3.0%.

The Council's appointed treasury advisors, Link Asset Services assist the Council to formulate a view on interest rates. The following table gives Link Asset Services central view on interest rates as at 28 May 2024:

Period	Bank Rate	PWLB Borrowing Rates % (including certainty rate adjustment)			
		5 year	10 year	25 year	50 year
Quarter ending	%				
Dec-24	4.50	4.50	4.60	5.00	4.80
Mar-25	4.00	4.30	4.40	4.80	4.60
Jun-25	3.50	4.10	4.30	4.70	4.50
Sep-25	3.25	4.00	4.10	4.50	4.30
Dec-25	3.25	3.90	4.10	4.50	4.30
Mar-26	3.25	3.90	4.10	4.40	4.20
Jun-26	3.25	3.90	4.00	4.40	4.20
Sep-26	3.00	3.90	4.00	4.40	4.20
Dec-26	3.00	3.90	4.00	4.30	4.10
Mar-27	3.00	3.80	3.90	4.30	4.10

See Appendix 2 for full economic review of 2023/24 financial year.

11. PRUDENTIAL CODE INDICATORS

The Treasury Management activity at the year-end was maintained within the prudential code limits. All borrowing was maintained within the authorised borrowing limit throughout the year. All lending complied with the Treasury Policy Statement provisions, in relation to amounts and institutions involved. Updated indicators are shown in Appendix 1.

12. RISK

The Treasury Risks have been reviewed and the changes since the last report are as follows:

Item 4 - Over reliance on key officers. The likelihood of this risk has increased due to absences of key staff within the team although steps have been taken to mitigate the impact this has. See Appendix 3 for detail.

13. POLICY IMPLICATIONS

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.

14. CONSULTATION

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

15. BACKGROUND PAPERS

None.

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

1 NOVEMBER 2024

APPENDIX 1

PRUDENTIAL CODE INDICATORS - TREASURY MANAGEMENT INDICATORS

Adoption of Revised CIPFA Treasury Management Code of Practice

Yes

Upper limit for variable and fixed rate exposure

	Net principal re variable rate borrowing / investments	Net principal re fixed rate borrowing / investments
2023/24	30%	100%
2024/25	30%	100%
2025/26	30%	100%
2026/27	30%	100%
2027/28	30%	100%
2028/29	30%	100%

Actual External Debt

	31/03/2023	31/03/2024
	£'000	£'000
Actual borrowing	516,161	592,019
Actual other long-term liabilities	164,096	159,104
Actual external debt	680,257	751,123

Maturity structure of fixed rate borrowing 2023/24

Period	Lower %	Upper %
Under 12 months	0	10
12 months & within 24 months	0	15
24 months & within 5 years	0	25
5 years & within 10 years	0	25
10 years +	50	95
Upper limit for total principal sums invested for over 364 days	n/a	No sums will be invested longer than 364 days

External debt, excluding investments, with limit for borrowing and other long-term liabilities separately identified

	Authorised Limit			Operational Boundary		
	Borrowing £000	Other £000	Total £000	Borrowing £000	Other £000	Total £000
2023/24	623,000	160,000	783,000	593,000	160,000	753,000
2024/25	679,000	154,000	833,000	649,000	154,000	803,000
2025/26	708,000	148,000	856,000	678,000	148,000	826,000
2026/27	721,000	142,000	863,000	691,000	142,000	833,000
2027/28	734,000	135,000	869,000	704,000	135,000	839,000
2028/29	733,000	129,000	862,000	703,000	129,000	832,000

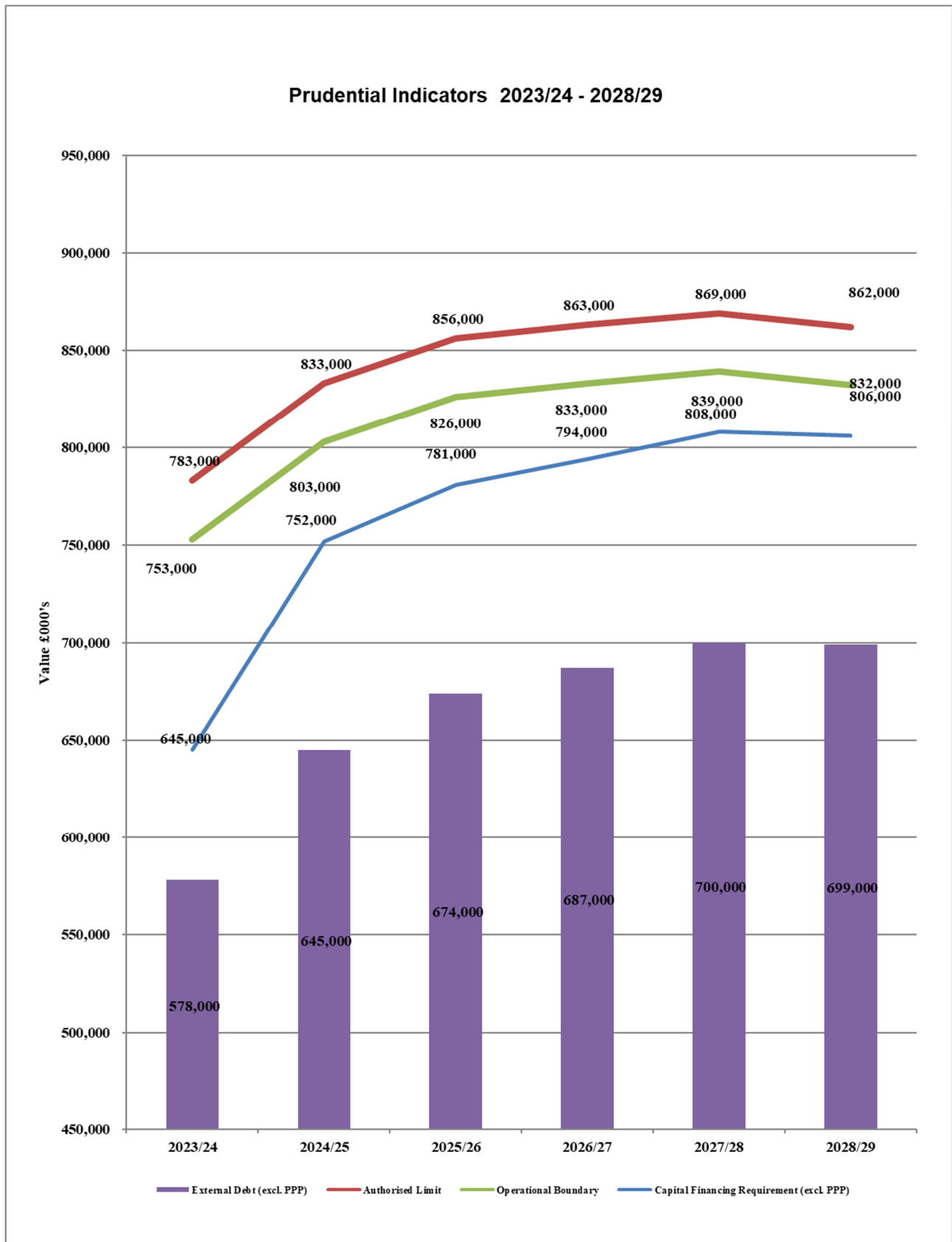
PRUDENTIAL CODE INDICATORS - PRUDENTIAL INDICATORS

	Capital Expenditure			Ratio Commercial & Service Income to Net Revenue Stream	Ratio of financing costs to net revenue stream	
	Non-HRA £000	HRA £000	Total £000		Non-HRA %	HRA %
2023/24	73,454	12,175	85,629	1.6	5.1	34.8
2024/25	120,911	19,032	139,943	1.4	6.2	34.6
2025/26	63,944	28,206	92,150	1.4	7.7	34.4
2026/27	25,822	30,668	56,490	1.4	7.3	33.5
2027/28	31,750	21,282	53,032	1.4	7.4	34.9
2028/29	12,578	27,382	36,960	1.4	7.1	36.2

	Net Borrowing Requirement (NBR)			Capital Financing Requirement (CFR)			
	1 April £000	31 March £000	Movement £000	Non-HRA £000	HRA £000	Total £000	Movement £000
2023/24	504,439	577,677	73,238	468,029	175,857	643,886	28,944
2024/25	577,677	645,000	67,323	560,000	192,000	752,000	108,114
2025/26	645,000	674,000	29,000	581,000	200,000	781,000	29,000
2026/27	674,000	687,000	13,000	578,000	216,000	794,000	13,000
2027/28	687,000	701,000	14,000	585,000	223,000	808,000	14,000
2028/29	701,000	699,000	(2,000)	574,000	232,000	806,000	(2,000)

	NBR v CFR Difference
	Total £000
2023/24	66,209
2023/24	107,000
2024/25	107,000
2025/26	107,000
2026/27	107,000
2027/28	107,000

The following provides a graphical representation of the 5 year projection:



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THE ECONOMY AND INTEREST RATES

UK Economy

Against a backdrop of stubborn inflationary pressures, the Russian invasion of Ukraine, and war in the Middle East, UK interest rates have continued to be volatile right across the curve, from Bank Rate through to 50-year gilt yields, for all of 2023/24.

Markets have sought an end to central banks' on-going phase of keeping restrictive monetary policy in place on at least one occasion during 2023/24 but to date only the Swiss National Bank has cut rates and that was at the end of March 2024.

UK, EZ and US 10-year yields have all stayed stubbornly high throughout 2023/24. The table below provides a snapshot of the conundrum facing central banks: inflation is easing, albeit gradually, but labour markets remain very tight by historical comparisons, making it an issue of fine judgment as to when rates can be cut.

	UK	Eurozone	US
Bank Rate	5.25%	4%	5.25%-5.5%
GDP	-0.3%q/q Q4 (-0.2%/y/y)	+0.0%q/q Q4 (0.1%/y/y)	2.0% Q1 Annualised
Inflation	3.4%/y/y (Feb)	2.4%/y/y (Mar)	3.2%/y/y (Feb)
Unemployment Rate	3.9% (Jan)	6.4% (Feb)	3.9% (Feb)

The Bank of England sprung no surprises in their March meeting, leaving interest rates at 5.25% for the fifth time in a row and, despite no MPC members no longer voting to raise interest rates, it retained its relatively hawkish guidance. The Bank's communications suggest the MPC is gaining confidence that inflation will fall sustainably back to the 2.0% target. However, although the MPC noted that "the restrictive stance of monetary policy is weighing on activity in the real economy, is leading to a looser labour market and is bearing down on inflationary pressures", conversely it noted that key indicators of inflation persistence remain elevated and policy will be "restrictive for sufficiently long" and "restrictive for an extended period".

Of course, the UK economy has started to perform a little better in Q1 2024 but is still recovering from a shallow recession through the second half of 2023. Indeed, Q4 2023 saw negative GDP growth of -0.3% while y/y growth was also negative at -0.2%.

But it was a strange recession. Unemployment is currently sub 4%, against a backdrop of still over 900k of job vacancies, and annual wage inflation is running at above 5%. With gas and electricity price caps falling in April 2024, the CPI measure of inflation - which peaked at 11.1% in October 2022 - is now due to slide below the 2% target rate in April and to remain below that Bank of England benchmark for the next couple of years, according to Capital Economics. The Bank of England still needs some convincing on that score, but upcoming inflation and employment releases will settle that argument shortly. It is noted that core CPI was still a heady 4.5% in February and, ideally, needs to fall further.

Shoppers largely shrugged off the unusually wet weather in February, whilst rising real household incomes should support retail activity throughout 2024. Furthermore, the impact of higher interest rates on household interest payments is getting close to its peak, even though fixed rate mortgage rates on new loans have shifted up a little since falling close to 4.5% in early 2024.

From a fiscal perspective, the further cuts to national insurance tax (from April) announced in the March Budget will boost real household disposable income by 0.5 - 1.0%. After real household disposable income rose by 1.9% in 2023, Capital Economics forecast it will rise by 1.7% in 2024 and by 2.4% in 2025. These rises in real household disposable income, combined with the earlier fading of the drag from previous rises in interest rates, means GDP growth of 0.5% is envisaged in 2024 and 1.5% in 2025. The Bank of England is less optimistic than that, seeing growth struggling to get near 1% over the next two to three years.

As for equity markets, the FTSE 100 has risen to nearly 8,000 and is now only 1% below the all-time high it reached in February 2023. The modest rise in UK equities in February was driven by strong performances in the cyclical industrials and consumer discretionary sectors, whilst communications and basic materials have fared poorly.

Despite its performance, the FTSE 100 is still lagging behind the S&P 500, which has been at an all-time high for several weeks.

USA Economy

Despite the markets willing the FOMC to cut rates as soon as June 2024, the continued resilience of the economy, married to sticky inflation, is providing a significant headwind to a change in monetary policy. Markets currently anticipate three rate cuts this calendar year, but two or less would not be out of the question. Currently, policy remains flexible but primarily data driven.

In addition, the Fed will want to shrink its swollen \$16 trillion balance sheet at some point. Just because the \$ is the world's foremost reserve currency (China owns over \$1 trillion) does not mean the US can continually run a budget deficit. The mix of stubborn inflation and significant treasury issuance is keeping treasury yields high. The 10 year stands at 4.4%.

As for inflation, it is currently a little above 3%. The market is not expecting a recession, but whether rates staying high for longer is conducive to a soft landing for the economy is uncertain, hence why the consensus is for rate cuts this year and into 2025...but how many and when?

EZ Economy

Although the Euro-zone inflation rate has fallen to 2.4%, the ECB will still be mindful that it has further work to do to dampen inflation expectations. However, with growth steadfastly in the slow lane (GDP flatlined in 2023), a June rate cut from the current 4% looks probable.

Appendix 3 - Six Monthly Risk Report

Treasury Risk Register Report

Report Author: Executive Director of Corporate Services

Generated on: 4 October 2024



Risk Title	Risk Factors	Potential Effect	Potential Outcome	Inherent Risk	Control Measures/Mitigation	Residual Risk (Prev Review)	Residual Risk at Oct 2024
1. Loss of capital due to counterparty collapse	The Council loses its principal investment or investment becomes impaired	Counterparty collapses or faces a financial crisis rendering it unable to repay investments	<ul style="list-style-type: none"> . The Council may suffer financial loss . The repayment of funds from the counterparty could be significantly delayed or impaired Either of these outcomes could have an adverse impact on operational funding levels 	<p>Inherent Likelihood</p> <p>Inherent Impact</p>	<p>Per the Treasury Management Strategy:</p> <ul style="list-style-type: none"> . Maximum investment value on approved counterparties in order to spread and reduce risk. . Controls and procedures are in place to ensure investment and durations limits with approved counterparties are not exceeded. . Counterparties are also monitored and reviewed on a weekly basis at least or more regularly if considered necessary to do so. . Limited threshold rating for approval of counterparties. 	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>
2. Decline / rise in interest rates	The Council may not achieve its target level of interest payable / receivable for budgetary purposes.	Impact on revenue budget resulting in mandatory efficiencies affecting service delivery	<ul style="list-style-type: none"> . Base rate rising affecting associated market borrowing rates. . Lower risk counterparties not offering competitive rates in low rate environment affecting deposits. 	<p>Inherent Likelihood</p> <p>Inherent Impact</p>	<ul style="list-style-type: none"> . Arranging longer term investments where investment objectives and criteria allows in order to capitalise on higher rate of returns without risk of opportunity cost. . Offsetting the loss of interest income / cost of borrowing by undertaking refinancing loans at lower rates than previously undertaken as opportunities arise. <p>The Council continually monitors base rate and rates being achieved</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>

Risk Title	Risk Factors	Potential Effect	Potential Outcome	Inherent Risk	Control Measures/Mitigation	Residual Risk (Prev Review)	Residual Risk at Oct 2024
					against budget to ensure it has secured the best value possible in the challenging economic climate.		
3. Fraudulent activity (now incorporating cybercrime)	<ul style="list-style-type: none"> . Financial loss to the Council as a direct consequence of fraudulent activity . Loss of money for the Council . Disciplinary action for the staff involved . Reputational damage 	Potential fraud by staff	Fraudulent activity		<ul style="list-style-type: none"> . Segregation of staff duties. . Review and monitor of internal controls to ensure the correct protocol across all relevant areas is being followed. . Ensure all insurance policies and relevant guarantees (Fidelity £2m per individual circumstance) are fully up to date. 		
4. Money laundering	<ul style="list-style-type: none"> . Fine and/or imprisonment . Reputational damage 	Money laundering by external parties	External parties pay a transaction by cash and subsequently request a refund		<ul style="list-style-type: none"> . Ensure the money laundering policy is reviewed and up to date. . Reconcile refunds back to source of income. . Raise awareness of this issue amongst staff . Review requirements of financial regulations. 		
5. Network Failure / banking system being inaccessible	Daily Treasury functions will not be carried out	The Council is unable to carry out its daily treasury functions due to a network failure	RBS Bankline is unavailable or the Council's network has failed		Invoke the business continuity plan to minimise the effects of a network issue.		

Risk Title	Risk Factors	Potential Effect	Potential Outcome	Inherent Risk	Control Measures/Mitigation	Residual Risk (Prev Review)	Residual Risk at Oct 2024
6. Revenue Budgets	The Council may not be able to execute some desired projects	Revenue budgets are unable to meet borrowing costs of capital schemes	Revenue budgets come under pressure from restricted government funding or non-delivery of programmed savings	<p>Inherent Likelihood</p> <p>Inherent Impact</p>	<p>. Revenue budgets monitored on monthly basis and future year forecasts undertaken.</p> <p>. Reserve some capital receipts to cover borrowing costs in the short term.</p> <p>. Ensure monthly financial reports and Forecasts are produced and analysed</p> <p>. All borrowing decisions are made based on prudential indicators and are planned based on long term projections.</p> <p>. Capital Plans and borrowing is reviewed annually before the revenue budget is set to ensure that the costs are affordable.</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>
7. Lack of suitable counterparties	Use of counterparties not paying best value rates.	The Council does not have enough "space" with approved counterparties to place investments/deposit surplus cash balances.	Rising cash balances and a restricted counterparty list	<p>Inherent Likelihood</p> <p>Inherent Impact</p>	<p>The Council continually monitors its approved counterparty listing in conjunction with cash balances. Any potential new investment opportunities are discussed at Treasury Management performance meetings. The Council uses call accounts and money market funds to deposit surplus cash balances. However, there are also limits on the amounts deposited to such funds. The Council has a facility to deposit cash with the Debt Management Office should all other investment options be exhausted.</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>

Risk Title	Risk Factors	Potential Effect	Potential Outcome	Inherent Risk	Control Measures/Mitigation	Residual Risk (Prev Review)	Residual Risk at Oct 2024
8. Lack of expertise of Committee or amongst officers	Financial consequence	Lack of training and continuous professional development.	Detrimental decisions made in relation to financial investment management.	<p>Inherent Likelihood</p> <p>Inherent Impact</p>	<ul style="list-style-type: none"> . Provision of training . External investment advice . Consultation with peer groups. 	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>
9. Over reliance on key officers	Detrimental decisions made in relation to financial investment management.	Specialist nature of work means there are relatively few experts in this field	If an officer leaves or falls ill knowledge gap may be difficult to fill.	<p>Inherent Likelihood</p> <p>Inherent Impact</p>	<ul style="list-style-type: none"> . Key officers transfer specialist knowledge to colleagues. . Procedures & guidance available. . In the short-term advice can be sought from external investment adviser and/or peer support. 	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p> <p>Increased likelihood</p>