

City Chambers
DUNDEE
DD1 3BY

26th November, 2024

Membership

Bailie Kevin Keenan
Bailie Helen Wright
Bailie Fraser Macpherson
Bailie Derek Scott
Depute Lord Provost Kevin Cordell
Bailie Christina Roberts
Councillor Nadia El-Nakla
Councillor Lynne Short

Dear Colleague

You are requested to attend a MEETING of the **SCRUTINY COMMITTEE** to be held remotely on Wednesday, 4th December, 2024 at 2.00 pm. Substitute members are allowed.

Members of the Press or Public wishing to join the meeting should contact Committee Services on telephone (01382) 434228 or by email at committee.services@dundeecity.gov.uk by 5.00 pm on Monday, 2nd December, 2024.

Yours faithfully

GREGORY COLGAN

Chief Executive

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 MEMBERSHIP - SCRUTINY COMMITTEE

It is reported that Depute Lord Provost Cordell has resigned as a member of this Committee and will be replaced by Councillor Jimmy Black and, in terms of Standing Order No 45(2), this change will be effective from the next meeting of the Committee.

The Committee is asked to note the position.

3 EDUCATION (SCOTLAND) (HMI) INSPECTION OF GLEBELANDS PRIMARY SCHOOL AND NURSERY CLASS - Page 1

(Report No 343-2024 by the Executive Director of Children and Families Service, copy attached).

4 EDUCATION (SCOTLAND) (HMI) RETURN VISIT - BALDRAGON ACADEMY - Page 13

(Report No 342-2024 by the Executive Director of Children and Families Service, copy attached).

5 CRAIGIE COTTAGE - Page 21

(Report No 341-2024 by the Executive Director of Children and Families Service, copy attached).

6 FIRE AND RESCUE QUARTERLY PERFORMANCE REPORT - Page 39

(Report No 345-2024 by Area Commander Todd, copy attached).

7 DUNDEE POLICING AREA QUARTERLY POLICE REPORT - Page 67

(Report No 346-2024 by Chief Superintendent Russell, copy attached).

8 INTERNAL AUDIT PLAN UPDATE AND PROGRESS REPORT - Page 91

(Report No 339-2024 by the Chief Internal Auditor, copy attached).

9 INTERNAL AUDIT REPORTS - Page 105

(Report No 340-2024 by the Chief Internal Auditor, copy attached).

10 BI ANNUAL REPORT ON COMPLAINTS - 2024/2025 - Page 125

(Report No 308-2024 by the Chief Executive, copy attached).

11 NEIGHBOURHOOD SERVICES PLAN 2022/2027 - ANNUAL PROGRESS REPORT FOR 2023/2024 - Page 145

(Report No 169-2024 by the Executive Director of Neighbourhood Services, copy attached).

(This report was remitted to this Committee for further consideration as agreed at the meeting of the City Governance Committee of 19th August, 2024).

12 COUNCIL PLAN 2022/2027 – MID YEAR PROGRESS REPORT FOR 2024/2025 - Page 169

(Report No 306-2024 by the Chief Executive, copy attached).

(This report was remitted to this Committee for further consideration as agreed at the meeting of the City Governance Committee of 18th November, 2024).

REPORT TO: SCRUTINY COMMITTEE – 4 DECEMBER 2024
REPORT ON: EDUCATION SCOTLAND (HMI) INSPECTION OF GLEBELANDS PRIMARY SCHOOL AND NURSERY CLASS
REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE
REPORT NO: 343 - 2024

1 PURPOSE OF REPORT

1.1 The purpose of this paper is to report on the findings of the Education Scotland (HMI) inspection of Glebelands Primary School and Nursery in September 2024.

2 RECOMMENDATION

- 2.1 It is recommended that the Scrutiny Committee:
- a notes the contents of this report; and
 - b instructs the Chief Education Officer to monitor progress towards meeting the areas for improvement outlined in the report.

3 FINANCIAL IMPLICATIONS

3.1 None.

4 BACKGROUND

- 4.1 Glebelands Primary School and Nursery was inspected by Education Scotland (HMI) in September 2024. This was a short model inspection, focused on two quality indicators as well as a focus on safeguarding. Education Scotland published a report of their findings on 29 October 2024.
- 4.2 At the time of the inspection 359 children were on the primary school roll across 13 classes. The nursery class provides early learning and childcare (ELC) provision for children from the age of two until starting primary school. At the time of inspection, there were 54 children on the roll.
- 4.3 From June 2023 the substantive headteacher retired and an acting headteacher was in place until October 2023 when the new substantive headteacher took up post. The headteacher is supported by a Depute Headteacher and a Principal Teacher.
- 4.4 At the time of the inspection, 48.6% of children lived in Scottish Index of Multiple Deprivation (SIMD) deciles one and two. 25.3% of children live in SIMD deciles three and four. 82% of children are registered for free school meals. There are 23% of children who have English as an additional language. 53% of children are bilingual and there are 34 different languages spoken across the school. The school’s Pupil Equity Fund allocation is £109,025.

5 KEY INSPECTION FINDINGS

Key Strengths

5.1 Children in the school and nursery who are polite and treat each other and adults with dignity and respect. They are highly motivated and engage well in their learning which helps them to make good progress.

- 5.2 The staff team across the school and nursery who are led very effectively by the headteacher. They work very well together to improve children's learning experiences and attainment. They have created an inclusive learning culture with high expectations for all children's behaviour and progress.
- 5.3 Staff in the school and nursery who know children and families very well. They use effective approaches to ensure all children and families are able to access support if required. This includes access to food, clothing and out of school activities.

Areas for Improvement

- 5.4 In the nursery, involve children fully in planning their learning. Educators should help children to understand and talk about their learning.
- 5.5 In the school, continue to develop approaches to assessment which support teachers to raise children's attainment further in literacy and numeracy and mathematics.
- 5.6 In the school and nursery, develop further strategies to track and monitor children's progress. Staff need to use all available data to show more clearly the impact of interventions.
- 5.7 Appendix 1 provides a synopsis of the Summary of Inspection Findings.

6 INSPECTION EVALUATIONS

- 6.1 During inspections HM Inspectors gather evidence to enable them to evaluate the school and/or nursery's work using quality indicators from [How good is our school? \(4th edition\)](#) or [How good is our early learning and childcare?](#)
- 6.2 Education Scotland (HMI) uses a six-point scale for reporting performance:

excellent	outstanding, sector leading
very good	major strengths
good	important strengths with some areas for improvement
satisfactory	strengths just outweigh weaknesses
weak	important weaknesses
unsatisfactory	major weaknesses

- 6.3 Education Scotland's (HMI) evaluations for Glebelands Primary School and Nursery Class following their inspections are:

Quality Indicator	Glebelands Primary
2.3 Learning, teaching, and assessment	Good
3.2 Raising attainment and achievement	Good
Quality Indicator	
Glebelands Nursery Class	
2.3 Learning, teaching, and assessment	Good
3.2 Securing children's progress	Good

- 6.4 Education Scotland wrote to parents and carers to confirm that HM Inspectors are confident that the school and nursery class has the capacity to continue to improve and so will make no more visits in connection with this inspection.
- 6.5 Glebelands Primary School and Nursery Class Improvement Plans 2024/25 and beyond will include a focus on the identified areas for improvement. These will be regularly reviewed, monitored and evaluated in line with both the school and the local authority's quality improvement processes.

- 6.6 As part of the Children and Families Service School Improvement Framework, visits are made to the school and nursery class by the school's link Education Officers to ensure the positive improvement journey continues and monitor progress towards the action points raised in the inspection. Furthermore, as part of the Service's 'Every Dundee Learner Matters' collaborative improvement strategy Glebeland's School Improvement Partnership will continue to support and challenge nursery and school improvement.

7 POLICY IMPLICATIONS

- 7.1 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.

8 CONSULTATIONS

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

9 BACKGROUND PAPERS

- 9.1 None.

Audrey May
Executive Director

Paul Fleming
Head of Education, Learning and Inclusion

November 2024

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APPENDIX 1

Dundee City Council
Children and Families Service
Scrutiny Committee Report Summary Notes

Inspection and Reporting

Inspection Agency	HMI
Report Publication Date	29 th October 2024
Name of Establishment	Glebelands Primary and Nursery Class
Sector	Primary and Nursery
Name of Head Teacher	Mrs Michelle MacLeod
Roll	359 primary children and 54 nursery children

Inspection Outcomes 2024

Quality Indicator	Glebelands Primary
2.3 Learning, teaching, and assessment	Good
3.2 Raising attainment and achievement	Good
Quality Indicator	Glebelands Nursery Class
2.3 Learning, teaching, and assessment	Good
3.2 Securing Children's Progress	Good

The report uses the following word scale:

excellent	outstanding, sector leading
very good	major strengths
good	important strengths with some areas for improvement
satisfactory	strengths just outweigh weaknesses
weak	important weaknesses
unsatisfactory	major weaknesses

Inspection Outcomes October 2024

Key Strengths

- Children in the school and nursery who are polite and treat each other and adults with dignity and respect. They are highly motivated and engage well in their learning which helps them to make good progress.
- The staff team across the school and nursery who are led very effectively by the headteacher. They work very well together to improve children's learning experiences and attainment. They have created an inclusive learning culture with high expectations for all children's behaviour and progress.
- Staff in the school and nursery who know children and families very well. They use effective approaches to ensure all children and families are able to access support if required. This includes access to food, clothing and out of school activities.

Areas for Improvement

- In the nursery, involve children fully in planning their learning. Educators should help children to understand and talk about their learning.
- In the school, continue to develop approaches to assessment which support teachers to raise children's attainment further in literacy and numeracy and mathematics.
- In the school and nursery, develop further strategies to track and monitor children's progress. Staff need to use all available data to show more clearly the impact of interventions.

Synopsis – Summary of Inspection Findings

Following publication of the inspection report and Summarised Inspection Findings, the School's next Improvement Plan 2024/25 was amended to reflect the areas for improvement identified by HMI and provide a clear strategic focus for related school improvement.

The Summarised Inspection Findings highlighted the following strengths and areas for improvement within each of the quality indicators.

Learning, teaching and assessment (SCHOOL):

- There are very warm, respectful relationships between staff and children and between children. In all classes, children have worked together successfully to develop valuable class charters. Across the school, all children were asked their views to help them to develop a whole school and playground charter. Children and staff ensure all charters are underpinned by, and link clearly to, children's rights. As a result of this work, children explain and demonstrate very well how to behave and treat others with dignity and respect. All teachers reviewed their learning environments and have developed inclusive classroom environments that meet the needs of all individuals in their class very well. A few children benefit from targeted interventions to help them to regulate their behaviour well. All teachers use 'Fix it' folders regularly to facilitate conversations effectively with children who are experiencing difficulty regulating their behaviour. Across the school, almost all children behave very well almost all of the time.

- Almost all children engage well in their learning, indoors and outside, and are highly motivated most of the time. Almost all children work successfully in pairs and small groups. Teachers support children who require additional support well in individual or small group targeted activities within the classroom.
- In almost all lessons, teachers share clearly the purpose of learning with children. Most children are clear about the purpose of their writing and how they will be successful. This is helping them to understand how well they are doing and their next steps in learning. In almost all lessons, teachers provide children with clear explanations and instructions. Almost all children follow instructions well to help them to participate successfully in learning activities.
- All children benefit from using digital technology such as digital tablets, laptop computers and programmable toys to enhance their learning and develop their digital skills.
- At the early stages, teachers have engaged fully in professional learning about play pedagogy. They have developed attractive environments for play and learning. They ensure all children benefit from a balance of teacher-directed, teacher-initiated and child-initiated learning experiences throughout each day. As a result, children engage very well in their learning through play.
- Teachers provide helpful feedback to children which supports children in their learning. Most children are developing their skills well in peer and self-assessment in writing. Teachers use daily observations of children's work, in a range of contexts, to support their professional judgements about children's progress and attainment. Led effectively by the headteacher, all teachers have worked collaboratively to develop the use of a range of diagnostic and summative assessments. This includes the use of national standardised assessments for Scotland. This is leading to a more consistent approach to assessment across the school and is supporting teachers' understanding of children's progress in reading, writing and numeracy.
- Teachers use local authority progression pathways effectively, linked to CfE experiences and outcomes, across all curricular areas to plan children's learning. Teachers plan collaboratively across stages. This is developing consistency in planning children's learning across the school.
- Teachers engage effectively with colleagues within the school and across the local authority to develop a shared understanding of the national Benchmarks and achievement of a level. A few teachers engage well with a range of local authorities to develop further their knowledge and understanding of achievement of a level. They share their learning successfully with all teachers. This is supporting teachers to have more confidence in making accurate professional judgements about children's achievement of CfE levels.
- Teachers meet with senior leaders termly to track children's progress effectively in literacy and numeracy. They use local authority tracking proformas and pathways to identify the progress children are making within and across CfE levels. Together, they identify successfully children who require targeted support with their learning, this includes children who are impacted negatively by personal and socio-economic circumstances. Teachers plan and provide targeted support well to individuals as part of their daily class work. This is helping all children to be fully included in the work of the class. Teachers are becoming more confident in analysing data to inform improvement.

Learning, teaching and assessment (NURSERY):

Children aged 2-3

- All Educators foster strong loving and nurturing relationships with children and their families. This supports all children to feel happy at nursery and feel secure to seek comfort from Educators if they need reassurance. Almost all Educators engage in high quality interactions with children to encourage their curiosity and support their understanding of the world around them. They use commentary very well to promote children's language development. Parents join family learning

sessions to support them to share learning and get ideas of how to promote and support learning at home.

Children aged 3-5

- Educators have created a very nurturing, welcoming and respectful ethos and, as a result, almost all children are happy and settled early in the new term. The pace of the session allows children to have extended time for free flow, purposeful play. Almost all children play well together and engage fully in their chosen learning experiences. Educators have thoughtfully resourced environments, both indoors and out, with a range of real-life and natural resources to support learning across the curriculum. They make very good use of the partners and facilities in the local community to enhance children's learning.
- Educators interact sensitively and responsively with children to extend their play and to provide for their care needs. Almost all Educators use questioning skilfully to promote children's curiosity and thinking skills. They make good use of commentary to support language development.
- All Educators support children well to use tablet devices and cameras to take photographs and to use programmable toys.
- All children have a learning journal containing photographs and detailed observations of their learning. Most observations include the child's voice and describe well the skills children are developing. Educators share the journals effectively with parents during the year. All Educators engage in professional dialogue termly to support their professional judgement about children's progress and to identify children's next steps in learning.
- Educators plan both responsive and intentional learning experiences that take account of children's interests and Curriculum for Excellence experiences and outcomes.
- Educators monitor children's learning using a variety of tracking formats.

Raising attainment and achievement (SCHOOL):

Attainment in literacy and numeracy

- Overall, most children in P1, P4 and P7 attain expected CfE levels in reading, listening and talking and in numeracy. The majority of children in P1 and P4 and most children in P7 attain expected CfE levels in writing. School attainment data in literacy and numeracy is in line with or above comparator school data. A few children are working beyond expected levels.
- Most children who require support with learning are making good progress towards their own individual targets and a few are attaining appropriate CfE levels.

Attainment in literacy and English

- Overall, most children's progress in literacy and English is good. Staff have embedded new approaches to teaching writing, and this is impacting positively on children's progress and attainment in writing across the school.

Listening and talking

- At early level, most children answer questions about a text to show understanding. Most children need opportunities to develop skills in taking turns when listening and talking. At first level, most children use verbal and non-verbal techniques when engaging with others. At second level, most children show respect for the views of others and offer their own opinion.

Reading

- At early level, most children read aloud a familiar text with attention to simple punctuation. They use their knowledge of sounds, letters, and patterns to read words. At first level, most children use a range of strategies to decode unknown words. At second level, most children talk confidently about their favourite authors and justify their preference for particular texts.

Writing

- At early level, most children write a simple sentence to reflect an experience or convey an idea. At first level, most children spell most common words correctly and use strategies to spell familiar and unfamiliar words. At second level, most children create texts for a range of purposes and audiences. They use paragraphs to separate thoughts and ideas.

Numeracy and mathematics

- Overall, children's progress in numeracy and mathematics is good.

Number, money and measure

- At early level, most children add and subtract to 10 by counting on and back in ones both orally and mentally. They have a good awareness of the value and use of coins and use appropriate terms for measure. At first level, most children recognise money values and show different combinations of coins to make totals and when calculating change. Most children working at second level understand place value and round numbers to the nearest 100,000. Children have strong knowledge of times tables and use this to multiply and divide.
- Across the school, most children make good use of digital technology to improve their mental maths. This is supporting an increased overall confidence and accuracy when working with number and number processes.

Shape, position and movement

- At early level, most children identify common two-dimensional shapes in the environment and describe their properties accurately. At first level, most children are confident in their use of directional language and know and use the four main compass points. At second level, most children are able to describe the relationship between nets and 3D objects.

Information handling

- At early level, most children use their knowledge of colour, shape, size and other properties to successfully match and sort items. They use their counting skills well to answer questions about simple graphs and charts. At first level, most children gather and interpret information confidently using bar and line graphs, tally marks and pie charts.

Attainment over time

- The headteacher has implemented more robust approaches to tracking and reviewing attainment data. She is supporting teachers well to have an increasing understanding of how to use data effectively to raise attainment. These more rigorous systems are impacting positively on teachers' confidence in collating and reviewing attainment data. As a result, staff have a renewed focus on raising the attainment of all children and on supporting identified children to make appropriate progress in learning and achievement.
- Attainment over time data demonstrates that most children are making good progress across and within levels.
- Immediately following the COVID-19 pandemic there was a dip in children's attendance. Since session 2021/2022, there has been a steady increase in attendance although it has not yet returned to pre-pandemic levels. In session 2023/2024, attendance was in line with the national average. There are robust processes to ensure children's safety if they are absent from school.
- Senior leaders monitor attendance regularly and use data gathered well to identify children who require support to improve attendance. Senior leaders identified a trend in reduced attendance of children who require additional support. They identified a few children who have persistent absence of 10% or more. Staff provide effective targeted interventions, supported by professional partners, to help improve children's attendance. For example, a few children use a walking bus to come to school or attend outdoor learning with peers to raise resilience and confidence. These

interventions are having a positive impact on attendance across the school and have helped to improve the attendance of individual children.

Overall quality of learners' achievements

- Staff and children celebrate children's achievements in school and local community events, at regular assemblies and through wall displays in class. Throughout the school year, every child participates fully in at least one pupil improvement group. This includes a pupil council, a musical theatre club, a football team and a range of other pupil leadership groups. This is helping children to be successful, confident and to exercise responsibility. For example, the dignity group contributed to the development of the school's relationship policy and support children's understanding of their rights. Children are beginning to identify skills they develop through their involvement in these activities. As planned, teachers should help children to identify, track and monitor the skills they are developing as a result of these opportunities.

Equity for all learners

- Staff have a strong knowledge of the socio-economic background of children and families. They understand well the barriers families may face in accessing fully all aspects of school life and take sensitive action to mitigate these. This includes the school providing free healthy snacks and access to a well-stocked school 'shop' which provides free food, toiletries and clothing when required. Senior leaders use Pupil Equity Fund (PEF) effectively to employ a part-time family and school development worker. This helps to build positive relationships between home and school and signposts families to further support as required.
- Senior leaders have developed positive partnerships with a range of partners to support effectively children and families who experience barriers to learning, including poverty. They provide access to a range of well-considered physical and wellbeing supports for children such as a summer holiday physical club. This is impacting positively on children's ability to engage in school life more successfully.
- Staff ask children and families regularly about the supports which would most help families with the cost of living. They use this information well to help plan interventions.

Other relevant evidence

- All children in P1-P3 learn French. All children in P4-P7 learn French and Spanish.
- All children experience two hours of physical education each week. Teachers plan learning activities which engage children well.
- Children choose from a wide range of books in school and class libraries. At first and second level, they read for enjoyment regularly. Teachers use novels well to develop children's knowledge of different authors and a range of genre. Senior leaders have plans to use an action research approach to developing reading in order to raise attainment further.

SECURNG CHILDREN'S PROGRESS (NURSERY)

Children aged 2-3

- Almost all children are making good progress developing language and communication. They particularly enjoy singing and are becoming familiar with the words of songs and rhymes. Children confidently make their needs known. Most children are making good progress developing early mathematical understanding, particularly through being supported to explore repeated patterns of behaviour, including filling and emptying. Almost all children are making good progress in health and wellbeing as they settle well and engage in their nursery experiences. At their developmental stage, children are becoming aware of others as they play alongside each other and develop meaningful attachments with adults.

Children aged 3-5

- Almost all children are making good progress in early language and communication. They listen well in different situations. Children are developing an understanding of a range of texts as they

explore stories in depth. Most children are increasing their vocabulary, including learning more challenging and less familiar words. The majority of children explore mark-making in their play.

- Most children are making good progress in numeracy and mathematics. They apply their developing understanding of number as they count and recognise numerals in routines. As a result of a focus on measure, most children are developing skills in the use of related language. Children are beginning to collate information using simple surveys.
- Children's progress in health and wellbeing is good. They are increasingly independent as they make choices in their nursery day. Children learn about healthy eating through "Try it Tuesday" where they taste new fruits. Most children are developing gross motor control and demonstrate resilience and perseverance as they challenge themselves outdoors and in the gym. Most children are developing skills to recognise and regulate their emotions and can articulate what makes them feel happy and sad. This helps them to play well together with minimal conflict.
- Across the nursery, most children are making good progress over time. Educators know children very well and readily identify potential barriers to their learning. As systems to track children's progress refine, Educators will be able to better identify where children may benefit from specific support and challenge.
- Educators meaningfully recognise and celebrate children's successes and achievements well through praise and encouragement. Children are developing and applying a range of skills as responsible citizens and effective contributors both in nursery and the wider community. They are proud of growing produce at the nursery allotment and are developing empathy and social skills when they visit the local dementia centre.
- Educators have a sound understanding of the needs of children, their families, and the local context. They understand the unique challenges within their local community and have created an inclusive ethos that promotes equity for all. The early years educator for families promotes family engagement to ensure everyone is part of the 'Glebie family.'

Key activity to date has included the following:

- The Headteacher led a whole staff development session to ensure full understanding of the inspection findings, including strengths and identified areas for improvement.
- School staff continue with planned improvement activities for the remainder for this school session as agreed by HM inspectors and as a result the School and Nursery Class Improvement Plans were adapted accordingly.

SCHOOL PRIORITIES

- Review and refresh of School Improvement Plan Priority 'High quality learning, teaching and assessment' to fully incorporate identified improvement areas highlighted in the report e.g.
 - ensure all activities provide sufficient challenge
 - ensure children have opportunities to develop higher order thinking skills to improve overall Literacy attainment.
 - planning high quality assessments linked to national benchmarks to develop teacher understanding of children's progress.
 - provide children with real life context learning experiences.
 - Senior leaders should continue to streamline approaches to tracking children's progress and the impact of targeted interventions.

NURSERY PRIORITIES

- Review and develop approaches to planning to involve children more fully, and to reflect their unique stages of development.
- Educators to continue to support children to recognise their achievements and talk about their learning.
- Further develop approaches to capture children's learning, development and achievements, both in and out with nursery.
- Continue to make effective use of data to inform appropriate interventions.
- Educators to ensure there are rich opportunities for children to develop their early writing skills through a variety of contexts.

Full details of the Summary of Inspection Findings are available at [Glebelands Primary School | Inspection Report | Education Scotland](#)

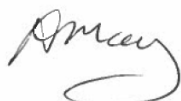
Explanation of terms of quantity

The following standard Education Scotland terms of quantity are used in this report:

All - 100% Almost all - 91%-99%
Most - 75% -90% Majority - 50%-74%
Minority/less than half - 15%-49%
A few - less than 15%

Audrey May
Executive Director

Paul Fleming
Chief Education Officer

Signed

Audrey May, Executive Director of Children and Families Service

Paul Fleming, Head of Service (Chief Education Officer)

REPORT TO: SCRUTINY COMMITTEE – 4 DECEMBER 2024

REPORT ON: EDUCATION SCOTLAND (HMI) RETURN VISIT – BALDRAGON ACADEMY

REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE

REPORT NO: 342-2024

1 PURPOSE OF REPORT

- 1.1 The purpose of this paper is to report on the findings of the Education Scotland, His Majesty's Inspectors of Education (HMI) return visit to Baldragon Academy in June 2024.

2 RECOMMENDATION

- 2.1 It is recommended that the Scrutiny Committee:
- a notes the contents of this report; and
 - b instructs the Chief Education Officer to monitor progress towards meeting the areas for improvement outlined in the report.

3 FINANCIAL IMPLICATIONS

- 3.1 None

4 BACKGROUND

- 4.1 In January 2023, a team of His Majesty's (HM) Inspectors from Education Scotland visited Baldragon Academy. This was a short model inspection, focused only on two quality indicators as well as safeguarding. Education Scotland published a report of their findings in June 2023.
- 4.2 HM Inspectors undertook a return visit in June 2024 to look at how the school had continued to improve its work in relation to these quality indicators; these return visits were in partnership with the Children and Families Service and Education Scotland following the initial inspection in January 2023. Education Scotland published a report of HM Inspectors' findings on 10 September 2024.

5 KEY INSPECTION FINDINGS

Key areas of progress

- 5.1 The senior leadership team has continued to improve their processes and procedures to carefully monitor and support young people's attendance at school.
- 5.2 Senior leaders have introduced additional effective measures to address incidents of late coming to school and classes and guidance staff and house leads monitor late coming more robustly. As a result, young people are now more aware of the impact of late coming on their learning.
- 5.3 The relationships policy is providing greater clarity to staff and young people about the differences in acceptable and unacceptable behaviours across the school. The new clear warning and lunchtime reflection processes are having a positive impact across the school. Teachers report that this approach is impacting positively on most young people.
- 5.4 The culture and ethos in Baldragon are now more positive for the school community. There are fewer young people who are disengaged or demonstrating high levels of challenging behaviour in classes.
- 5.5 The Pupil Voice Classroom Commitment statement is now established as the set of expectations for all staff and young people to work towards in learning.

- 5.6 Staff value the support of the Children and Families Service's Pedagogy Team, as this has improved professional learning opportunities.
- 5.7 Within the Educational Support Area, lessons for those young people identified as having specific support needs are well-organised and led by enthusiastic and caring teachers. Almost all young people access enjoyable lessons in the mainstream part of the school.
- 5.8 Staff continue to monitor and track the progress of young people. They have developed more effective approaches to review progress of young people in the senior phase more regularly and robustly.
- 5.9 Senior leaders have developed a more robust presentation policy in the senior phase. The number of entries of young people across most subjects at National 5 and in the majority of subjects at Higher has increased in 2023-2024.

Areas for Improvement

- 5.10 Teachers should ensure that the lessons provided for young people are stimulating, motivating and relevant. They should also continue to work on planning activities which are well paced, meet the needs of all young people, and set at the right level of challenge.
- 5.11 Designated support staff should continue to maintain high levels of visibility in all the areas where young people loiter in groups, particularly in toilet areas and meeting points across the school.
- 5.12 Whilst progress has been made in addressing the attendance and behaviour of young people, Senior leaders and staff should continue to further improve young people's attendance, attitudes to learning and behaviour.
- 5.13 Teachers should be encouraged and supported to be more creative and innovative in their approaches to teaching and evaluate the difference this makes to young people. This will support effective practice across the school and offer young people learning experiences which are more motivating and stimulating.
- 5.14 Progress has been made in supporting professional learning and in developing a structure for collaborative planning. Staff should continue to work within their departments to plan tasks and activities that are relevant, motivating and set at the right level of difficulty for young people.

6 NEXT STEPS

- 6.1 HM Inspectors wrote to parents and carers following their most recent visit to report their view that Baldragon has made clear progress since the original inspection.
- 6.2 The school's improvement plan and progress, some of which is outlined in Section 5 above, is continuing to impact positively on attainment outcomes for Baldragon's pupils. For example, in 2023, 14% of 160 S4 pupils achieved 5 or more awards at Scottish Credit and Qualifications Framework (SCQF) Level 5 or higher. As a result of key strategic changes and improvements, including 5.9 above, 33% of 172 S4 pupils achieved 5 or more awards at SCQF Level 5 or higher. In fact, 17% of these pupils achieved 6 or more awards at SCQF Level 5 or higher, compared to 4% in 2023. In 2023, 29% of the S6 (63 pupils) year group achieved 5 or more awards at SCQF Level 6 or higher. This increased to 49% of S6 (59 pupils) in 2024.
- 6.3 The school recognises that attainment still requires improvement, as the HM Inspector report notes. The Head Teacher works very closely with the Children and Families Service's education senior leadership team to implement, monitor and refine the school's agile improvement plan to ensure that improvement actions impact positively on outcomes for pupils.
- 6.4 Education Scotland will liaise with the Children and Families Service to arrange a further visit by September 2025. Baldragon Academy will continue to inform parents about the school's progress as part of its usual arrangements for reporting on the quality of its education service.

7 POLICY IMPLICATIONS

7.1 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.

8 CONSULTATIONS

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

9 BACKGROUND PAPERS

9.1 None.

Audrey May
Executive Director

Paul Fleming
Head of Education, Learning and Inclusion

November 2024

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APPENDIX 1



10 September 2024

Dear Parent/Carer

In June 2023, HM Inspectors published a letter on Baldragon Academy. The letter set out a number of areas for improvement which we agreed with the school and Dundee City Council. We subsequently returned to the school to look at how it had continued to improve its work and published another letter in March 2024. Recently, as you may know, we visited the school again. During our visit, we talked to young people and worked closely with the headteacher and staff. We heard from the headteacher and other staff about the steps the school has taken to improve. We looked at particular areas that had been identified in the original inspection. As a result, we were able to find out about the progress the school has made and how well this is supporting young people's learning and achievements. This letter sets out what we found.

Senior leaders, with staff, should improve young people's attendance, attitudes to learning and behaviour.

There are clear improvements in this area of work.

The senior leadership team has continued to improve their processes and procedures to carefully monitor and support young people's attendance at school. Guidance staff, in collaboration with senior leaders, are able to identify and address attendance issues more promptly. Senior leaders and staff recognise that attendance remains below the national average and should continue with their planned work to address this issue.

Senior leaders have also introduced additional effective measures to address incidents of young people arriving late in school and class. Guidance staff and house leads now monitor late coming more robustly. They are better placed to identify and challenge those who arrive late repeatedly. As a result, young people are now more aware of the impact of late coming on their learning. Senior leaders should continue to address young people who loiter across the school day.

A recently refreshed relationships policy is supporting all staff and young people to have greater clarity about acceptable and unacceptable behaviours in class. The new clear warning and lunchtime reflection processes are having a positive impact across the school. Teachers report that this approach is impacting positively on most young people and enables restorative and reflective conversations to take place. Young people are beginning to settle more quickly into lessons. Low-level disruption has reduced and there are now calmer environments for learning across the school.

Teachers should continue to work on planning activities which are well paced, meet the needs of all young people and which are set at the right level of challenge. The culture and ethos in Baldragon are more positive for the school community. There are fewer young people who are disengaged or demonstrating high levels of challenging behaviour in classes. However, there is still work to be done on developing an ambitious aspirational culture of learning.



The headteacher and his senior team have changed the location of their offices. They are now distributed strategically across the school, making them more visible to young people and to staff. This is supporting the leadership team to be more fully aware of any support and interventions that young people may need across the course of the school day.

The depute headteacher is working closely with young people and the families of those attending specialist provision at Baldragon Academy. Senior leaders have restructured where and how extra support is provided. They now provide dedicated resources, such as extra rooms and staffing. This is supporting young people to improve their attitude to learning and behaviour. Senior leaders have developed and implemented bases throughout the school to work exclusively with groups of young people with distinct support needs. This is supporting identified groups of young people well to attend more regularly and with increased enthusiasm.

Staff should work within their departments to plan tasks and activities that are relevant, motivating and set at the right level of difficulty for young people.

Teachers are working collaboratively in departments, supported by middle leaders, to plan more effectively, learning which is set at the right level of difficulty for young people. This is supporting young people to be more motivated and engaged in their lessons. In the senior phase, young people are being censored more accurately and experiencing learning which is more appropriately challenging and relevant.

The 'Relationships for Learning' policy is beginning to support improvements in learning and teaching. Staff and young people report a clearer understanding of the standards they are working towards in learning and behaviour. There is now greater consistency in the application of these standards in lessons across the school. Young people are being supported well to demonstrate improved behaviour and attitudes to learning across all areas of the school. The school should continue to develop relationships for learning to further ensure a positive environment for learning. They should continue to promote and support higher expectations and higher standards in all lessons.

The Pupil Voice Classroom Commitment statement is now established as the set of expectations for all staff and young people to work towards in learning. This streamlined set of standards is helpful in clarifying expectations in lessons for all staff and young people. School leaders and staff should further develop how they collect and record the opinions of young people. They should make this a regular feature of self-evaluation activities related to teaching and learning. It is important that young people are able to express their views about their learning and are clear about how their views are taken into account.

The purpose of learning, and what young people need to do to be successful, are made clear by most teachers. Teachers should now support young people to identify for themselves what success in learning looks like. This will further support young people's engagement and motivation in lessons. The next step should be to systematically share examples of effective practice within the teaching team.

Within the Enhanced Provision, lessons for those young people receiving additional support are well-organised and led by enthusiastic and caring teachers. Class sizes have increased. This is helping young people to work co-operatively with their peers and build their social



skills. Almost all young people access enjoyable lessons in the mainstream part of the school. In most enhanced support lessons, young people are engaged well, and teaching approaches are matched to the needs of individuals. Teachers and support staff now enable young people to demonstrate more independence in their learning. Lessons and activities are set at a more appropriate level and based on young people's interests.

Work with staff from the local authority to improve attainment as an immediate priority across the school, especially in S4, by S5 and by S6.

All staff recognise that attainment still requires improvement.

Staff continue to monitor and track the progress of young people. They have developed more effective approaches to review progress of young people in the senior phase more regularly and robustly. They are developing processes to track and monitor progress of young people in all curricular areas in the Broad General Education (BGE).

Senior leaders and staff are very aware of the need to improve attainment for all young people and at all levels across the school, both in the S1-3 within the BGE and in the senior phase. There remains an ongoing concern about the attainment of young people overall, and in particular departments in relation to high quality passes at National 5 and Higher. Senior leaders are now working more closely with principal teachers and faculty heads to analyse the information they gather about young people's progress in learning. Staff have an increased focus on how best to improve young people's attainment and support all young people to achieve their maximum potential.

Teachers offer a range of support for young people including supported study and holiday revision sessions. Young people appreciate the additional support that is on offer to help them achieve success in their forthcoming Scottish Qualifications Authority assessments.

Senior leaders have developed more robust approaches to coursing young people in the senior phase. The number of entries of young people across most subjects at National 5 and in the majority of subjects at Higher has increased in 2023-2024. For example, there has been a 58% increase in presentations at National 5 Maths and a 22% increase in presentations at National 5 English. This is a very positive step. The implementation of the presentation policy will ensure that more young people are being presented for qualifications at the appropriately challenging level.

Most young people accessing enhanced support are working at the BGE level. Senior leaders should carefully consider how young people moving into the senior phase will access appropriate subject choices and personalisation as they move through the school.



What happens next?

The school has made clear progress since the original inspection. We will liaise with Dundee City Council regarding the school's capacity to improve. We will return to carry out a further inspection of the school within one year of the publication of this letter. We will discuss with Dundee City Council the details of this inspection. When we return to inspect the school, we will write to you as parents informing you of the progress the school has made.

Teri McIntosh
HM Inspector

ITEM No ...5.....

REPORT TO: SCRUTINY COMMITTEE – 4 DECEMBER 2024

REPORT ON: CRAIGIE COTTAGE

REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE

REPORT NO: 341 - 2024

1.0 PURPOSE OF REPORT

1.1 This report follows Committee Report Number 124-2024 and provides an update on the second Care Inspectorate inspection of Craigie Cottage since the house was opened in September 2023. The inspection was published on 2 May 2024 (Appendix 1).

2.0 RECOMMENDATION

2.1 It is recommended that the Scrutiny Committee notes the contents of this report and remits the Executive Director to continue to provide a summary of progress following the return to now routine annual Care Inspectorate inspections.

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 BACKGROUND

4.1 The Scrutiny Committee is aware from the previous report that Craigie Cottage opened in August 2023 to replace Fairbairn Street Children's House. The house was originally to be approved by the Care Inspectorate to care for young people over the age of 12 years.

4.2 Following a review of the age profile and needs of children and young people at risk of or in external residential care, the house was repurposed to provide short to medium term residential care for 6 younger children aged between 6 and 12 years.

4.3 Soon after being opened, the house was inspected by the Care Inspectorate. Whilst only 3 children were in the house, there were several staff absences carried over from the former team and a planned development programme had not yet been fully implemented.

4.4 The inspector acknowledged that the house was a new provision and was very clear that there were strong signs of early progress just 2 weeks after opening. They identified some key strengths, including:

4.4.1 External managers had a strong vision for the service and developed a model of quality assurance to measure key areas of performance.

4.4.2 Crucial insight into each child's experiences, strengths and stage of development had been shared prior to their arrival.

4.4.3 Family views had been sought and this strengthened the children's sense of belonging to the house.

4.4.4 Connections to family were recognised as important and were being safely supported by external Social Workers.

4.4.5 Staff demonstrated a desire and commitment to provide safe care and children had access to familiar, consistent adults outside the service.

4.5 However, in the context of some team capacity issues and confidence relating to the care and support of younger children, the inspector issued an overall grade of Weak. They outlined 4 requirements and 3 areas for improvement to be met by 28 February 2024.

4.6 These encompassed requirements and areas for improvement on staffing levels, up to date risk assessments, approaches towards restraint, staff training, matching/admissions, links with external services, the provision of age-appropriate experiences and self-evaluation.

5.0 RETURN INSPECTION

5.1 On returning to Craigie Cottage 7 months later in April 2024 to carry out a further inspection, the inspector concluded that all 4 requirements and 3 areas for improvement had been met within timescales.

5.2 The inspector evaluated Leadership and Staff Capacity as Good and Children and Young People Feeling Safe, Loved and Getting the Most Out of Life as Adequate, with an overall finding of Adequate based on the grading methodology. They noted:

5.2.1 External managerial oversight ensured that all staff were supported to understand their role in implementing national protection guidance and best practice.

5.2.2 Leaders in Craigie Cottage were highly committed to ensuring children were cared for by a well-trained team who consistently delivered the best standards of practice.

5.2.3 The team had become much more skilled in pre-empting risk and using skilled practice to distract and divert children's focus.

5.2.4 A growing understanding of the impact that children's experiences can have on their development led to most staff understanding that behaviour is a communication.

5.2.5 Matching and staffing were routinely considered, and a layered model of audit meant children's experiences and outcomes were being monitored and evaluated.

5.3 The house had therefore made good progress but inter-related concerns about unrepaired damage to the environment at the time of the inspection and some inconsistent staff recognition of and responses to escalating risk affected the overall grade.

5.4 The inspector therefore issued 1 requirement relating to the minimisation and timely repair of damage, alongside 2 areas for improvement relating to guidance on assessing the likelihood and impact of risks and staff confidently recognising signs of risk and when to intervene.

5.5 The team has since continued to implement improvements and almost all damage has been repaired and decorative change carried out, with a small number of repairs due to be completed by 30 September 2024. The team has been trained in risk assessments and de-escalation.

5.6 As such, the house will now return to the routine annual inspection regime and the next inspection is anticipated to occur in early summer 2025. The external leadership team and house managers will continue to provide support which builds on improvements and strives to excellent care.

6.0 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.

4.0 CONSULTATIONS

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

8.0 BACKGROUND PAPERS

8.1 None.

Audrey May

Executive Director of Children and Families
Dundee City Council
5 City Square
Dundee

Glyn Lloyd

Head of Children Services
Chief Social Work Officer

November 2024

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APPENDIX 1



Craigie Cottage Care Home Service

Craigie Cottage
25 Southampton Road
Dundee
DD4 7PN

Telephone: 01382 436 563

Type of inspection:
Unannounced

Completed on:
2 May 2024

Service provided by:
Dundee City Council

Service provider number:
SP2003004034

Service no:
CS2003000483



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Inspection report

About the service

Craigie Cottage is a residential care home for children and young people and has six registered places. The service is provided by Dundee City Council and the aims and objectives set out to provide a short to medium term residential placement for children under thirteen.

The house is a large, detached property, set out over one floor, with six en-suite bedrooms. There is a large living room, kitchen and dining room and there are additional social spaces that can be used flexibly for a range of activities. The house has a large, enclosed garden to the rear. The service is located in a residential area close to the centre of Dundee. The service is close to local amenities and benefits from nearby transport links.

About the inspection

This was an unannounced inspection which took place on 29 and 30 April and 01 May 2024. The inspection was carried out by one inspector from the Care Inspectorate.

To prepare for the inspection we reviewed information about this service. This included previous inspection findings, registration information, information submitted by the service and intelligence gathered since the last inspection.

In making our evaluations of the service we:

- spoke with all the people using the service and some of their representatives;
- spoke with staff and management;
- observed practice and daily life;
- reviewed documents;
- spoke with visiting professionals.

The provider of this service is a corporate parent, with statutory responsibilities to look after and accommodate children. This may mean that the duty to care for children and young people on an emergency basis, or with highly complex needs, is their highest safeguarding priority.

In these circumstances our expectations, focus on outcomes and evaluations remain identical to those of all other providers. We may, however, provide some additional narrative in the body of the report to reflect the impact of these duties, should it be relevant to this particular service.

Key messages

- Staff prioritised the safety of children but some needed to develop confidence in preventing incidents from escalating.
- Children were safer as a result of the shared responsibility with key professional partners.
- Children's care was warm, nurturing and fun and based on a good understanding of trauma and attachment.
- Children's therapeutic care was compromised by high levels of environmental damage and the cottage was not **experienced** as a homely space to live.
- Since the last inspection leaders and staff had made significant improvements in all aspects of practice.

From this inspection we evaluated this service as:

In evaluating quality, we use a six point scale where 1 is unsatisfactory and 6 is excellent

How well do we support children and young people's rights and wellbeing?	3 - Adequate
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Further details on the particular areas inspected are provided at the end of this report.

Inspection report

How well do we support children and young people's rights and wellbeing?

3 - Adequate

Overall, the children living in Craigie Cottage were safe the majority of the time. All staff were clear in their responsibility to protect the children in their care and the team had become much more skilled in pre-empting risk, and using skilled practice to distract and divert children's focus into more positive choices. Experienced staff modelled confident and assertive practice when some children were communicating their need for emotional and physical containment and during the inspection we acknowledged this was still an area of developing practice for some staff. Leaders accepted the need to ensure the children had consistent and proportionate responses to risky behaviour and were committed to supporting staff to compassionately but confidently intervene to prevent significant escalation in risks.

A strengthened network of professional partners was ensuring a more joined up approach to protecting children, who all benefited from access to a wide range of adults external to the service including advocacy. This partnership approach was meaningfully contributing to the children's experience of care and protection and children were safer as a result. External managerial oversight ensured that all staff were supported to understand their role in implementing national protection guidance and best practice, and based on one case example, we reiterated the need to follow the robust policy and practice guidance that was in place to ensure that roles and responsibilities in investigation of protection concerns are clearly adhered to.

Since the last inspection, the staff were working hard to ensure the children benefited from a therapeutic and stable experience of care, that was informed by a good understanding of trauma, attachment and child development. An emphasis on routines and daily plans was ensuring that children's need for adults to create predictability was recognised and responded to. Children were being skilfully supported to manage difficult emotions and staff use of de-escalation and distraction techniques, was successfully minimising the likelihood of incidents. However, this skilled practice needed to extend to recognising when risks were likely to rise, and where prompt staff intervention was crucial in ensuring children felt safe and emotionally contained. In recognition of the potential impact this can have on children's sense of safety and containment, we made an area for improvement. **(See area for improvement 1).**

Children were cared for with warmth, fun and nurture and the meaningful connections with key staff meant children felt valued. One person told us they had great fun with many of the staff who helped them all the time. A growing understanding of the impact that children's experiences can have on their development, led to most staff understanding that behaviour is a communication. This meant the majority of the caring team could offer a compassionate and caring approach when behaviour became challenging. The team recognised their role in supporting children to build their resilience and make positive choices and play was understood to be crucial to children's positive development. However, the environment was not conducive to this trauma informed, nurturing practice. The high levels of destruction within the cottage, as a result of incidents, was extensive and posed a threat to the safety of children, and whilst the staff tried to ensure environmental risks were addressed, we were concerned that the level of damage was significant and needed to be addressed without delay, thus we made a requirement. **(See requirement 1).**

Since the last inspection the service had developed a culture, where getting up and going to school was a routine part of the day and children's development was now supported as a result of accessing education that was tailored to their needs. Their hobbies and interests were embraced and children were encouraged to try new things. This meaningfully contributed to growing self esteem and the children took pleasure in sharing their achievements. Personal plans and risk assessment had significantly improved since the last inspection and we saw some good examples of how children were being supported to maximise their

potential. However, whilst risk was being continually assessed to reflective of changing need, the process needed further development to ensure all the caring adults had more specific guidance on how to support children in situations that presented the highest risk, including when to notify the Care Inspectorate of incidents, thus we made an area for improvement.

(See area for improvement 2) .

The leaders in Craigie Cottage were highly committed to ensuring children were cared for by a well-trained team who consistently delivered the best standards of practice. Clear leadership roles and responsibilities and strong external oversight had led to meaningful improvements and positive outcomes for children.

Matching was well considered in the context of the provider's statutory duty to care for children, at times on an emergency basis, and where possible, transitions were well planned at a pace that was driven by a good understanding of the children moving in and out of the service. Staffing needs were now routinely considered as part of new children arriving and this ensured that their needs could be met by a team who were well trained.

A layered model of audit and quality assurance meant children's experiences and outcomes were being monitored and evaluated by a number of people and demonstrated a commitment to ensuring children received the best possible care. During the inspection we identified examples of how some principles of The Promise were evident in practice and we felt confident that managers would integrate this more robustly in to their ongoing plans and vision for the service.

Requirements

1. By 30 September 2024, the provider must ensure that children are cared for in an environment that is safe and supports their development and wellbeing.

To do this the provider must, at a minimum:

- a) robustly make safe all damaged windows and doors;
- b) ensure that an assessment of risk is undertaken to prioritise repair of all damage;
- c) ensure that an environmental review is undertaken and a clear plan devised, to minimise further damage and develop a house that reflects the developmental needs of the children living there.

This is to comply with Regulation 4(1)a of The Social care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'My environment is secure and safe '(HSCS 5.19) and

'The premises have been adapted, equipped and furnished to meet my needs and wishes'(HSCS 5.18)

Areas for improvement

1. To promote children's safety and sense of wellbeing, the service should ensure that all staff can confidently recognise signs of escalating risk and when to intervene in incidents.

Inspection report

This should include but is not limited to, providing reflective opportunities for the team to consider thresholds of risks and through post incident debrief, consider if intervention was timely and proportionate.

This is to ensure that care and support is consistent with the Health and Social Care standards (HSCS) which states that:

'I am protected from harm because people are alert and respond to signs of significant deterioration in my health and wellbeing, that I may be unhappy or may be at risk of harm' (HSCS 3.21)

2. To support children's safety and wellbeing, the service should ensure that risk assessments further develop to ensure all staff have clear guidance when managing and responding to risks.

This should include but is not limited to, accurately detail the likelihood and impact of specific risks, with clearly defined strategies, and responsibilities of what people should do and when. This should include when to notify the Care Inspectorate.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which states that:

'I am protected from harm, neglect, abuse, bullying and exploitation by people who have a clear understanding of their roles and responsibilities'. (HSCS 3.20)

What the service has done to meet any requirements we made at or since the last inspection

Requirements

Requirement 1

By 28 February 2024 the provider must ensure that there is effective support available at all times to keep young people safe.

To do this, the provider must, at a minimum:

- a) provide safe staffing levels at all times, clearly determined by individual needs of young people;
- b) ensure risk assessments and care plans are up to date and accurately reflect the needs of the young people.

This is in order to comply with: Regulation 3 of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210)

This is to ensure care and support is consistent with Health and Social Care Standards (HSCS) which state that:

'I am protected from harm, neglect, abuse, bullying and exploitation by people who have a clear understanding of their responsibilities'. (HSCS 3.20).

This requirement was made on 5 October 2023.

Action taken on previous requirement

Senior management team undertaking a weekly staffing needs assessment alongside a monthly prediction of need. This is informed by the changing risks and needs for each young person and in addition a weekly staffing schedule that documents all planned activities, further informs staffing numbers.

Met - within timescales

Requirement 2

By 28 February 2024 the provider must ensure that the use of restraint follows best practice at all times to keep young people safe.

To do this, the provider must, at a minimum:

- a) ensure all staff are trained in a model of restraint that effectively considers children's age and stage of development;
- b) ensure all incidents of restraint are clearly documented, reported to relevant others and a process of analysis is implemented to support safe reduction of restraint practice.

To be completed by: 28 February 2024.

This is in order to comply with: Regulation 4 of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210)

This is to ensure care and support is consistent with Health and Social Care Standards (HSCS) which state that:

'I have confidence in people because they are trained, competent and skilled, are able to reflect on their practice and follow their professional and organisational codes'.
(HSCS 3.14).

This requirement was made on 5 October 2023.

Action taken on previous requirement

Staff now trained in CALM. Residential resource worker undertakes a daily review of all incidents to ensure they are documented and the relevant people have been informed and debriefs taken place.

Met - within timescales

Requirement 3

By 28 February 2024 the provider must ensure that children and young people receive support from staff that have the required skills and training.

To do this, the provider must, at a minimum:

- a) implement staff learning and development plans that reflect the known and anticipated needs of the children and young people;
- b) ensure consistent quality assurance processes to monitor competency;

To be completed by: 28 February 2024

This is in order to comply with: Regulation 15(b)(i) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210)

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'I have confidence in people because they are trained, competent and skilled, are able to reflect on their practice and follow their professional and organisational codes'.
(HSCS 3.14).

This requirement was made on 5 October 2023.

Action taken on previous requirement

The service has implemented a range of activities that determine the needs of staff, including supervision and development sessions. External partners have provided trauma training, practice coaching and observation of practice sessions. Mandatory training is now clearly defined and compliance monitored. A

comprehensive quality assurance programme has been implemented and there is robust external manager oversight in place.

Met - within timescales

Requirement 4

By 28 February 2024 the provider must ensure that the staff can safely and effectively support newly admitted children

To do this, the provider must, at a minimum:

a) ensure that the matching and admissions process clearly assesses, records and plans how they will meet new and existing children's needs.

This is in order to comply with: Regulation 4 of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210)

This is to ensure care and support is consistent with Health and Social Care Standards (HSCS) which state that:

'I experience stability in my care and support from people who know my needs, choices and wishes, even if there are changes in the service or organisation'. (HSCS 4.15).

This requirement was made on 5 October 2023.

Action taken on previous requirement

Senior management within the organisation have taken responsibility to ensure, where possible, the timing of young people arriving into the service, considers the needs of all young people. Admissions are planned and risks and needs considered.

Met - within timescales

What the service has done to meet any areas for improvement we made at or since the last inspection

Areas for improvement

Previous area for improvement 1

To support children and young people's health and wellbeing, the provider should ensure they have effective links with professionals external to the service.

This should include but is not exclusive to, developing professional links to proactively address barriers to healthcare, education and specialised support, and to seek consultation from relevant trained professionals

to promote positive outcomes and reduce likelihood of harm.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'My care and support is consistent and stable because people work well together.'
(HSCS 3.19).

This area for improvement was made on 5 October 2023.

Action taken since then

The service has developed a network of external partners that reflects the wide range of needs of the young people living in Craigie Cottage.

Previous area for improvement 2

To support children and young people's development, the provider should ensure children have age appropriate experiences.

This should include but is not exclusive to ensuring the practice and rules of the house support children to make safe friendships

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'I can be with my peers, including other people who use the service, unless this is unsafe and I have been involved in reaching the decision'. (HSCS 1.11).

'As a child, I can direct my own play and activities in the way that I choose, and freely access a wide range of experiences and resources suitable for my age and stage, which stimulate my natural curiosity, learning and creativity' (HSCS 2.27).

This area for improvement was made on 5 October 2023.

Action taken since then

The service has supported young people to engage in a wide range of activities, particular to their own interests, which has promoted opportunities to develop confidence and have fun.

Previous area for improvement 3

To ensure young people receive the best care possible, the provider should develop effective quality assurance and self evaluation measures that promote safe and effective care.

This should include, but is not exclusive to managers having robust oversight of all incidents including restraint, ensuring risk assessments and care plans reflect children and young people's needs and have specific and developmentally appropriate strategies in place.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state that:

'I benefit from a culture of continuous improvement, with my organisation having robust and transparent quality assurance processes.' (HSCS 4.19).

This area for improvement was made on 5 October 2023.

Action taken since then

The service has implemented a comprehensive programme of quality assurance that monitors and evaluates key process that are relevant to positive outcomes for young people which includes audit of care plans, risk assessments, incidents and medication.

Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at www.careinspectorate.com.

Detailed evaluations

How well do we support children and young people's rights and wellbeing?	3 - Adequate
7.1 Children and young people are safe, feel loved and get the most out of life	3 - Adequate
7.2 Leaders and staff have the capacity and resources to meet and champion children and young people's needs and rights	4 - Good

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànanan eile ma nithear iarrtas.

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本出版品有其他格式和其他語言備索。

Na życzenie niniejsza publikacja dostępna jest także w innych formatach oraz językach.

APPENDIX 2

Children and Young Person's House Inspection Findings 2021-24				
Young Person's House	2021	2022	2023	2024
Gillburn Cottage		Good		
The Junction		Good and Very Good	Very Good	
Drummond & Foresters House		Adequate and Good	Good	
Millview Cottage		Good		
Fairbairn/Craigie Cottage	Good		Weak	Adequate and Good

NB

The Care Inspectorate annual inspection programme was disrupted by the Covid-19 pandemic and did not re-commence in full until 2022. Only 1 house has so far been inspected in 2024.

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**REPORT TO: DUNDEE CITY COUNCIL COMMUNITY SAFETY AND PUBLIC
PROTECTION COMMITTEE**

REPORT NUMBER – 345-2024

4th December 2024

**Report by Area Commander Bryan Todd, Local Senior Officer,
Scottish Fire and Rescue Service**

**SUBJECT: FIRE AND RESCUE QUARTERLY PERFORMANCE REPORT
1st July TO 30th September 2024**

Abstract

The Report contains performance information relating to the second quarter (July - September) of 2024-2025 on the performance of the Scottish Fire and Rescue Service in support of Member scrutiny of local service delivery.

1 PURPOSE OF THE REPORT

To provide information for the Committee regarding the performance of the Scottish Fire and Rescue Service against the priorities, outcomes and performance measures detailed within the Local Fire and Rescue Plan for Dundee 2020–2023, to facilitate local scrutiny.

2 RECOMMENDATIONS

It is recommended that members:

Note, scrutinise and question the content of this report.

3 FINANCIAL IMPLICATIONS

None.

4 BACKGROUND

4.1 The Local Fire and Rescue Plan for Dundee 2020-2023 was approved by the Community Safety and Public Protection Committee on 16 November 2020. In support of delivering the priorities in this plan, twelve headline indicators are utilised as performance measures and form the basis of quarterly monitoring reports.

4.2 The priorities and outcomes contained within the Local Fire and Rescue Plan reflect 'place' and the contribution of the Scottish Fire and Rescue Service to the City Plan for Dundee 2017-2026.

4.3 In summary the following priorities are detailed within the plan:

- Priority 1 – Improving Fire Safety in the Home
- Priority 2 – Improving Fire Safety and Resilience in the Business Community
- Priority 3 – Minimising the Impact of Unintentional Harm
- Priority 4 – Reducing Unwanted Fire Alarm Signals
- Priority 5 – Reducing Deliberate Fires
- Priority 6 – Effective Risk Management and Operational Preparedness

4.4 Appendix 1 attached to this report provides a detailed breakdown and analysis of all data collected during the reporting period. In addition, further sections are included to provide Members with an overview of a range of community safety engagement events and partnership working. Furthermore, it highlights any notable incidents and events.

5 EQUALITY IMPACT ASSESSMENT

5.1 Not applicable.

6 ENVIRONMENTAL ISSUES

6.1 There are no environmental issues arising as a consequence of this report.

7 SUMMARY

7.1 The attached report updates members regarding significant community safety engagement activities and gives context to the performance of the Scottish Fire and Rescue Service in the Dundee area against headline indicators and performance measures.

Area Commander Bryan Todd
Local Senior Officer
Perth & Kinross, Angus and Dundee
Scottish Fire and Rescue Service
Blackness Road
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QUARTERLY MONITORING REPORT

Covering the activities and performance in support of the Local Fire and Rescue Plan for Dundee 2020-2023

Quarter Two: 2024-25

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ABOUT THE STATISTICS IN THIS REPORT

The activity totals and other statistics quoted in this report are provisional in nature and subject to change as a result of ongoing quality assurance and review.

Because all statistics quoted are provisional there may be differences in the period totals quoted in our reports after original publication which result from revisions or additions to the data on our systems.

From 2015-16 onwards responsibility for the publication of end-year statistical data transferred from the Scottish Government to the SFRS. This change of responsibility does not change the status of the figures quoted in this and other SFRS reports reported to the Committee.

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INTRODUCTION

This is the quarter two (Q2) monitoring report for 2024/25, covering the SFRS's performance and activities in support of the six priorities in the Local Fire and Rescue Plan for Dundee 2020-2023, namely:

- Priority 1 - Improving fire safety in the home
- Priority 2 - Improving fire safety and resilience in the business community
- Priority 3 - Minimising the impact of unintentional harm
- Priority 4 - Reducing unwanted fire alarm signals
- Priority 5 - Reducing deliberate fires
- Priority 6 - Effective risk management and operational preparedness

As well as supporting the six priorities in the Local Fire and Rescue Plan for Dundee, this monitoring report shows how SFRS activities and performance contribute to the wider priorities of the Dundee Partnership as set out in the City Plan for Dundee 2017-2026.













The figures in this report are provisional, to provide the Committee with the SFRS's direction of travel in the Dundee area, in terms of performance against headline indicators and targets. Most figures will not change; however, members should note that there may be some small variations for some indicators when the final confirmed figures are published by the SFRS.

The Community Safety and Public Protection Committee agreed the new Local Fire and Rescue Plan for Dundee 2020-2023 on 16 November 2020. In support of delivering the priorities in this plan, 12 headline indicators and targets have been set and form the basis of this quarterly monitoring report.




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PERFORMANCE SUMMARY

The table below provides a summary of 2024/25 Q2 activity and year to date (YTD) performance against headline indicators and annual targets. It aims to provide at a glance, our direction of travel during the current reporting year.

<p>HI 1 Accidental Dwelling Fires (ADF)</p>  <p>Q2 – 32 Incidents YTD – 73 incidents Annual Target – below 175</p>	<p>HI 2 ADF Fatal Casualties</p>  <p>Q2 – 0 YTD – 0 Annual Target – 0</p>	<p>HI 3 ADF Non-Fatal Casualties</p>  <p>Q2 – 4 YTD – 11 Annual Target – below 30</p>
<p>HI 4 Non-Domestic Building Fires</p>  <p>Q2 – 4 Incidents YTD – 12 Incidents Annual Target – below 37</p>	<p>HI 5 Fatal Casualties in Non-Domestic Building Fires</p>  <p>Q2 – 0 YTD – 0 Annual Target – 0</p>	<p>HI 6 Non-Fatal Casualties in Non-Domestic Building Fires</p>  <p>Q2 – 0 YTD – 0 Annual Target – below 2</p>
<p>HI 7 Road Traffic Collision (RTC) Incidents</p>  <p>Q2 – 12 Incidents YTD – 22 Incidents Annual Target – below 41</p>	<p>HI 8 Fatal RTC Casualties</p>  <p>Q2 – 0 YTD – 0 Annual Target – 0</p>	<p>HI 9 Non-Fatal RTC Casualties</p>  <p>Q2 - 4 YTD - 8 Annual Target – below 19</p>
<p>HI 10 Unwanted Fire Alarm Signals</p>  <p>Q2 – 195 Incidents YTD – 350 Incidents Annual Target – below 1176</p>	<p>HI 11 Deliberate Primary Fires</p>  <p>Q2 – 32 incidents YTD - 50 Incidents Annual Target – below 63</p>	<p>HI 12 Deliberate Secondary Fires</p>  <p>Q2 – 165 Incidents YTD - 315 Incidents Annual Target – below 512</p>

Year-to-Date Legend

	<p>Below headline target</p>
	<p>Less than 10% above headline target</p>
	<p>More than 10% above headline target</p>

PERFORMANCE HIGHLIGHTS

Of the 12 headline indicators and targets, the following summary should be noted for Q2 2024/25

Priority 1 - Improving fire safety in the home

The number of accidental dwelling fires are down slightly on the same quarter last year and are below the three-year trend. There were no fatal fire casualties in Q2. Non-fatal fire casualties are down on the same quarter last year but are level with the three-year trend. Most of the 32 incidents required little or no firefighting action however four incidents required firefighting actions including evacuation of residents, further fire service resources and partner agencies to assist. Details included in Appendix 2.

Priority 2 - Improving fire safety and resilience in the business community

There continues to be a welcome downward trend on these incidents compared to same quarter last year, last quarter this year and the three-year trend. At all four of these incidents the damage was limited to item first ignited and only one incident required limited firefighting action. No casualties reported for Q2.

Priority 3 - Minimising the impact of unintentional harm

There were twelve RTC incidents within the city attended by SFRS in Q2. This is a decrease on same quarter last year and follows the trend over the past three years. Reporting no fatal casualties, two of the incidents were more serious with four non-fatal casualties from two incidents all of which were required to be extricated from vehicles and then removed to hospital. No trends identified in locations.

Priority 4 - Reducing unwanted fire alarm signals

SFRS attended 195 UFAS incidents in Q2. This follows the expected trend following introduction of the UFAS reduction strategy last year. A list of the top five property types and causation is included on page 15 of this report. Despite these welcome reductions local SFRS managers are working with our colleagues in legislative fire safety to ensure repeat offenders are supported and educated to drive these incidents down further in premises where we have repeat activations.

Priority 5 - Reducing deliberate fires

There were 32 deliberate primary fires in Q2, this is a decrease on last year's Q2 and below three-year average which is positive. However, deliberate vehicle fires continue to be a challenge with 19/32 incidents cars or other vehicle types.

The number of deliberate secondary fires in Q2 was 165 with over 100 of these in the north of the city. CAT worked with partners to address spikes in secondary fires with leaflets drops and increased patrols for passing attention.

Different categories were involved but mainly wheely bins, grass, scrub, fences and playpark equipment.

Priority 6 - Effective risk management and operational preparedness

Firefighters continue to deliver preventative educational information in the domestic, educational and business settings at every opportunity. They also focus on maintaining and enhancing their skills in preparedness for operational incidents through a range of activities including training and information gathering in their local area.

Full details of Q2 activity are on page 18 of this report.

PRIORITY 1 - IMPROVING FIRE SAFETY IN THE HOME

HI 1 – Accidental Dwelling Fires (ADF)

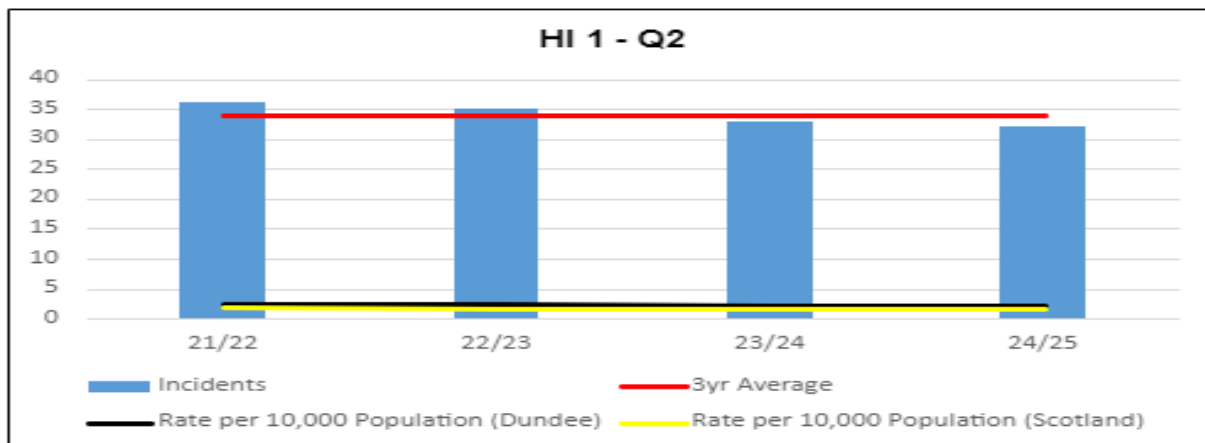


Table 1: Year to Date Performance

	21/22	22/23	23/24	24/25	YTD	Annual Target
HI 1: ADF's	76	79	78	73	Green	Below 175

HI 2 - ADF Fatal Casualties & HI 3 - ADF Non-Fatal Casualties

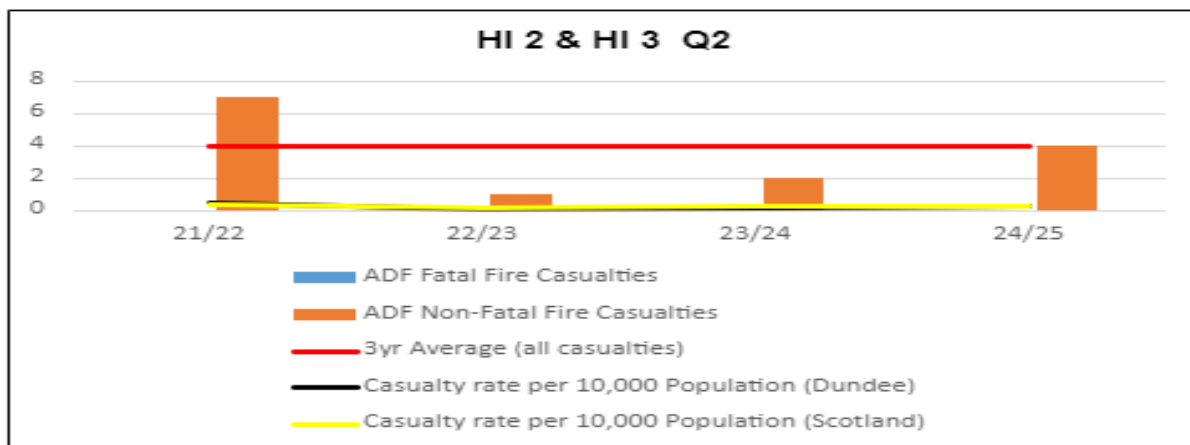


Table 2: Year to Date Performance

	21/22	22/23	23/24	24/25	YTD	Annual Target
HI 2: ADF Fatal Casualties	0	2	0	0	Green	0
HI 3: ADF Non-Fatal Casualties	14	12	5	11	Green	Below 30

Indicator Description

The largest single type of primary fire in Dundee is accidental fires in the home and their prevention is a key focus of the Service's community safety activity.

HI 1 – Accidental Dwelling Fires (ADF)

As a headline target, the aim is to reduce the rate of ADF's by keeping these incidents below 175, during 2024/25

HI 2 – ADF Fatal Casualties

This indicator concentrates on members of the community for whom fire has been clearly identified as the cause of death, even if they die some-time after the actual fire. Those who die at, or after, the fire but where fire is not identified as the cause of death, are not included within these figures.

As a headline target, the optimum aim is to always strive to have zero ADF Fatal Casualties in Dundee City.

HI 3 – ADF Non-Fatal Casualties

This headline target counts all types of non-fatal fire injury in the home, including precautionary checks.

As a headline target, the aim is to reduce the risk of injury from fire in the home by keeping fire injuries below 30, during 2024/25

What we aim to Achieve

As well as helping to deliver Priority One: *Improving Fire Safety in the Home*, meeting the headline targets will also support the long-term ambition of the City Plan for Dundee and supports achievement of the following local outcomes:

- Our people will be better educated and skilled within a city renowned for learning and culture;
- Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included;
- People in Dundee will be able to live independently and access support when they need it;
- Our communities will be safe and feel safe.

Performance Management

CAT Team have been working in partnership with Dundee Station Commanders and crews to drive down pending lists for Home Fire Safety Visits with an average 50% reduction meaning crews and CAT can now get to High-Risk visits more efficiently. Numerous Joint Home Fire Safety Visits ongoing with Dundee CAT members and Community Mental Health Teams, Dundee Council Home Care Assessors, Community Housing Teams, Some Joint High-Risk Visits completed due to concerns for occupier's wellbeing. Several High-profile partnership visits in Q2 and close working with DIDARS, Police Scotland, Dundee Housing and Community Mental Health Teams. CAT are also re-establishing links with LCPPs in order to better understand the risks and needs of each community area and provide tailored support accordingly. There were several actions to reduce risk in relation to specific intelligence from partners on "Persons at risk" with various tactics and equipment deployed to meet the specific needs.

PRIORITY 2 – IMPROVING FIRE SAFETY AND RESILIENCE IN THE BUSINESS COMMUNITY

HI 4 – Non-Domestic Building Fires

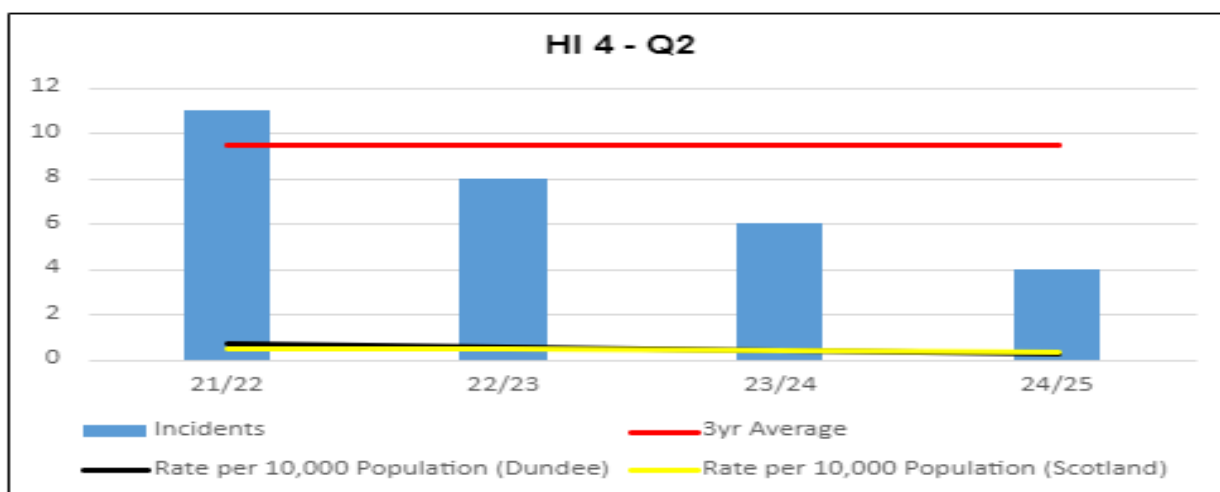


Table 3: Year to Date Performance

	21/22	22/23	23/24	24/25	YTD	Annual Target
HI 4: Non-Domestic Building Fires	21	23	17	12	Green	Below 37

HI 5 – Fatal Fire Casualties in Non-Domestic Buildings & HI 6 – Non-Fatal Fire Casualties in Non-Domestic Buildings

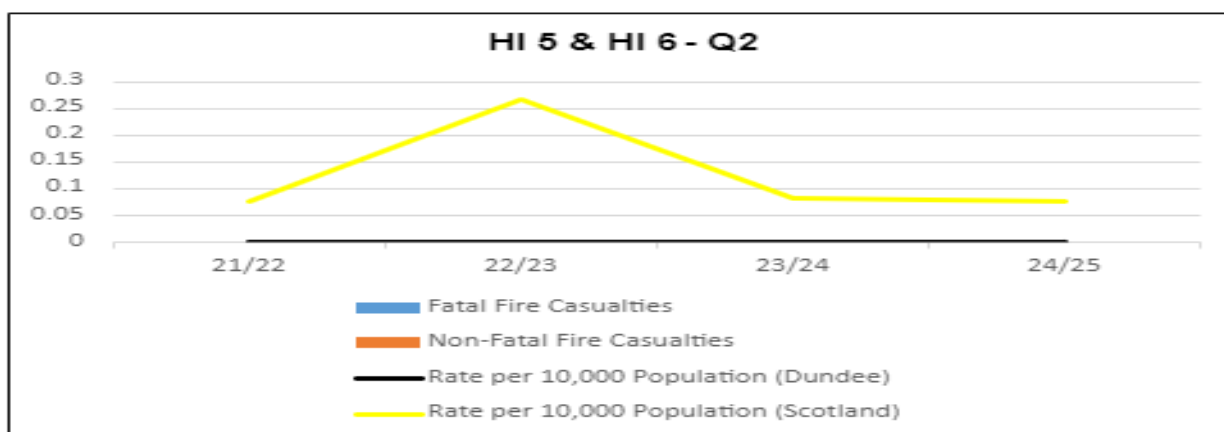


Table 4: Year to Date Performance

	21/22	22/23	23/24	24/25	YTD	Annual Target
HI 5: Fatal Fire Casualties	0	0	0	0	Green	0
HI 6: Non-Fatal Fire Casualties	1	1	0	0	Green	Below 2

Indicator Description

These headline indicators and targets cover the types of non-domestic buildings applicable to Part 3 of the Fire (Scotland) Act 2005 ('The Act') (e.g. care homes, hotels and hospitals) and is designed to reflect the effectiveness of fire safety management in respect of these types of buildings.

HI 4 - Non-Domestic Building Fires Applicable to the Act

As a headline target, the aim is to reduce the rate of accidental fires in non-domestic buildings (where 'The Act' applies), by keeping these fires below 37 in Dundee during 2024/25

HI 5 – Fatal Fire Casualties in Non-Domestic Building Fires Applicable to the Act

This indicator counts those people for whom fire has been clearly identified as the cause of death, even if they die some time after the actual fire. Those who die at, or after, the fire but where fire is **not** identified as the cause of death are not included in these figures. As a headline target, the aim is to have zero Fatal Fire Casualties in non-domestic buildings applicable to the Act, in Dundee during 2024/25

HI 6 – Non-fatal Fire Casualties in Non-Domestic Building Fires Applicable to the Act

This headline target counts all types of non-fatal fire injury in non-domestic buildings, including precautionary checks. As a headline target, the aim is to reduce risk of injury from fire in non-domestic buildings, by keeping fire injuries at one in Dundee during 2024/25

What we aim to Achieve

As well as helping to deliver Priority Two: *Improving Fire Safety and Resilience in the Business Community*, meeting the headline targets will also support the long-term ambition of the City Plan for Dundee and supports achievement of the following local outcomes:

- Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for people;
- Our communities will be safe and feel safe;
- Our people will live in strong, popular and attractive communities.

Performance Management

Audit Activity

Our dedicated Fire Safety Enforcement Officers continue to audit relevant premises that fall within the scope of the Fire (Scotland) Act 2005 to ensure compliance with their statutory responsibilities.

The target set for the year is 366 fire safety audits. During Q2 a total of 93 premises that fall within the scope of the Act were audited. The breakdown of these are as follows:

83 HMOs; 5 licensed premises; 3 self-catering premises; 1 hospital; 1 engineering workshop.

Of these, 5 were Post Fire Audits to provide support and guidance following an event (1 engineering workshop, 2 restaurants, 1 bar, 1 shop).

No patterns or trends were identified across these premises and support and guidance were given to improve fire safety management in the workplace in relation to the cause of the incident.

Short Term Lets

Ongoing work with Dundee City Council to consult with and support the licensing of Short Term Lets throughout the city continues. A total of 19 Short term Let applications were submitted to SFRS from Dundee City Council in Q2 resulting in 1 audit, 4 consultations from SFRS.

22 specific visits including 18 high rise inspections, HMO visits, and complaints and concerns. 12 Fire Engineering consultations and 11 consultations including short term lets, childminder applications.

PRIORITY 3 – MINIMISING THE IMPACT OF UNINTENTIONAL HARM

HI 7 – Road Traffic Collision (RTC) Incidents

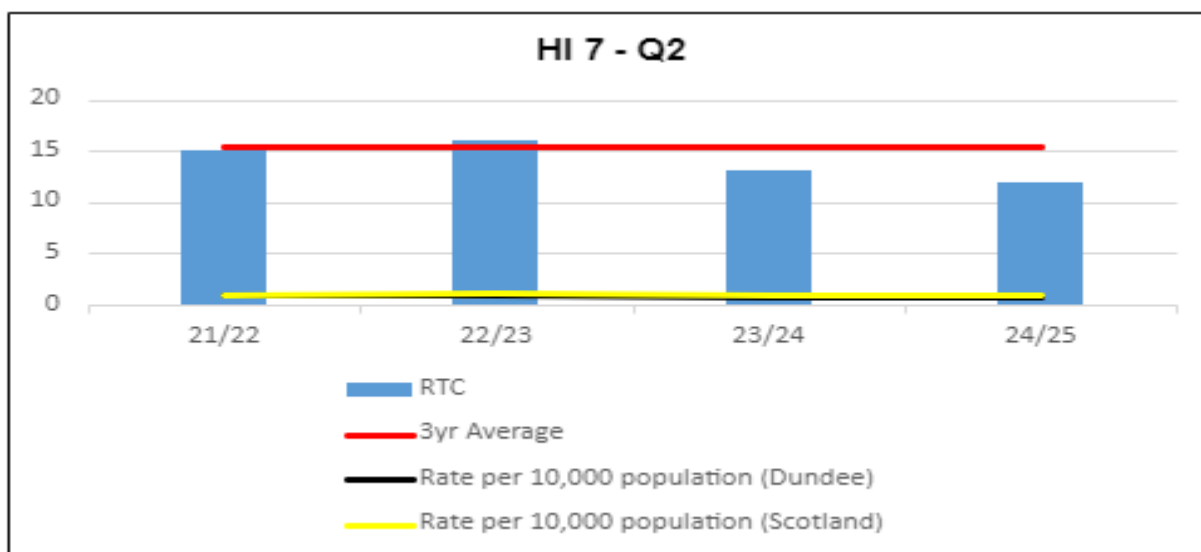


Table 5: Year to Date Performance

	21/22	22/23	23/24	24/25	YTD	Annual Target
HI 7: RTC Incidents	23	28	20	22	Amber	Below 41

HI 8 – Fatal RTC Casualties & HI 9 – Non-Fatal RTC Casualties

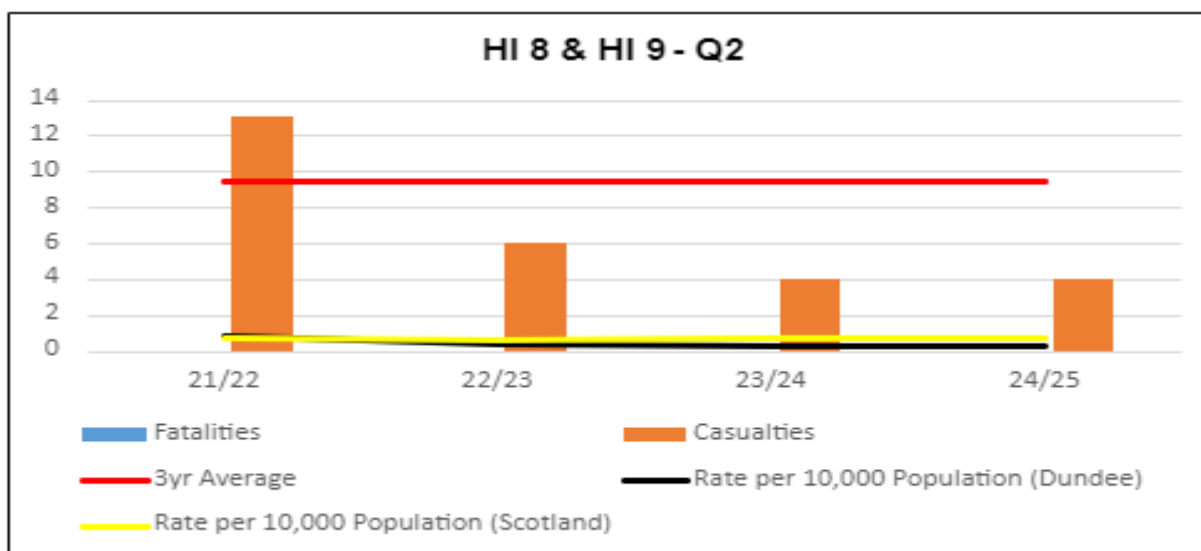


Table 6: Year to Date Performance

	21/22	22/23	23/24	24/25	YTD	Annual Target
HI 8: Fatal RTC Casualties	0	0	0	0	Green	0
HI 9: Non-Fatal RTC Casualties	16	8	5	4	Green	Below 19

Indicator Description

The SFRS has become increasingly involved in more non-fire related prevention work, in support of its role in promoting the wider safety and well-being of its communities, including minimising the impact of unintentional harm. The headline indicators and targets reflect the fact that most of non-fire related casualties attended by the SFRS in Dundee are at RTC Incidents.

HI 7 - RTC Incidents

As a headline target, the aim is to reduce the rate of RTC incidents, by keeping them below 41 during 2024/25

HI 8 – Fatal RTC Casualties

As a headline target, the aim is to reduce the risk of death from RTC's in Dundee, by keeping the number of fatal RTC casualties at 0 during 2024/25

HI 9 - Non-fatal RTC Casualties

As a headline target, the aim is to reduce the risk of injury from RTC's in Dundee, by keeping non-fatal RTC casualties below 19 during 2024/25

What we aim to Achieve

As well as helping to deliver Priority Three: *Minimising the Impact of Unintentional Harm*, meeting the headline targets will also support the long-term ambition of the City Plan for Dundee and supports achievement of the following local outcomes:

- Our people will be better educated and skilled within a city renowned for learning and culture
- Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included
- People in Dundee will be able to live independently and access support when they need it
- Our communities will be safe and feel safe

Performance Management

Dundee CAT are in early planning stages with Police Scotland for a new driver awareness program at Dundee High school in Oct/Nov this has been requested for the second year. The New Driver Scheme will be delivered along with a Virtual Headset scenario. SFRS continue to share the Road Safety Scotland message through their community teams and operational crews.

We continued and completed "Safer Dundee" Schools Transition which was started in Q1 the project was aimed at nine Primary Schools in the East of the city where (P7's) received multi-faceted modules on various topics with the aim to reduce ASB, unintentional harm and educate these young people on the impacts of these behaviours and how they affect their communities and the public. We are looking to expand this educational initiative to offer it to all schools in Dundee.

Water Awareness, engagements during this Quarter were done in and around risk areas in Dundee with poster and flyer place around know risk areas... Waterfront Dundee(V&A) Clatto and others.

Deliberate fire raising and the impact it has is a constant within each ward of Dundee and is a continued message delivered to the youths in schools this message will pick up leading into Q3

PRIORITY 4 – REDUCING UNWANTED FIRE ALARM SYSTEMS

HI10 – Unwanted Fire Alarm Signals (UFAS)

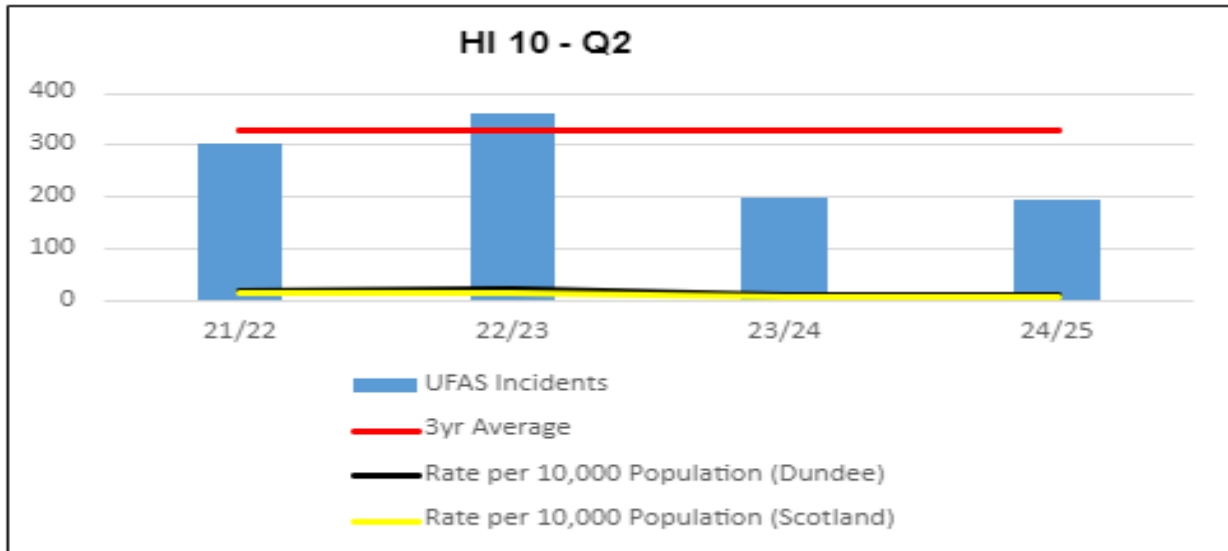


Table 7: Year to Date Performance

	21/22	22/23	23/24	24/25	YTD	Annual Target
HI 10: UFAS Incidents	517	638	517	350	Green	Below 1176

Indicator Description

Automatic Fire Alarms (AFA) are fundamental to providing early warning from fire, giving people the chance to evacuate safely. However, to be effective, they must be properly installed and maintained, and a good fire safety management regime must be in place by the duty holder, so they do not activate when there is no fire.

Every Unwanted Fire Alarm Signal from an AFA has an impact in terms of unnecessary blue light journeys, redirecting SFRS resources away from other activities such as community safety work and causing considerable disruption to businesses.

HI 10 – Unwanted Fire Alarm Signals (UFAS)

As a headline target, the aim is to improve fire safety management and awareness, by reducing the number of attendances to unwanted fire alarm signals (UFAS) from automatic systems in non-domestic buildings to less than 1176 during 2024/25

What we aim to Achieve

As well as helping to deliver Priority Four: *Reducing Unwanted Fire Alarm Signals*, meeting the headline targets will also support the long-term ambition of the City Plan for Dundee and supports achievement of the following local outcomes:

- Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for people;
- Our people will be better educated and skilled within a city renowned for learning and culture;
- Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included;
- Our communities will be safe and feel safe.

Performance Management

In Q2 Crews in Dundee responded to 195 UFAS incidents across the city. Again, this is a welcome reduction on last year, but this is still a large amount of unnecessary blue light journeys that put crews and the public at risk taking fire fighters away from training and prevention work and potentially delaying them from attending a real incident.

The table below lists the top five property types that had persistent call-outs due to UFAS during Q2.

Property Types	No. of UFAS
Hospitals/Medical Care	54
Residential - Student Halls of Residence	53
Residential – Nursing /care	19
Residential – Children’s homes	14
Residential – Sheltered housing	11

The main cause of these incidents was cooking with system faults being the second main offender. Duty holders and residents in these settings have received support and direction from operational crews in an effort to change behaviours and drive down these unnecessary blue light journeys. There were also a number of malicious call point activations (18) at a small number of premises making the majority of calls.

The dedicated Legislative Fire Safety Team (LFST) have been in discussion with duty holders from NHS and plans are in place to manage these events going forward. This will be monitored by crews and the LFST by way of audits, incident activity reporting and scrutiny of data in reports.

PRIORITY 5 – REDUCING DELIBERATE FIRES

HI 11 – Deliberate Primary Fires

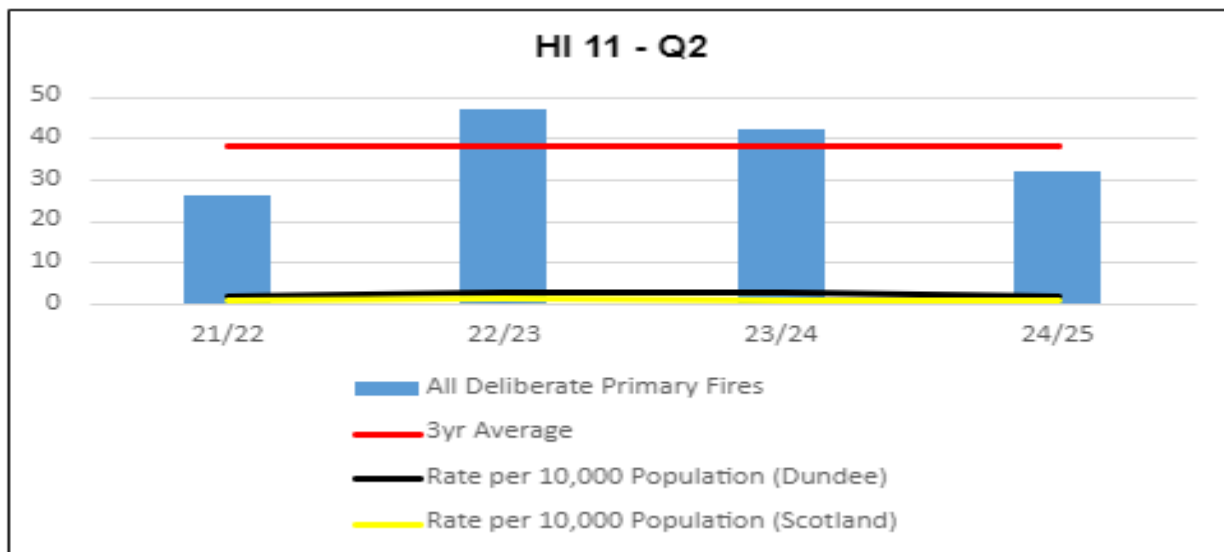


Table 8: Year to Date Performance

	21/22	22/23	23/24	24/25	YTD	Annual Target
HI 11: Deliberate Primary Fires	50	75	87	50	Red	Below 63

HI 12 – Deliberate Secondary Fires

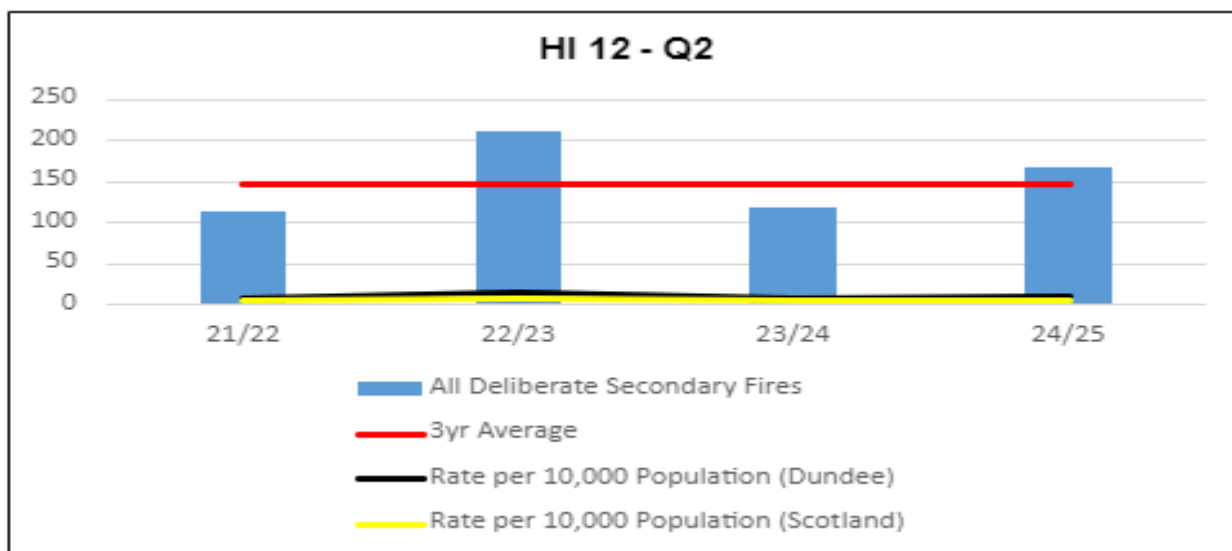


Table 9: Year to Date Performance

	21/22	22/23	23/24	24/25	YTD	Annual Target
HI 12: Deliberate Secondary Fires	394	394	447	339	Red	Below 512

Indicator Description

These headline and indicator targets account for all types of fire that are believed to have been started intentionally and are categorised as Deliberate Primary Fires and Deliberate Secondary Fires.

HI 11 – Deliberate Primary Fires

These deliberate fires cover the following types:

- Fires in the home
- Fires in non-domestic buildings
- Fires in motor vehicles

As a headline target, the aim is to reduce the rate of deliberate primary fires in Dundee by keeping these fires below 63 during 2024/25

HI 12 – Deliberate Secondary Fires

These deliberate fires cover the majority of outdoor fires including grassland and refuse fires and include fires in derelict buildings, but not chimney fires. As a headline target, the aim is to reduce the rate of deliberate secondary fires in Dundee by keeping these fires below 512 during 2024/25

What we aim to Achieve

As well as helping to deliver Priority Five: *Reducing Deliberate Fires*, meeting the headline targets will also support the long-term ambition of the City Plan for Dundee and supports achievement of the following local outcomes:

- Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for people;
- Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included;
- Our communities will be safe and feel safe;
- Our people will live in strong, popular and attractive communities.

Performance Management

Both operational crews and Community action teams have been working with internal and external partners, Police Scotland and Anti-Social Behaviour Teams at DCC to drive down incidents of this type. Within Q2 SFRS have engaged in diversionary work at Community campuses engaging with youths and communities delivering summer safety messages regarding wildfires, water safety and the impacts of wilful fire raising on communities over the summer period. SFRS CAT and Operational crews attended at Camperdown, Brookbank, Ardler, St Mary's and Linlathan. Following trends and concerns within the east end ward a partnership approach was taken to pro-actively work with young people within these communities, this type of diversionary work need and will be replicated in the future in neighbouring wards where we have seen spikes, for example in the Strathmartine ward, where trends and spike are identified SFRS shares this information with ASB Teams and Police Scotland community team and we ensure as a partnership when have a stronger presence in the areas to educate and engage with the young people involved.

PRIORITY 6 – EFFECTIVE RISK MANAGEMENT AND OPERATIONAL PREPAREDNESS

Description

Risk Management and operational preparedness is a key area of work for the SFRS. In Dundee, this means:

- Knowing what the risks are in Dundee and then making plans, so we are resilient to respond to any event.
- Being prepared to respond to national threats or major emergencies.
- Developing flexibility to deploy crews, to take on a broadening role within the community.
- Firefighters being equipped to deal with emergencies safely and effectively and our stations being in a constant state of readiness.

As well as helping to deliver Priority Six: *Effective Risk Management and Operational Preparedness*, our activities will also support the long-term ambition of the City Plan for Dundee and supports achievement of the following local outcomes:

- Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for people
- Our communities will be safe and feel safe
- Our people will live in strong, popular and attractive communities

Activity

Operational Training

During Q2 2024/25, we delivered our quarterly training commitment to operational firefighters, whereby we trained and confirmed their preparedness to deal with:

- | | |
|--------------------------------------|--------------------------------|
| • B.A. - Emergency procedures | • Contaminants review - PPE |
| • RTC - kinematics | • Pumps – Fire Fighting Foam |
| • Safe Working at Height - Practical | • Water Awareness - Equipment |
| • Casualty care - A-E Survey | • B.A. - Quarterly wear |
| • Flood Responder Courses | • Incident Command Assessments |

Prevention and Preparedness

Home fire Safety visits

Crews from all Dundee stations have been working hard to reduce pending lists with assistance from CAT to increase efficiency and our ability to get into the highest risk homes in Dundee in the shortest time possible to provide advice and where required specialist equipment to enhance the safety in homes and our communities.

Community engagement and educational activities

Crews supported CAT with various community events and diversionary work with our young people. Work experience programmes were delivered to students from Morgan Academy where they met operational crews and were put through their paces with hose running, pump operation and moving through smoke and darkness.

Risk information gathering and maintenance

Crews continue to gather information on new sites and update the information we currently hold for risks within Dundee. This important work means that Incident Commanders have the most current information when attending incidents to allow informed tactical plans which support Fire Fighter safety.

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APPENDIX 1: COMMUNITY SAFETY ENGAGEMENT AND NOTEWORTHY EVENTS

Summer community and diversionary events

Part of our summer program was to have a presence at community centres and delivery safety messages on various topic, Crews and Community action team attended different centres over 6 weeks, during this time we discussed Home safety, Carbon monoxide poisoning and with our partnership with SGN we were able to provide occupier with the alarm types along with extension cable and adapters.



Work experience with Morgan Academy

Dundee CAT and crews at community fire stations continue to give young people work experience opportunities and in Q2 we continued that collaborative approach with Morgan Academy where we had 4 students on work placement, during this time they got to visit a station for a meet and greet with operational crews along with an Insite into moving in smoke and darkness confined space along with running hose and pump operations.



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APPENDIX 2: NOTABLE INCIDENTS

Domestic Fire Call at 1 Graham Place 05.09.2024 @ 20:39 – Stop 06.09.2024 15:19

Crews attended a rapidly developing fire in a top floor maisonette flat in a tenement block where due to repeat calls Dundee Operations Control had increased the attendance to three appliances prior to the first attendance. The first crews in attendance requested a further appliance (4th) and an Aerial Appliance (ALP). A senior officer was also mobilised at the time of the original call and took charge of the incident.

At its peak this was made up to a level 2 incident with following resources in attendance:

- 6 appliances, 1 ALP (including a relief ALP from Dunfermline)
- 1 Command Support Unit (From Altens, Aberdeen)
- 1 Firefighter Safety Resource (1 appliance and 1 senior officer)
- 1 BA Support / Welfare Unit
- 6 senior officers including the PKAD LSO

The fire started in the kitchen of the top floor flat and spread rapidly to the upper floor of the maisonette flat which is in the roof space. The integrity of the roof and safe access through the stairwell was compromised. However, crews in BA worked in arduous conditions to control the fire internally while other BA teams forced entry where required and searched the other flats in the tenement block. Once the Search phase was completed internal BA crews were withdrawn and external firefighting with the Aerial Appliance and main jets commenced.

Through information gathered by crews on the incident ground along with the intelligence collated at multi agency meetings, with support from Police Scotland and Dundee City Council. Confirmation that all persons were accounted for was made at 01:40 on the 06/09/24. Crews remained on scene to ensure the safety of the Gas and Electricity teams as they isolated the services to the building externally. Salvage work took place in consultation with Police Scotland to recover money and business documentation from one of the Ground Floor retail units. Crews continued to dampen hot spots and monitor to ensure there was no reignition. The incident was handed over to Police Scotland and Dundee City Council at 15:19 06/09/24. The occupant of the fire flat was alerted and able to make an escape from the flat due to a working smoke alarm. They were assessed and discharged on scene by the Scottish Ambulance Service. Given the intensity and development of the fire, the smoke alarm undoubtedly saved them from serious harm and potentially saved their life.



The Courier.

Domestic Fire Call at 51 Linfield Street 12.07.2024 @ 17:31 – Stop 19:30 SC Cole

Crews attended a well-developed fire over two floors within a terraced dwelling where due to multiple calls Dundee Operations Control had increased the attendance to three appliances prior to arrival of the first attendance (17:37) circa six minutes from time of call.

Due to the extent of the fire neighbours were evacuated with the assistance of Police Scotland for their safety and a further appliance (4TH) was requested by way of an assistance message. A senior officer also mobilised and took charge of the incident. The fire had started in the ground floor but had spread rapidly to the upper floor prior to arrival, this made access to the upper floor extremely difficult as the integrity of the internal stairs was compromised only allowing external firefighting via windows as per pictures below. All occupants were accounted for.

Due to displaced residents multi agency meetings were held to discuss a plan for relocation.

The fire was brought under control by 1900 and crews stayed on scene until just after midnight to ensure no reignition and public safety before completing a handover to Police Scotland. A reinspection schedule was also put in place to ensure public safety over the next 12 hours.





Dundee City Council
Dundee City Council Scrutiny Committee
Report No 346-2024

DUNDEE LOCAL POLICING AREA
QUARTERLY POLICE REPORT

1st July 2024 – 30th September 2024

Report by Chief Superintendent Nicola Russell
Police Scotland D Division (Tayside)

1. RECOMMENDATION

1.1 It is recommended that members note and scrutinise this operational report.

2. BACKGROUND

2.1 The purpose of this report (Appendix A) is to provide information to the Committee regarding the performance of Police Scotland to facilitate local scrutiny.

2.2 The content in this report is for information purposes to allow Board Members to conduct their scrutiny responsibilities.

3. PERFORMANCE

3.1 Appendix A will provide updates on:

- Quarter 2 Performance on a Page:

OFFICIAL: POLICE AND PARTNERS

- Address violence through preventative and enforcement measures
- Deal with disorder and antisocial behaviour
- Tackle acquisitive crime and support victims
- Make our roads safer
- Enable and support effective engagement and communication with the public

4. FINANCIAL IMPLICATIONS

4.1. There are no financial implications as a result of this report.

5. STAFFING IMPLICATIONS

5.1 There are no staffing issues as a result of this report.

6. ENVIRONMENTAL ISSUES

6.1 This report does not have any impact on the environment.

7. SUMMARY

7.1 The attached report updates members regarding significant operational matters and performance of the local policing area.

8. COMPLIANCE

Is the proposal;

(a) Human Rights Act 1998 compliant? YES

(b) Equality & Diversity compliant? YES

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Dundee City Council Scrutiny and Audit Committee
Quarter 2 ending 30 September 2024

OFFICIAL

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Police Scotland's strategic objectives

Dundee City Local Policing Plan 2023-2026

Quarter 2 Performance on a Page:

- Address violence through preventative and enforcement measures
- Deal with disorder and antisocial behaviour
- Tackle acquisitive crime and support victims
- Make our roads safer
- Enable and support effective engagement and communication with the public

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Introduction and Overview of Local Policing Priorities

As from April 2013, the Police and Fire Reform (Scotland) Act 2012 has required Divisional Commanders to produce and publish a Local Policing Plan (LPP) for each local authority area. The Dundee LPP 2023-2026 clearly sets out the policing objectives for Dundee and will report to the Dundee Scrutiny and Audit Committee. Quarterly Performance Reports are produced to allow scrutiny by Dundee Scrutiny and Audit Committee.

This report covers the period from 1 July 2024 to 30 September 2024.

In line with the Dundee LPP, the Quarterly Performance Report provides a more holistic overview of progress across the service to meet our strategic outcomes. This approach provides a wider and more detailed picture of traditional policing performance measures, supplemented with additional insight and narrative to the many different aspects of policing and corporate support functions.

The measures are longer term focussed rather than reflecting the ongoing performance of the day-to-day operational challenges we face and aim to provide evidence of the effectiveness and impact of our service as a whole.

We have introduced several key performance measures and insights questions in support of our local police plan to focus attention on impact and outcomes. For example:

- How effective are the diversionary activities provided?
- How effective are the processes in place to prevent acquisitive crime?
- How well are we engaging with the public?
- What progress has been made in terms of collaboration and what percentage of the divisional estate is co-located with partners?

To enable a more detailed examination by the Committee of specific local priorities and strategic outcomes, a 'Spotlight' focus will be provided on one of the priority areas on a quarterly basis. The Spotlight focus will rotate each quarter in line with the expected updates outlined in the Dundee LPP.

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POLICE SCOTLAND
Keeping people safe
POILEAS ALBA

Plan On a Page - Dundee Local Policing Plan 2023-2026

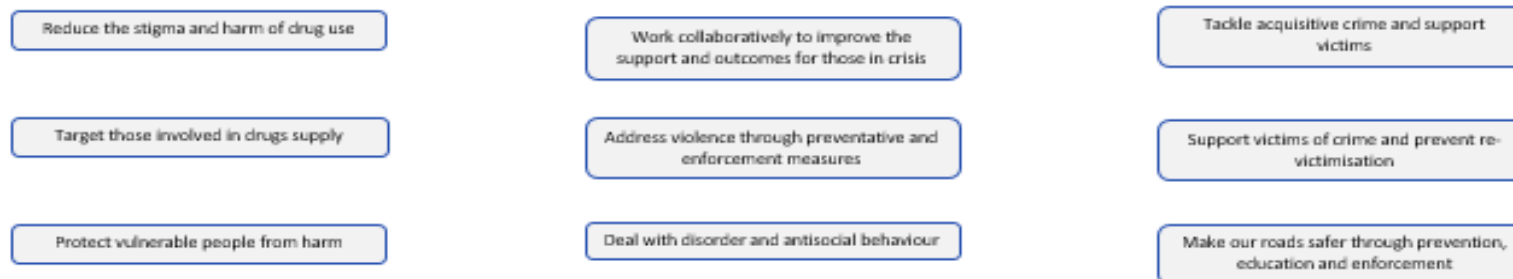
Our Vision Policing for a safe, protected and resilient **Scotland**
Our Purpose Improve the safety and wellbeing of people, places and communities in **Scotland**
Our Values Fairness Integrity Respect Human Rights

PUBLIC HEALTH

Local Policing Priorities



Local Policing Objectives



Police Scotland Strategic Outcomes



PREVENTION & EARLY INTERVENTION

PERSON CENTRED APPROACH

PARTNERSHIPS

Quarter 2 –
Performance on a
Page

	Recorded Crimes			%Change		Detection Rate			% point Change	
	CYTD	LYTD	5 Yr Av.	From LYTD	From 5 Yr Av.	CYTD	LYTD	5 Yr Av.	From LYTD	From 5 Yr Av.
ASB and Disorder										
Overall group 4	899	827	908.4	8.71	-1.0	33.0	29.3	38.1	3.8	-5.1
ASB Incidents	6077	6198	7369.2	-2.0	-17.5	-	-	-	-	-
Violence										
Robbery	69	89	78.2	-22.47	-11.8	68.5	72.4	66.5	-3.9	2.0
Serious Assault	51	60	72.2	-15	-29.4	94.0	79.7	80.2	14.3	13.8
Common Assault (excl EW)	991	976	1015.4	1.53	-3.4	71.2	65.4	65.8	5.8	5.4
Public Protection										
Overall Group 2	244	286	297.2	-14.69	-17.9	54.5	64.7	60.9	-10.2	-6.4
Rape	45	60	56.4	-25	-20.4	55.7	44.2	47.5	11.5	8.2
Domestic Abuse	75	67	51.6	11.94	45.3	68.3	73.3	71.0	-5.0	-2.7
Road Safety										
Speeding offences	125	93	370.8	34.4	-66.3	100.0	99.1	100	0.9	0.0
Drink / Drug Driving	137	85	135.6	61.1	1.0	91.1	95.9	95.8	-4.7	-4.7
Acquisitive Crime										
HBs	200	233	209.8	-14.16	-4.7	33.7	27.6	28.1	6.1	5.6
Motor Vehicle Crime	334	481	376.4	-30.56	-11.3	31.5	28.4	29.5	3.1	2.0
Fraud	296	337	285.6	-12.16	3.6	23.8	11.3	18.7	12.5	5.1
Shoplifting	1110	1163	734.2	-4.5	51.2	47.9	36.3	52.9	11.6	-5.0

Overall Group 2' All Sexual Crimes including Rape & Attempts, Indecent & Sexual Assaults, Prostitution Offences and 'Other' Group 2 Crimes.

Overall Group 4' All Fireraising, Vandalism, Reckless Conduct and 'Other' Group 4 Crimes.

- **Local Priority/Activity** – Address violence through preventative and enforcement measures

Tackling violent crime is part of Police Scotland’s focus in ensuring the safety and wellbeing of our communities. This report will provide a detailed breakdown of the levels of violent crime recorded and investigated within the Dundee local authority area during the current performance year, whilst exploring the current trends and perpetuating factors which are central to the commission of these crimes.

Crime Categorisation and Investigative Response

Crimes of violence are categorised into Murder, Attempted Murder, Serious Assault, Robbery and Common Assault.

In terms of the investigation of those more serious and complex investigations, Domestic Violence and Child Abuse, there exist several specialist teams, all of which are led by Senior Investigating Officers. These teams come under the management of Tayside Division Criminal Investigation Department and our Public Protection Units. They are the Reactive CID, Domestic Abuse Investigation Unit (DAIU) and Child Protection Investigation Unit (CPIU).

Tayside Division is also fully supported by national units, which are geographically based within Tayside and have a vital part to play in tackling violence in our local communities. These teams are managed by our Specialist Crime Division (SCD) and include our Domestic Abuse Task Force (DATF) and Major Investigation Teams (MIT).

Statistical Analysis and Crime Management

Tayside Division Community Analysts produce a monthly ‘Violent Crime Report’ which allows senior officers to analyse reported crimes of violence in Dundee and react to emerging trends, deploying both local and national resources on an ‘intelligence led’ basis to prevent crimes of violence from taking place. This detailed approach to Tasking is governed via monthly Tasking and Coordinating Group meetings which are chaired by the Divisional Commander and attended by the full Senior Leadership Team.

Our ‘crime management’ department ensures that each crime is properly recorded and that a robust professional investigation is delivered. Line managers across local policing, CID and PPU routinely assess crimes under investigation to ensure that these investigations are being progressed at pace and that vital safeguarding for victims is in place.

OFFICIAL

Through this combination of strong governance, statistical analysis and careful tasking we can focus our resources effectively to maximise detection rates, limit repeat offending and prioritise crime prevention activity.

Murder

There have been no murders during the reporting period.

Attempted Murder

There have been 3 attempted murders in Dundee which is the same number as the previous reporting period. None of the offences are connected and all have been detected.

One of the offences is domestic related and was investigated by specialist officers from the Domestic Abuse Investigation Unit. The female victim is being supported by specialist officers and the accused has been arrested and charged prior to appearing at Dundee Sheriff Court where he was initially remanded in custody.

The remaining two offences were investigated by CID and involved the victims being struck by a vehicle.

The complainer in the first incident suffered life changing injuries and both accused were remanded in custody after being arrested and charged with the offence.

The complainer in the second incident was not injured and both accused were arrested and charged. They were later granted bail following appearing at Dundee Sheriff Court.

Serious Assault

The definition of a serious assault ranges from any injury which requires medical closure technique i.e stitches or glue to broken bones and internal injuries. Therefore, severity of injuries within this category ranges from facial injuries requiring minimal closure techniques sustained from a single punch to broken bones or serious lacerations sustained during prolonged attacks where weapons are used.

There have been 27 Serious Assaults recorded during Q2 in Dundee. This is lower than the 24 reported in the previous reporting period.

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Serious assault and violent crime are overseen by CID. A Detective Sergeant will review circumstances and have a footprint on the crime if CID do not have ownership. The Detective Inspector responsible for the CID in the Local Policing Area will ensure undetected crimes of this nature are subject to regular scrutiny / review to ensure all investigative opportunities are identified and progressed in a timeous manner.

From analysis of these recorded assaults, 12 occurred within residential properties, 3 within licensed premises and the remainder in open space. Most of these incidents involved punching and kicking the victim to the head and body causing injury whilst 9 involved the use of weapons such as knives and bats.

Robbery

Crimes of Robbery, Assault and Robbery, and assaults with intent to Rob are recorded within this section. These crimes include any threat of violence or inference of any kind sufficient for incidents to be recorded.

These crimes are predominately investigated by Detective Officers supervised by a Detective Inspector. Crimes of this nature are a divisional priority, and a robbery toolkit has been developed to ensure consistency of investigative practice and provision of support to victims.

Within Q2, 29 robberies were reported. This is lower than the 40 robberies that were recorded during the same period, last year.

Of these offences, 25 robberies were detected, which is a detection rate of in excess of 86%. A number of investigations are ongoing with identified suspects and outstanding forensic analysis, so it is anticipated that this figure will rise.

Further analysis identified that in the majority of these offences, physical violence such as punching and kicking was used to obtain property. In the remaining cases, threats of violence and use of weapons were used.

In many cases, the victim and suspect/accused were known to each other prior to the robbery

Prevention and support

Tackling violence is a priority for Dundee officers and our approach relies on targeting hot spot locations, domestic offenders, notable offenders and prioritising the execution of apprehension warrants linked to violent offences.

OFFICIAL

Each Community Policing Team (CPT) has responsibility for local domestic bail checks, which involve pro-active contacts with high-risk victims and offenders of domestic abuse, maximising the safeguarding of victims by reinforcing safety plans and ensuring offenders are adhering to bail conditions.

CPTs complete ongoing reviews of High priority Apprehension Warrants linked to violence in the locality, ensuring offenders are arrested quickly, reducing opportunities for further offending.

Our CPTs work closely with our plainclothes initiative unit (Operation Aragonite) to maximise effectiveness through proactivity. During the quarter, Downfield CPT supported them in 2 'Days of Action' within the Hilltown area. Activities include a blend of high visibility and plain clothes patrols in hot spot locations, stop and search of individuals where applicable, and engaging with members of the public to provide re-assurance.

On Day 1, a number of priority apprehension warrants were pursued and in the course of this activity, a male was observed exiting an address that is known for reports of drug dealing, officers intervened, searched the male and found him to be in possession of a small amount of Heroin, which he was subsequently reported for.

Due to the diligence of officers, 2 males who were both wanted for serious domestic offending, surrendered themselves to police that day.

On Day 2, a male was arrested on warrant and as a suspect for 2 crimes of serious violence. 2 further males were arrested on warrant and one of them was found to be in possession of a number of items, believed stolen by way of shoplifting. Further enquiry is ongoing into that.

A juvenile was also traced and found in possession of a knife and 23 individual wraps of crack cocaine, which constitutes a charge of being 'Concerned in the Supply of controlled drugs', for which he was subsequently reported.

There were positive responses from members of the public, who were pleased to see officers out and about in their community.

Across Dundee, our CPTs continue to develop and act on community intelligence, regularly executing drugs search warrants and utilise these opportunities to signpost drug users to support services.

OFFICIAL

Within the support space, our Prevention officers continue to progress support visits to vulnerable people and victims, working with statutory and 3rd sector partners to carry out leaflet drops and provide follow up contact and re-assurance advice with a view to disrupting/preventing violence that occurs.

The areas of focus for victim visits include but are not limited to Human Trafficking, Financial Exploitation, Prostitution, Sextortion, Cuckooing and County Lines, Robberies and Violence. We regularly identify vulnerable victims for follow up safety visits, particularly those who have been targets of robberies and violence. Inputs to raise awareness of county lines continue to be delivered and will be a focus moving into Q3 as part of the county lines campaign, which will see officers supporting staff working with youths and vulnerable adults who could be seen as targets for these groups.

Police Scotland are committed to ensuring Dundee's citizens are protected and feel safe with its continued work in conjunction with I Am Me Scotland and the Keep Safe partnership initiative. Currently there are 46 Keep Safe places across Dundee with ongoing annual reviews in place to ensure all staff remain trained to the required standard with appropriate signage in place.

Partner Intelligence Portal

Police Scotland is committed to working with Partners in the public, private and third sectors to ensure the approach to Public Protection is focused, meaningful and collaborative. This commitment allows the organization to continually improve the service and support provided to victims and their families, whilst working towards protecting those at risk of harm.

The Partners Intelligence Portal is a secure and confidential electronic system, enabling partner agencies to share important information they receive during the course of their work. The portal can be used for any form of intelligence where there is no immediate risk to an individual with recent examples including ASB and drugs. Preventions, Interventions and Partnership Officers continue to engage with Partners to raise awareness of the portal, planning and delivering training as required to afford access thereafter through a unique secure login. Over Q2 training sessions have not been progressed as much as we would have liked due to the summer period, however a large proportion of partners are now trained in the system, and we have continued to deliver training to colleagues in housing over this period.

PSYV and our community teams have attended public engagements raising awareness of personal safety, while identifying vulnerable persons, as well as targeting known nominals and distributing Crimestoppers literature.

OFFICIAL

Police Scotland remains committed to working with partners in the public, private and third sectors to ensure the approach to Public Protection is focused, meaningful and collaborative. This commitment allows the organization to continually improve the service and support provided to victims and their families, whilst working towards protecting those at risk of harm.

We are working closely with Victim Support Scotland and in collaboration with the National Team at Partnerships, Prevention and Community Wellbeing to address the needs of local communities through enhanced communication and an improved referral support service. We continue to partner at local engagement events to promote the benefits of VSS, sharing social media articles and distributing literature.

OFFICIAL

- **Local Priority/Activity – Deal with disorder and antisocial behaviour**

We recognise the impact that anti-social behaviour (ASB) can have on communities and have adopted a multi-faceted approach to addressing it, in tandem with partners, particularly Anti-Social behaviour teams (ASBT within Dundee City Council).

Our Partnerships team work closely with Housing, ASBT, SFRS and Trading Standards conducting reviews of all relevant ASB calls and sharing with the respective agencies in accordance with Data Protection Governance. Examples of this include:

- Attendance at weekly meetings to discuss recurring ASB issues ensuring proportionate action is taken from a multi-agency perspective.
- Progression of joint visits where appropriate or required to ensure a co-ordinated approach.
- Participation in Quarterly reviews relating to ASB to focus on emerging trends/ repeat locations and wider impacting ASB.

Of note, Dundee currently has 123 Anti-Social Behaviour Orders with 15 Breaches of said orders reported during Q2.

Intoxication through drink or drugs undoubtedly contributes to ASB and during this quarter, there were 37 recorded ASB incidents at or in the immediate vicinity of licensed premises.

There were 13 licensing inspections carried out throughout Dundee, with 1 premise identified as problematic during this period which as result had its licence revoked.

Between 1st July 2024 and 30th September 2024, the divisional licensing team have processed 945 licence applications for the Dundee area.

The divisional licensing team have been promoting the ‘By-stander’ and ‘It’ll Cost You’ training and campaign and were assisted by Police Scotland Youth Volunteers (PSYV), who carried out public engagement within our communities and Premise Licence Holders. The Divisional Licensing Team are continuing to deliver training to licenced premises in respect of keeping people safe, particularly during the nighttime economy.

Youth related disorder also contributes to ASB, particularly during the longer summer school holiday and as a such, high visibility patrols focused on Dundee City Centre and supported our partners in the use of valiant forms. ASB teams then carried out various home visits regarding certain youths, preventing repeat issues.

OFFICIAL

The Street Soccer Initiative has continued to thrive, and involves partners including retail businesses, to provide a diversionary option for youths. This was successful over the initial 10-week period and following liaison work between CCPT and Dundee City Council, it continued over the school holidays.

Following meetings with DCC, who highlighted youth disorder in evenings, it is intended that DCC's Community Wardens will now include City Centre in their patrol matrix, supported by CCPT.

Pro-active patrols were also undertaken at ASB hotspots across Coldside and Strathmartine wards and the activity of ASB teams and the conduct of home visits proved successful here as well.

We acknowledge the growing concern over the anti-social and dangerous use of off-road bikes and e-bikes, particularly in the city centre area, which is a trend reflected nationally. We have a reinvigorated local response in the guise of Operation Challenge, which provides us with a suite of options in tackling this issue. However, it must be stressed that enforcement should not be our first response, as efforts are made through our partners to educate and divert those who would use bikes in this manner. Nonetheless, officers will take every opportunity to intervene, as demonstrated on Saturday 31st August 2024, where a Sur-Ron bike was seized following the detection of anti-social behaviour and road traffic offences in City Square, Dundee. A 16-year-old male was subsequently arrested and charged with road traffic and drugs offences.

Due to an increase in anti-social behaviour specifically targeting Explore buses, Longhaugh CPT took the lead on the project 'Safe Travel Initiative' supported by DCC Anti-social behaviour teams, Scottish Fire and Rescue Service (SFRS), Community Wardens and staff from Explore Dundee. This project utilised existing educational materials created by Police Scotland and SFRS and, along with backing from local education establishments, the initiative was firstly rolled out throughout the schools within Dundee, focusing on P6/7 and 1st year students and was comprised of 'real life' impact statements, delivered by employees of Xplore Dundee. There were also inputs from Police, SFRS and ASB Team with regards to the distress, impact and financial cost that these events had on the company, their staff and the wider community.

In addition, Longhaugh CPT worked closely alongside Xplore Dundee to streamline the reporting process ensuring a single point of contact (SPOC) was highlighted when dealing with the company.

OFFICIAL

- **Local Priority/Activity – Tackle acquisitive crime and support victims**

Acquisitive crime typically refers to theft by shoplifting, theft of and from motor vehicles, as well as theft by housebreaking.

Dundee LPA is supported by officers from the Partnerships, Interventions and Preventions unit (PIP), who carry out a daily review of local acquisitive crime, highlighting trends or crime series and identifying opportunities to publicize advice or signpost victims to support.

Within the divisional structure, there is a monthly Acquisitive Crime review, which reviews wider trends, both divisionally and nationally, identifying scope for collaborative working or specific intervention opportunities.

Housebreaking (Domestic Dwelling)

The figure for Housebreaking includes all attempted housebreaking and instances of housebreaking with intent to steal (i.e. where the security of the property has been overcome but no property stolen). This analysis considers break-ins and attempts to dwellings only – it therefore excludes sheds and other out-buildings.

The solvency rate for the year to date sits at 33.7%. Several enquiries are ongoing, with forensic results pending and positive lines of investigation being pursued so this figure will likely rise.

These crimes are overseen by a Divisional Acquisitive crime team situated within CID, which means they will likely be investigated or at least reviewed by a Detective officers under supervision of a Detective Sergeant and Inspector.

This results in quicker identification of cross-border crime series and maximising intelligence or evidential opportunities in relation to stolen vehicles/property, ensuring a joined up investigative approach.

Fraud

143 crimes of fraud were recorded this quarter, with 153 crimes reported the previous quarter and a decrease from the 177 recorded during the corresponding period last year.

About 24% of frauds reported in the area this year were detected which is above the 15.9% crimes detected nationally.

OFFICIAL

Analysis of the crimes recorded in quarter 2 shows over a third of crimes occurred within the complainer's home address and have the 'cybercrime' tag indicating an 'online' element. The challenge when dealing with online fraud is many of the perpetrators of these crimes are located out with the UK, proving an additional barrier to their identification and subsequent detection.

Due to the complex nature of fraud, these enquiries take a significant amount of time to complete.

Motor Vehicle Crime

Within the Q2, 192 crimes were recorded which is an increase from 142 crimes recorded the previous quarter but is still a decrease from the 272 recorded in Q2 last year.

Solvency sits at 31.5% for the year to date. A number of crimes are still under enquiry, so further detections are possible.

As stated earlier, an Acquisitive team is now responsible for investigating crimes series are now under line management of CID. This provides enhanced investigative ability and resources to address motor vehicle crime and work collaboratively with neighbouring divisions.

This approach worked well in September 2024, where the team investigated a series of break into vans in Dundee, with a unique Modus Operandi (MO) was used to gain entry and steal power tools. This information was shared with neighbouring divisions, who also experienced a series of identical crimes.

Following a joint investigative approach, a van used by the person responsible was identified and stopped by officers in Lanarkshire and was found to contain a significant number of stolen power tools. Further enquiry identified a number of these as stolen tools from crimes in Dundee and the male responsible has been arrested and charged with approximately 60 offences nationally.

Theft by Shoplifting

Many retailers have now signed up to Retail Watch, which facilitates the sharing of security information and local updates across stores.

CCPT have met with various premises to provide guidance on how they can protect their business from thefts, and to link in with other premises should thefts occur, as well as encouraging businesses to phone in when they are affected.

Use of the Digital Evidence Sharing Capability (DESC) to provide CCTV footage has been a useful and effective tool, reducing time spent copying CCTV to disc. Most premises are now comfortable using the system to share key evidence with the police.

OFFICIAL

Crime Pattern Analysis indicated that one specific retailer, BP Petrol Station, Kingsway West, had been subject to a larger number of theft by shoplifting. As such, Lochee CPT have worked collaboratively with staff and BP Loss prevention officers to provide long term safety planning and targeting prolific offenders. The crime prevention survey recommended shop layout, restricted alcohol access and store security. A male has since been arrested and reported for 26 offences. A female has also been arrested and reported for 21 offences. Further enquiry has identified another 20 offences for the female. Since these individuals have been reported, there has been a significant reduction in crimes, recorded at this location.

OFFICIAL

- **Local Priority/Activity – Make our roads safer**

Adapting to changing trends in road casualties requires a multi-faceted and collaborative approach involving all stakeholders. A multi-agency approach is an effective way to meet new challenges. Within Dundee, we are well served by specialist Roads Policing officers, who work alongside our local policing teams.

During the period under review the following initiatives were prioritised:

- Summer Drink Drug Drive campaign
- National mobile phone campaign
- Motorcycle Weekend of action
- Vulnerable road users Child safety – return to school
- Drug Driving Week
- National Speeding Campaign
- Young Drivers fatal 5 Campaign

Dundee LPA has suffered no fatalities for the period under review and 2 fatalities year to date.

Dundee LPA have had 19 persons seriously injured as a result of road traffic collisions for the period under review, which is a 35% increase, comparable with the same period last year where we saw 14 persons seriously injured.

OFFICIAL

Road safety enforcement continues to be carried out as part of routine business by the Road Policing unit. Focused patrol work will be complemented using available technology and databases, intelligence target packages and specific tasking resulting from local Tasking and Coordinating processes to tackle criminality.

Local policing and RPU officers have been able to target driver behaviour which we believe will have the greatest impact on casualty reduction and address community concerns. Enforcement activity has concentrated on the Fatal 5 which are Dangerous/Careless driving, drink/drug driving, speeding, seatbelts and mobile phones.

Based on strategic assessment, a number of priority locations have been identified in Dundee which were subject to focused operational activity, these are A90, A92 and A923. In addition, local CPTs have conducted high visibility speed checks at Dalmahoy Drive, Laird Street, Baldovan Road, Pitkerro Road and Fairfield Road, Dundee, engaging with drivers and issuing guidance where applicable. Speed checks in these locations will continue into the next quarter.

The New Driver Scheme (NDS) has been successfully delivered in both the education and employment sectors across Tayside. The NDS is a hard-hitting presentation to raise awareness of road safety issues. The joint presentation, delivered by Police Scotland and SFRS provides a stark reminder of the individual responsibilities that the driver has, both for themselves and other road users.

Rider Refinement North (RRN) is an opportunity for members of the public to purchase a day's motorcycle awareness with Road Policing Advanced Riders accompanied by an observer from the IAM.

The course includes a presentation, demo rides and observational rides, the course is designed as a gateway to advanced riding and is run in partnership with Local Authority, Road Safety Scotland, IAM & RoSPA. The course costs attendees £40 which includes a lunch. Unfortunately demand always exceeds supply with only limited places available. Initial delivery of RRN has received extremely positive feedback with some excellent learning and opportunity to influence riding behaviour with candidates travelling from across Tayside to participate.

Within Q2. there has also been a focus on targeting drivers using pedestrian zones. CCPT met with Dundee City Council to encourage a review of disabled bays and double yellow lines in City Centre, which are abused regularly, and to improve signage. Parking wardens were requested at peak evening times and have now been deploying.

School Exclusion Zone monitoring has also continued during Q2, with visits by local officers to Forthill Primary School, Ballumbie Primary School and St Ninians RC Primary, Dundee.

OFFICIAL

- **Local Priority/Activity** – Enable and support effective engagement and communication with the public

Our CPTs continue to carry out various engagement events, including holding a Police Surgery within a local community space, attending a multi-agency support session, both events affording members of the community the opportunity to attend and speak to a police officer to seek advice, re-assurance or ask questions. Whilst preventative advice is always offered, we also signpost to other relevant support agencies.

A snapshot of just some of the events or organisations where we were present are captured below:

Morgan Academy Summer Fair
CLD Transition Event's
Craigie Cottage Residential unit:
RAF Cadet Squadron
Action For Children Residential Unit
Barnhill Blethers
Fintry Gala Day
Community Day at Fairfield Park
Craigie High School Youth Drop-in

REPORT TO: SCRUTINY COMMITTEE – 4 DECEMBER 2024

REPORT ON: INTERNAL AUDIT PLAN UPDATE AND PROGRESS REPORT

REPORT BY: CHIEF INTERNAL AUDITOR

REPORT NO: 339-2024

1.0 PURPOSE OF REPORT

To submit to Members of the Scrutiny Committee an update on the progress towards delivering the 2024/25 Internal Audit Plan; the audits from previous years' plans that were not complete in June 2024; and information about the number of open internal audit recommendations.

2.0 RECOMMENDATIONS

It is recommended that the Committee note:

- (i) the progress with the Internal Audit Plan;
- (ii) progress with the implementation of agreed internal audit recommendations;
- (iii) the addition of a review of MOSAIC system payments to the plan, and
- (iv) the position with revised Public Sector Internal Audit Standards (PSIAS)

3.0 FINANCIAL IMPLICATIONS

None.

4.0 AUDIT PROGRESS

- 4.1 Appendix 1 notes the current stage of progress with implementing the 2024/25 Internal Audit Plan and the outstanding items brought forward from the 2022/23 and 2023/24 Plans (the plan).
- 4.2 Appendix 2 shows the open internal audit recommendations by service, audit year and risk priority. Progress has continued to implement actions, with eight actions closed since this was last reported in September 2024. The majority of actions still require a revised completion date.

5.0 UPDATE ON INTERNAL AUDIT STANDARDS

- 5.1. Revised arrangements to apply the January 2024 Global Internal Audit Standards (GIAS) in public sector organisations were published for consultation in early October. The current Public Sector Internal Audit Standards (PSIAS) are expected to be in place until 31 March 2025.
- 5.2. From 1 April Internal Audit arrangements will be required to comply with GIAS (UK Public Sector). This will be the 2024 GIAS as amended by an Application Note to change these in some areas for application in UK public sector organisations. There is also a new CIPFA "Code of Practice for the Governance of Internal Audit in UK Local Government" which covers internal audit responsibilities of the IA service, corporate management and elected members and which builds on existing CIPFA guidance, including:
 - Position Statement: audit committees in local authorities and police 2022
 - The role of the head of internal audit (2019) (the Code replaces the governance aspects) and

- The Financial Management Code (2019)

5.3. The guidance for annual governance statements will be updated for 2025 to cover how compliance with the new Code and the GIAS (UK Public Sector) should feature in the Annual Governance Statement.

5.4. Preparations to ensure conformance with the revised arrangements from 1 April 2025 are underway.

6.0 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.

7.0 CONSULTATIONS

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

8.0 BACKGROUND PAPERS

Consultation documents for
The Application Note: Global Internal Audit Standards in the UK public sector, and
Code of Practice for the Governance of Internal Audit in UK Local Government

Appendix 1 - 2022/23, 2023/24 and 2024/25 Internal Audit Plan update.

Appendix 2 - Outstanding Internal Audit Agreed Actions.

CATHIE WYLLIE

CHIEF INTERNAL AUDITOR

DATE:

12 November 2024

Completed items

2022/23 and 2023/24 Internal Audit Plan - Progress Report (Audits completed after June 2024)

2022/23 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
Governance Reviews				
Staff Wellbeing/Absence Management (Contractor)	Review of the governance arrangements in place throughout the Council to promote and support staff wellbeing. The scope of this audit will pick up some elements of the absence management audit removed from the plan.	December 2024	Complete	Limited
ICT Reviews				
Microsoft Office 365 (Contractor)	Review of access permissions and licensing arrangements for Office 365 including linking to management of network access.	December 2024 Now February 2025	Draft report issued 7/6/24 Revised draft issued 3/7/24 Response received 3/9/24 Further revised draft report issued 30/10/24	
Civica CX	Review of the arrangements for the implementation of Phase 1 of Civica CX incorporating Housing Rent collection and recording of Housing Benefit/Universal Credit housing costs.	February 2025	Planned	
User Access Management (Contractor)	High level review of the appropriateness of user access levels and associated permissions for Civica Financials and Purchasing systems.	December 2024 Now February 2025	Draft report issued 16/07/24 Responses received 31/10/24 Awaiting finalisation	

2022/23 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
Systems Reviews				
Health and Safety - Incident Reports	Review of the Council's arrangements for the recording and reporting of Incident Reports.	September 2024	Complete	Substantial
Procurement / Contract Reviews				
Social Work Contracts and Payments	Review of contract management and commissioning arrangements, including payments, within Dundee Health and Social Care Partnership to assess their adequacy and effectiveness.	February 2025	In progress	

2023/24 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
Governance Reviews				
Absence Management	Review the arrangements in place within the Council to mitigate long term and future absence arising from sickness absences.	December 2024	Joint with Staff Wellbeing above Complete	Limited
Corporate Governance	Review of elements of the Annual Corporate Governance checklist with service areas to demonstrate evidence of compliance.	December 2024	Complete	Substantial
Financial Reviews				
Corporate Debt Recovery Arrangements	Corporate wide review of the Council's debt management and debt recovery arrangements.	December 2024	Draft Report issued 01/11/24	

2023/24 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
		Now February 2025		
Financial Forecasting (Contractor)	High level review of the control framework in place to support the development of financial forecasting corporately and within service areas.	December 2024 Now February 2025	Draft report issued 24/07/24 Response received 04/10/24 Further revised draft report Issued 13/11/24	
Procurement / Contract Reviews				
SLAs with External Bodies	Assess the extent to which the Council has adequate service level agreements in place where Council responsibilities are delivered by external bodies. To include an assessment of arrangements to ensure satisfactory service delivery and value for money.	April 2025	In progress	
System Reviews				
Health and Safety Risk Assessments and Incident Management in Schools	Review of the arrangements in place within schools to ensure completion of health and safety risk assessments for activities including determination of roles and responsibilities.	February 2025	In review	
Section 75 Planning Obligations (Contractor)	Review of the arrangements in place for the recording, receipt, and monitoring of Section 75 payments/planning obligations from Developers.	February 2025	Draft report issued 12/11/24	
Safety Alarm Response Centre	To assess the arrangements for the operation of the Safety Alarm Response Centre (SARC) in line with the Council's Resilience and Community Safety plans	December 2024	Complete	Limited
Pentana	Review of the Council's Performance and Risk Management system in terms of management reporting and efficiencies.	December 2024	Draft report issued 31/10/24	

2023/24 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
		Now February 2025		
Permanence	High level review of the arrangements in place to support the decision-making process surrounding children being placed in permanent care and ensure compliance with relevant legislation.	December 2024 Now February 2025	Draft report issued 01/11/24	
Recruitment (Contractor)	Review of the Council's Recruitment and Selection approach, including reporting and analysis of effectiveness, and identification of actions where required.	December 2024	Complete	Substantial
Young People in Residential Care - Missing Persons Processes	Review of the arrangements for risk assessment, planning for, and prevention of young people going missing from Residential Care. To include review of processes for identifying, recording, and responding to such instances.	April 2025	Planning. Audit deferred to take place later in 2024/25	

2024/25 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
Governance Reviews				
Child Poverty and Fairness Action Plan	Review of the arrangements to implement and oversee the next phase of the Fairness and Local Child Poverty Action Plan, including measurement of progress towards Scottish Government targets.	April 2025		
Partnership Working - Dundee Alcohol and Drugs Partnership	Review of the arrangements which underpin the Council's delivery responsibilities under the Alcohol and Drugs Partnership's Strategic Framework, including delivery plans, progress monitoring, and engagement with other members of the Partnership.	April 2025	Planning	

2024/25 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
Tay Cities Deal	The Grant Offer Letter provided to Dundee City Council as lead authority for the deal requires that the Authority's Internal Audit Service performs a review of arrangements to implement and oversee the deal at least every other year. This year's audit will be a review of the benefits realisation processes including assessment of benefits towards delivering outcomes.	February 2025	In Progress	
Risk Management	A review of the Council's risk management processes will be carried out by the Internal Audit contractor.	June 2025	Planning	
ICT Reviews				
End User Computing - Cloud Migration	A critical friend review of the processes in place to manage end user device access to the Council's network and applications. There have been changes to how people work and the devices they use. From a security perspective, it is vital that only authorised devices are permitted access to Council systems and data.	June 2025	Planning	
User Access Management	The review will consider the adequacy of user access management controls for the Northgate application. This will include assessment of the processes for joiners, movers, and leavers as well as access management arrangement to achieve segregation of duties, and monitoring of privileged accounts.	June 2025	Planning	
Financial Reviews				
Capital Planning and Monitoring	Review of the procedures to oversee the implementation of Capital Plans, in line with the Council's Capital Investment Strategy, and monitor and scrutinise Capital expenditure.	February 2025	Planning	
Payroll - Changes in Circumstances	Review of the processes by which information affecting individual's pay calculation is notified and actioned. To include pension contributions and salary sacrifice schemes.	February 2025	Planning	

2024/25 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
Purchase to Pay	Review of expenditure processes following the implementation of purchase to pay. To include consideration approaches to support continuous auditing of purchasing data.	February 2025	In Progress	
MOSAIC system payments	Review of payment processes added mid-year at Service's request. Scope being agreed	April 2025	Planning	
Systems Reviews				
Asset Management	Review of the processes which ensure that the Council's asset management databases are complete, accurate, and kept up to date. To include processes for condition assessment.	April (previously February) 2025	Audit delayed to meet service availability	
Housing - Planned and Reactive Maintenance	Review of the processes to plan and carry out maintenance on Council housing stock, including arrangements for reactive maintenance.	April 2025		
Immigration Sponsorship and Visas	Review of the processes by which the Council considers and manages recruitment applications from individuals overseas and/or requiring visa sponsorship, including the update of these policies and procedures in line with changing legislation.	April 2025		
Onboarding & Induction	Review of onboarding processes for all staff, and the guidance available to line management overseeing and recording the onboarding of new starts.	June 2025		
Multi Agency Safeguarding Hub (MASH) Intake processes	Review of the administrative processes to support the Multi-Agency Safeguarding hub in taking timely, effective action on referrals in collaboration with Council Services and partner bodies.	April 2025		
Climate Strategy and Delivery Plans	Review to be conducted using a scope and audit programme being developed by SLACIAG for use across local authorities in Scotland.	June 2025		

2024/25 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
Insurance	A review of Insurance processes will be carried out by the Internal Audit contractor.	June 2025	Planning	
DHSCP Review	Review covering an aspect of DHSCP activity. Scope to be confirmed in consultation with the internal auditors for the IJB.	June 2025	Planning	
Other Work				
Follow Up	Review of progress with the implementation of prior internal audit actions agreed by the Council, for the purpose of providing assurance to Elected Members that identified issues are addressed on a timely basis, and that management attention is appropriately directed towards issues which expose the Council to higher degrees of risk.	Each meeting	Ongoing.	N/A
Technical Development	Planning and Scoping work for review and update of the Council's Internal Audit Methodology, including the introduction of Continuous Auditing and Data Analytics and implementation of new Public Sector Internal Audit Standards expected late summer/early autumn 2024.	As required	Partially complete, with some areas in progress or awaiting revised Internal Audit Standards	N/A
Advice and Guidance	Provision of ad-hoc support to assist services in respect of specific queries and contribute to the delivery of improvements in the Council's framework of governance, risk management and control. This will include the ongoing provision of advice and guidance surrounding the development of newly implemented systems and processes, or the revision and update of those processes.	N/A	Ongoing	N/A
External Quality Assessment Process	As part of the peer review process developed to ensure conformance with the PSIAS, complete External Quality Assessment (EQA) of the Council's Internal Audit Service. Self-assessment provided to reviewer November 2023. Review delayed during 2024, re-started in October 2024.	December 2024 revised to February 2025	Review in progress.	

2024/25 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
PSIAS Quality Self-Assessment Process	Annual self-assessment for conformance with PSIAS.	June 2025	Update on consultation for new arrangements reported in December 2024	
Specific Investigations	To respond to requests for advice and assistance as required in respect of cases of suspected fraud, corruption, or malpractice.	As required	On-going as required	N/A

Definitions of Levels of Assurance

Comprehensive Assurance	The system of controls is essentially sound and supports the achievement of objectives and management of risk. Controls are consistently applied. Some improvement in relatively minor areas may be identified.
Substantial Assurance	Systems of control are generally sound, however there are instances in which controls can be strengthened, or where controls have not been effectively applied giving rise to increased risk.
Limited Assurance	Some satisfactory elements of control are present; however, weaknesses exist in the system of control, and / or their application, which give rise to significant risk.
No Assurance	Minimal or no satisfactory elements of control are present. Major weaknesses or gaps exist in the system of control, and/or the implementation of established controls, resulting in areas of unmanaged risk.

OUTSTANDING INTERNAL AUDIT AGREED ACTIONS

Agreed actions from Internal Audit recommendations are recorded in Pentana and implementation is monitored by Services and the Risk and Assurance Board. Implementation of the agreed action is the responsibility of the service area, and the risk exposure identified in the audit remains in place until the action has been completed. New dates should be agreed for actions that were not complete by their original due date.

The numbers of outstanding actions in Pentana for each Service, by audit year, on 12 November 2024 are summarised in the following tables.

- Table 1 - shows actions that have not yet reached their original agreed due date.
- Table 2 - shows actions that have had their due dates extended,
- Table 3 - shows actions overdue from their agreed due date, and which require a new date to be agreed.

At 12 November 2024 there were 60 open actions, compared to 48 at 9 September 2024. Two are critical, one which hasn't yet reached its due date. This represents the closure of 8 actions and addition of 20 new actions. New dates for completion of overdue actions are required for the actions in Table 3. There is still work to be done to close off older actions, the majority of which have a high level of completion but still require a little more work to complete fully.

Table 1 - Actions not yet reached original agreed due date

Service	Audit Year	Critical	High	Medium	Low	Total
		No	No	No	No	No
Chief Executives Service	2022/23	1	-	-	-	1
Children and Families	2023/24	-	-	2	-	2
Corporate Services	2022/23	-	4	3	3	10
	2023/24	-	3	3	-	6
Neighbourhood Services	2022/23	-	1			1
	2023/24	-	3	1	-	4
Totals		1	11	9	3	24

Table 2 - Actions with due date extended from original due date

Service	Audit Year	Critical	High	Medium	Low	Total
		No	No	No	No	No
Chief Executives Service	2022/23	1	-	-	-	1
	2023/24	-	1	-	1	2
Children and Families	2022/23	-	-	-	2	2
City Development	2022/23	-	2	-	-	2
Corporate Services	2022/23	-	-	-	1	1
	2023/24	-	2	-	-	2
Neighbourhood Services	2021/22	-	1	-	-	1
Totals		1	6	-	4	11

Table 3 - Actions overdue from agreed due date

Service	Audit Year	Critical	High	Medium	Low	Total
		No	No	No	No	No
Chief Executives Service	2023/24	-	1	1	-	2
Children and Families	2023/24	-	-	2	1	3
Corporate Services	2020/21	-	1	-	-	1
	2021/22	-	1	-	4	5
	2022/23	-	1	2	1	4
	2023/24	-	3	-	-	3
Corporate	2021/22	-	1	-	1	2
Neighbourhood Services	2016/17	-	1	-	-	1
	2017/18	-	1	-	-	1
	2020/21	-	1	-	-	1
	2021/22	-	1	-	-	1
	2023/24	-	-	1	-	1
Totals		0	12	6	7	25

Definitions of Action Priority

Critical	Very high-risk exposure to potentially major negative impact on resources, security, records, compliance, or reputation from absence of or failure of a fundamental control. Immediate attention is required.
High	High risk exposure to potentially significant negative impact on resources, security, records, compliance, or reputation from absence of or non-compliance with a key control. Prompt attention is required.
Medium	Moderate risk exposure to potentially medium negative impact on resources, security, records, compliance or reputation from absence or non-compliance with an important supporting control, or isolated non-compliance with a key control. Attention is required within a reasonable timescale.
Low	Low risk exposure to potentially minor negative impact on resources, security, records, compliance, or reputation from absence of or non-compliance with a lower-level control, or areas without risk exposure but which are inefficient, or inconsistent with best practice. Attention is required within a reasonable timescale.

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ITEM No ...9.....

REPORT TO: SCRUTINY COMMITTEE – 4 DECEMBER 2024
REPORT ON: INTERNAL AUDIT REPORTS
REPORT BY: CHIEF INTERNAL AUDITOR
REPORT NO: 340-2024

1.0 PURPOSE OF REPORT

To submit to Members of the Scrutiny Committee a summary of the Internal Audit Reports finalised since the last Scrutiny Committee.

2.0 RECOMMENDATIONS

Members of the Committee are asked to note the information contained within this report.

3.0 FINANCIAL IMPLICATIONS

None

4.0 MAIN TEXT

- 4.1. The day-to-day activity of the Internal Audit Service is primarily driven by the reviews included within the Internal Audit Plan. On completion of a specific review, a report which details the audit findings and recommendations is prepared and issued to management for a formal response and submission of management’s proposed action plan to take the recommendations forward. Any follow-up work subsequently undertaken will examine the implementation of the action plan submitted by management.
- 4.2. Executive Summaries for the reviews which have been finalised in terms of paragraph 4.1 above since the last Scrutiny meeting are provided at Appendix A. The full reports are available to Elected Members on request. Reporting in Appendix A covers:

Audit	Assurance level
Recruitment	Substantial Assurance
Absence Management and Staff Wellbeing	Limited Assurance
Safety Alarm Response Centre	Limited Assurance
Corporate Governance	Substantial Assurance

- 4.3. Internal audit recommendations are now being categorised as either relating to the design of the control system (Design) or compliance with the operation of the controls (Operational). A comment on this is now included in each report.

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 have been consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

None.

CATHIE WYLLIE, CHIEF INTERNAL AUDITOR

11 NOVEMBER 2024

(i) INTERNAL AUDIT REPORT 2023/08

Client	Corporate
Subject	Recruitment

Executive Summary

Conclusion

Substantial Assurance

Controls and processes in place for recruitment are robust and well-designed, although there is scope to improve succession planning arrangements.

A clear and comprehensive recruitment manual is in place, comprising documented procedures covering each stage of the recruitment process. These had been followed in the sample of cases examined.

Whilst controls reviewed over recruitment were found to be generally operating effectively, we noted that succession planning is an area where improvement is required. We understand that some discussions have taken place within the service areas in relation to succession planning.

However, formalised succession plans have yet to be put in place. This exposes the Council to the risk of not identifying critical or otherwise important roles for which replacements or continuity staffing arrangements are required, which could negatively impact continuity of service delivery. A recommendation has therefore been made to address this issue which, if implemented, will enhance control over this area.

Introduction

Audit Scotland, in its report Local Government in Scotland: Overview 2023, stated: “Recruitment and retention continue to be a challenge in both senior and front-line roles across Scotland as the employment market remains highly competitive.” This is supported by Dundee City Council’s performance framework, which tracks the number of days to recruit an employee from the date of advertisement until the vacancy is filled. The most recent data is from 2020/21, which measured this figure as 168.03 days against a target of 90 days.

The report goes on to state that “Effective workforce planning will be essential to address current workforce challenges in recruitment, retention and skills shortages” and that these efforts should be underpinned by Workforce and Recruitment Plans within organisations developing their Workforce Planning Maturity.

Background

The Council, in developing its Our People Strategy 2022-2027 and the underpinning Strategic Workforce Plan 2023-28 established principles and guidance for carrying out detailed workforce planning within Services.

The People Strategy sets out an approach to mitigating recruitment risks which emphasises staff development, retention, and internal recruitment. However, the Council’s

staff turnover for 2022/23 was approximately 9%, representing 661 leavers. In order to maintain staffing levels, it is essential that recruitment processes operate effectively and efficiently to support workforce and succession planning processes.

Audit Scotland issued a Best Value Thematic Review report to the Council in August 2024 on Workforce Innovation which was considered by the Scrutiny Committee at its meeting on 25th September 2024.

Scope

We reviewed the Council’s approach to recruitment and selection, including reporting and analysis of effectiveness, and identification of actions where required.

Objectives

		Action Priority			
		C	H	M	L
The recruitment process takes due cognisance of Workforce and Succession Plans in order to ensure that roles identified as critical are filled.	Limited Assurance	-	1	-	-
There is a defined process for the specification and advertisement of vacancies, and the identification and selection of suitable candidates for recruitment.	Comprehensive Assurance	-	-	-	-
Where there are recruitment issues or delays arise, there are processes in place to identify these and take appropriate action.	Comprehensive Assurance	-	-	-	-
Appropriate Management Information in relation to vacancies and recruitment is collated and reported.	Comprehensive Assurance	-	-	-	-
TOTAL		-	1	-	-

Nature of Recommendations

The high priority recommendation made relates to the operation of controls. Management needs to ensure that controls over succession planning are applied consistently throughout the Council to adequately address the risks identified.

Key Findings

- Services have access to the Workforce Planning Tool which provides them with data to aid their understanding of employee demographics for their respective areas.
- A five-year Strategic Workforce Plan was introduced in 2023 which is supplemented by a Workforce and Succession Planning Guidance document, with training on succession planning having been provided to staff.

- There is a defined process in place for specifying and advertising vacancies, and we confirmed compliance with this for a sample of recruitment exercises examined.
- Interview panels are established to review and short-list applicants. The most suitable candidates are interviewed with notes and/or scores being retained by panel members to support recruitment decisions.
- In all cases examined, there was evidence to confirm that the chosen individuals had undergone appropriate background checks.
- Monthly reports to the Head of People provide an update on recruitment activity and vacancies as well as an overview of the recruitment team's capacity and workload.

We have identified the following areas for improvement:

- Succession plans have not yet been formalised and agreed by the service areas. The findings and action on succession planning from this report link to the key messages and improvement action plan from the Best Value Thematic Review of Workforce Innovation.

Impact on risk register

The Dundee City Council Corporate and Service risk registers include the following risks relevant to this review:

- DCC008 Workforce (inherent risk 4x4, residual risk 4x4)

The Service Risk Registers for Children & Families, City Development, Corporate Services, and Neighbourhood Services all include specific risks relating to workforce recruitment within their High-Level registers of escalated risks.

Failing to formalise succession plans which identify critical roles including documenting which roles may become vacant or are vacant and setting out actions to address these issues exposes the Council to the risk of continuity of service not being delivered, which could lead to adverse service user impact, financial and reputational damage to the Council.

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(ii) INTERNAL AUDIT REPORT 2023/09

Client	Corporate
Subject	Absence Management and Staff Wellbeing

Executive Summary

Conclusion

Limited Assurance

The Council generally has well-designed processes and controls in place for sickness absence management and staff wellbeing with controls over reporting sickness absence statistics operating effectively. However, we identified a significant number of instances where procedures in relation to managing sickness absence had not been followed, which has resulted in a reduced level of assurance being given for this area. We also noted that the Council's policy was in need of review and updating.

Staff health and wellbeing support and initiatives were generally well promoted and information on the support and advice available was readily accessible to staff. However, we identified the need to improve the ways in which staff feedback is obtained and how effectiveness of the support and initiatives is being measured.

Implementation of our recommendations will enhance the controls over staff absence management and health and wellbeing.

Introduction

Supporting and promoting attendance and wellbeing is a priority for the Council to ensure service delivery, minimise the impact of absenteeism and support employee wellbeing. This forms a key part of the theme of 'Managing Our People' within the People and Workforce Strategy.

Background

The Council has developed and implemented a Health and Wellbeing policy on Promoting Health and Attendance. There are also several guidance documents that support the Council's Health and Wellbeing policy on Promoting Health and Attendance, including Attendance Support, Phased Return to Work, Managing Stress in the Workplace and Health & Safety.

The Council contracts with an Occupational Health Service which provides a range of services including counselling and physiotherapy. The Council also works in partnership with Able Futures which is the DWP's Mental Health Support Service. In addition, an Employee Wellbeing Support Service exists, which offers support, guidance and resources that assist in meeting the needs of staff. The Service aims to:

- Support access to additional health, wellbeing, psychosocial and psychological support when needed; and

- Support access to tools and specialist resources to assist with recovery from any trauma in more extreme circumstances.

The Council seeks to improve the health and wellbeing of its staff at the same time as recognising that, on occasion, individuals may require to be absent from work. It is important to ensure that staff returning from a period of sickness absence are encouraged and supported in their return to work.

The Council currently employs in the region of 7,000 employees over seven strategic service areas, including Leisure & Culture Dundee and Dundee Health & Social Care Partnership. The average number of Sickness Absence Days per Employee for 2022/23 was 13.6 days.

In addition to having a positive impact on colleagues, staff wellbeing can improve performance and job satisfaction, which can lead to reduced staff turnover. It can also help to reduce absence (both short and long term), increase productivity and promote staff engagement.

Scope

We have reviewed the arrangements in place within the Council to mitigate long term and future absence arising from sickness absences, and the governance arrangements in place throughout the Council to promote and support staff wellbeing.

Objectives

		Action Priority			
		C	H	M	L
Monthly sickness absence statistics are complete and accurate, and appropriately reported to Services.	Substantial Assurance	-	-	1	-
Policies and supporting guidance are issued to all staff, and kept under review to ensure they remain up-to-date and cover all relevant legislation.	Substantial Assurance	-	-	2	-
Policies and procedures are complied with, staff wellbeing is promoted, and staff are adequately supported across Services.	Limited Assurance	-	2	2	-
Management information is reviewed, and relevant action taken.	Substantial Assurance	-	-	3	-
TOTAL		-	2	8	-

Nature of Recommendations

Three of the ten recommendations, including the two designated as high priority, relate to issues identified with the operation of existing controls. The remaining seven

recommendations relate to the design of controls, and represent instances in which the control framework requires revision to adequately address risks.

Key Findings

We identified a number of areas of good practice:

- Detailed sickness absence statistics are produced monthly and reported to the Services;
- Effective arrangements are in place to promote and communicate staff wellbeing information across the organisation;
- Appropriate arrangements are in place for reporting on absence management and staff wellbeing.

We have identified the following areas for improvement:

- Roles and responsibilities in respect of producing monthly sickness absence statistics and how the data is used and monitored are not clearly defined within policy documentation;
- The policy on Promoting Health and Attendance has not been subject to regular review and does not include a definition of long-term sickness absence;
- The Employee Health and Wellbeing Framework is out of date and could be more readily accessible to all staff;
- The short-term sickness absence documented process has not always been followed;
- The long-term sickness absence documented process has also not always been followed;
- Arrangements for obtaining and reporting on staff wellbeing feedback require improvement;
- The Health and Wellbeing Action Plan does not have assigned action owners;
- There is currently a lack of oversight of compliance with sickness absence management processes;
- There is scope to improve the Council's arrangements for measuring the effectiveness of wellbeing support/initiatives.

Impact on risk register

The Council's Corporate and Service risk registers included the following risks relevant to this review:

- DCC008 Workforce (inherent risk 4x4, residual risk 4x4)
- CSHB001 People (inherent risk 5x4, residual risk 4x2)

Failing to comply with documented processes in respect of managing sickness absence significantly reduces the effectiveness of the controls put in place to mitigate risks associated with this area.

Staff and health wellbeing was generally being well promoted throughout the Council, although improvements are required to the measurement of the effectiveness of the support and initiatives available. In addition, any lessons learned need to be considered

going forward in order to minimise the risk of the support and initiatives provided not meeting the needs of staff.

(iii) INTERNAL AUDIT REPORT 2023/25

Client	Neighbourhood Services
Subject	Safety Alarm Response Centre

Executive Summary

Conclusion

Limited Assurance

At the time of its establishment, the Safety Alarm Response Centre (SARC) took on responsibility for a number of existing functions, but the full extent of its responsibilities has never been clearly defined. As a consequence, no detailed assessment of the required level of resource has been carried out, although its workload has increased over time.

While the role of the SARC in relation to Council-wide Resilience and Business Continuity Planning for major incidents is clear and effective controls in relation to Emergency Response are in place, a clear plan of operations, underpinned by a defined set of objectives and responsibilities is necessary to gain assurance over the SARC’s effectiveness in all areas.

Background

The establishment of the Safety Alarm Response Centre (SARC) was approved by the Policy and Resources Committee in June 2015, at an estimated capital cost of £750,000, supported by grant funding from the “Smart Cities” European Regional Development Fund. It commenced operation in April 2019.

Its purpose was to support Community Safety through the consolidation of CCTV monitoring, key holding, and incident response across the Council estate in a central location. 24/7 staffing of the Centre provides tenants with a single, always available point of contact for Community Safety concerns.

The SARC presently monitors CCTV and alarms across over 1,000 Council properties, including the day to day running of multi storey car parks. In addition, SARC staff conduct patrols and out of hours safety checks of multi storey buildings, respond to Police enquiries and building access requests, and provide access to CCTV records to support Police investigations. Through its activity and by liaising with Community Safety Wardens, the Anti-Social Behaviour Team, and the Community Policing Team, the SARC supports the delivery of the Council’s objective to Build Resilient and Empowered Communities, and the objectives of the Dundee Community Safety Partnership Dundee Community Safety Outcome Improvement Plan.

Scope

To assess the arrangements for the operation of the Safety Alarm Response Centre (SARC) in line with the Council’s Resilience and Community Safety plans.

Objectives

		Action Priority			
		C	H	M	L
There are operational plans in place which set out the objectives and planned activity of the SARC, and their links to wider Community Safety and Council objectives	Limited Assurance	-	1	-	-
Adequate arrangements are in place for the collation and reporting of management information	Limited Assurance	-	-	1	-
Arrangements are in place to ensure that the operation of the SARC is adequately resourced	Limited Assurance	-	1	1	-
Key operational processes are defined, including arrangements for triage, prioritisation, and escalation of incidents	Limited Assurance	-	1	-	-
TOTAL		-	3	2	-

Nature of Recommendations

Four (three high and one medium) of the recommendations relate to the design of controls, and one (medium) to the operation of existing controls. This suggests that the control framework itself requires revision to adequately address the risks identified.

Key Findings

We identified a number of areas of good practice:

- Council planning defines the role of the SARC in the event of a critical incident.
- The Community Safety and Resilience Division has prepared a Business Continuity plan which includes arrangements to relocate the SARC to a secondary site in the event of loss of access to premises or infrastructure.
- Criteria for incidents requiring a wider Council response are set out in the Council’s Emergency Plan, and the Community Safety and Resilience Business Continuity Plan establishes criteria for escalated incidents and a framework for communication and coordination.

Throughout our discussions in the course of the review, SARC management told us that they have recognised the need for more developed controls in a number of areas, but in particular the need for more clearly defined objectives and procedures, improved systems of management information, and a review of SARC resourcing. At the time of the review this work was at an early stage, and this review has focussed on the arrangements in place.

We have identified the following areas for improvement:

- There is no operational plan setting out the core activities of the SARC and how it will deliver its objectives. However, the activities of the SARC generally align with the responsibilities discussed in the planning papers considered by committee in 2015, with some exceptions. Establishing a clear operational plan is a necessary first step to assessing the SARC's resource requirements and performance.
- Operational Key Performance Indicators for the SARC have not been defined, and no performance monitoring framework implemented. There are no arrangements to collate and report management information, although SARC management does participate in information sharing arrangements with stakeholders and partner agencies. Once an operational plan is in place, developing a performance measurement approach will enable SARC management to demonstrate its effectiveness, and Council management to assess the extent to which SARC contributes to Council objectives and management of risk.
- The budget for the SARC is not based on clear assumptions. The absence of an operational plan and clear objectives means that the budget cannot be prepared on the basis of the resource and capacity required for their delivery. Reviewing budgets and staffing alongside the development of an operational plan would provide assurance that the SARC is adequately resourced to fulfil its key functions.
- Job descriptions for roles within the SARC do not appear to fully align with the actual duties undertaken by the SARC, and proposals to develop a training plan for SARC personnel have not been taken forward. Determining the required competencies of SARC staff and identifying training needs is complicated by the absence of clearly defined procedures.
- Documentation of key operational processes is limited, although up to date risk assessments have been prepared for hazards specific to the SARC operations. The procedures in place rely heavily on established practice and the judgement of individual members of staff. While there are clear arrangements for logging incidents and communication between staff members, these are generally manual processes.

Impact on risk register

The Dundee City Council Corporate and Service risk register included, at time of audit, the following risks:

- DCC003 Resilience (inherent risk 5x4, residual risk 5x3)
- NSCS010 Emergency Response (inherent risk 5x5, residual risk 5x2)
- NSCS002 Staff – Resourcing (inherent risk 5x4, residual risk 4x2)
- NSCS003 Staff – Competency (loss of Key staff) (inherent risk 5x4, residual risk 4x4)
- NSCS004 Budgets (inherent risk 4x3, residual risk 3x2)

The review considered controls which are specifically identified within risk registers as mitigations against risks to the Council's resilience and community safety objectives.

We have made recommendations relating to the development of comprehensive documentation to guide the SARC's activities and operations as well as the establishment of key performance indicators and a formal reporting framework. Implementing these would support management in assessing the extent to which the SARC contributes to Resilience and Emergency response risks.

The existing risk record in relation to DCC003 includes an assessment of the effectiveness of identified internal controls. In this context, the SARC is assessed as a "partially effective" control. This is consistent with our findings, to the extent that the actual contribution of the SARC to risk mitigation is difficult to quantify in the absence of performance information.

The review determined that the critical role of the SARC in responding to major incidents is addressed by Business Continuity Planning. There are clear escalation criteria and procedures which serve as effective controls in relation to Emergency Response risks.

Risk owners should consider their current understanding of the extent to which the SARC contributes to risk mitigation, particularly in the light of our findings in relation to management information and resourcing. Where these impact upon the effectiveness of controls, this may merit revisions to risk scores.

(iv) INTERNAL AUDIT REPORT 2023/20

Client	Corporate Services, Corporate Finance
Subject	Corporate Governance

Executive Summary

Conclusion

Substantial Assurance

The Annual Governance Statement Questionnaire and the underpinning process by which information is compiled to inform the Annual Governance Statement is well designed, and delivers the necessary assurance over the requirements of relevant guidance.

We have raised a number of recommendations, however these primarily relate to opportunities for improvements which would enhance consistency and further enhance the quality of assurance obtained.

Background

It is the responsibility of the Council to ensure that its governance arrangements are effective and consistent with best practice. To this end, the Council seeks to comply with the guidance set out within the CIPFA/SOLACE framework Delivering Good Governance in Local Government. The guidance requires Local Authorities to prepare a local code of corporate governance which is consistent with the principles set out in the framework.

The Council's Annual Accounts are required to include an Annual Governance Statement, in which the Local Authority reports publicly on the extent to which it complies with its own local code of corporate governance, and reports on its compliance with the principles set out in the CIPFA framework.

The Council makes this assessment on the basis of a governance checklist, which is issued by CIPFA and completed by the Section 95 officer, and additionally on an internal self-assessment questionnaire completed by Executive Directors from each service. The process of carrying out the self-assessment is overseen by the Corporate Governance Assurance Statement Working Group, which commences its work around January of each year, in preparation for the compilation of annual accounts.

The Annual Governance Statement is one of the principal mechanisms by which the Council provides assurance to Members and to the wider public on the effectiveness of its governance arrangements. It is therefore essential that the process is comprehensive and produces accurate and reliable information.

Scope

Review of elements of the Annual Corporate Governance checklist with service areas to demonstrate evidence of compliance.

Objectives

		Action Priority			
		C	H	M	L
Confirm that the arrangements in place to administer compilation of the corporate governance self-assessment questionnaire are adequate to support timely compilation of the Annual Governance Statement	Substantial Assurance	-	-	1	-
Review the self-assessment questionnaire and confirm that it is designed to provide adequate assurance against the Local Code of Corporate Governance and appropriate best practice guidance	Comprehensive Assurance	-	-	-	1
Carry out audit testing to confirm that the self-assessment responses can be validated and evidenced	Substantial Assurance	-	-	2	1
Assess the arrangements within Services for the preparation of self-assessment responses	Comprehensive Assurance	-	-	-	2
TOTAL		-	-	3	4

Nature of Recommendations

All of the recommendations identified relate to the design of the control framework, as opposed to issues with the operation of existing controls. As the recommendations are predominantly low risk, this does not suggest that there are significant areas of unmanaged risk, but that there are opportunities to strengthen controls and further reduce risk.

Key Findings

We identified a number of areas of good practice:

- Collation of submissions to support the completion of the Annual Governance Statement is carried out according to a defined timetable, which is managed and administered by a Senior Accountant.
- The process of receiving and scrutinising responses is designed to ensure that all required information is available in accordance with the Annual Governance Statement signing deadline. The process of defining the information required and gathering response from Services begins some months before the date the resulting report is due to be presented to Committee.
- Information is collated from Services in a standardised questionnaire, which is reviewed and updated each year in line with relevant guidance. The approach to updating the questionnaire seeks to preserve its format and structure as far as is possible, to allow for year-on-year comparison and tracking of trends.

- Analysing and scoring the quality of responses in the Annual Governance Statement questionnaire gives reasonable assurance that responses are, in general, based in evidence. The Annual Governance Statement Working Group uses a scoring system to evaluate the strength of controls in its compilation of responses. Our analysis applied a quality metric to assess the strength of responses in terms of its basis in evidence.

We have identified the following areas for improvement:

- The Annual Governance Statement Working Group is not formally defined. Putting in place Terms of Reference would give signatories to the annual Governance Statement greater assurance over the adequacy of the process and provide Services with a means to assess the appropriateness of the individuals nominated to participate.
- The Annual Governance Questionnaire identifies a number of key controls but does not seek to make use of information which may already have been considered in risk registers. Services may be able to enhance the quality of assurance they provide and reduce duplicated effort by determining the extent to which controls relevant to the statement are already assessed as part of risk management processes.
- The Annual Governance Statement Questionnaire does not explicitly identify the nature of evidence that is expected in responses. Making this explicit would enhance the assurance provided by ensuring consistency of response and removing any ambiguity.
- Questions which related to Services implementation of Corporate policies and procedures elicited responses with lower than average quality scores. The strength of assurance obtained through the process would be enhanced by clarifying whether these prompts are seeking simple confirmation that processes have been implemented, or confirmation that a process exists which provides assurance that they are operating correctly.
- Responses in relation to Business Continuity Planning do not fully address the information sought by the questionnaire. The questionnaire seeks assurance that a testing process has been implemented, however the majority of responses simply confirmed that plans are in place.
- There is scope to strengthen the audit trail underpinning the assurance provided by Services by adopting SharePoint for recording approvals, and through reviewing how distribution of the questionnaire aligns with the structure of Council Services.

Impact on risk register

The Corporate risk register included, at time of audit, the following risks:

- **Risk 1** DCC005 Governance (inherent 5x4, residual 5x2, target 5x2)
- **Risk 2** DCC013 Fraud and Corruption (inherent 4x5, residual 4x3)
- **Risk 3** DCC007 Information Governance (inherent 5x4, residual 5x2, target 5x2)

The self-assessment process is recorded as an internal control against DCC005 and DCC013, indicating that it has a material effect on reducing the impact and/or likelihood of these risks materialising.

Our review found that, in general, the process for compiling information to underpin the Annual Governance Statement, and the resulting review, operate effectively. We have made a number of recommendations, however these are generally opportunities to strengthen the assurances obtained throughout the process. Where we identified questionnaire prompts in which responses appeared poor quality, these aligned with the areas that the process itself identified.

We found one process area - testing of Business Continuity Plans - in which the assurance obtained through the Annual Governance Statement questionnaire is limited in scope. This means that the process did not produce high quality information about these arrangements, as opposed to identifying deficiencies in the processes themselves. Risk owners should consider whether they are satisfied with existing controls in this area, and what sources of assurance they rely upon to satisfy themselves that they are effective.

Definitions of Levels of Assurance

Comprehensive Assurance	The system of controls is essentially sound and supports the achievement of objectives and management of risk. Controls are consistently applied. Some improvement in relatively minor areas may be identified.
Substantial Assurance	Systems of control are generally sound, however there are instances in which controls can be strengthened, or where controls have not been effectively applied giving rise to increased risk.
Limited Assurance	Some satisfactory elements of control are present; however, weaknesses exist in the system of control, and / or their application, which give rise to significant risk.
No Assurance	Minimal or no satisfactory elements of control are present. Major weaknesses or gaps exist in the system of control, and / or the implementation of established controls, resulting in areas of unmanaged risk.

Definitions of Action Priorities

Critical	Very High-risk exposure to potentially major negative impact on resources, security, records, compliance, or reputation from absence of or failure of a fundamental control. Immediate attention is required.
High	High risk exposure to potentially significant negative impact on resources, security, records, compliance, or reputation from absence of or non-compliance with a key control. Prompt attention is required.
Medium	Moderate risk exposure to potentially medium negative impact on resources, security, records, compliance or reputation from absence or non-compliance with an important supporting control, or isolated non-compliance with a key control. Attention is required within a reasonable timescale.
Low	Low risk exposure to potentially minor negative impact on resources, security, records, compliance, or reputation from absence of or non-compliance with a lower-level control, or areas without risk exposure but which are inefficient, or inconsistent with best practice. Attention is required within a reasonable timescale.

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REPORT TO: SCRUTINY COMMITTEE – 4 DECEMBER 2024
REPORT ON: BI-ANNUAL REPORT ON COMPLAINTS – 2024/2025
REPORT BY: CHIEF EXECUTIVE
REPORT NO: 308-2024

1. PURPOSE

The Bi-Annual Report on Complaints for 2024/25, contained in Appendix 1, presents an update on performance in the first half of 2024/2025, with comparisons to previous periods, and shows how the Council continues to learn from complaints.

2. RECOMMENDATIONS

It is recommended that Committee notes:

- a) the key performance indicators on complaints closed between 1 April 2024 and 30 September 2024, with trends from previous periods (Section 3 of the report).
- b) a summary of complaints about the Council received by and determined by the Scottish Public Services Ombudsman during 2023/24 (Section 5).
- c) examples of the range and volume of transactions the Council has with customers and citizens as a context for the number of complaints (Section 7).
- d) examples of how complaints have been used to improve services (Section 8).
- e) examples of compliments received about Council services (Section 9); and
- f) results of the satisfaction survey sent to people who made complaints (Section 10).

3. FINANCIAL IMPLICATIONS

None.

4. BACKGROUND

- 4.1 The model Complaints Handling Procedure for Local Authorities requires that regular reports are produced for Elected Members. This report covers complaints close between 1 April and 30 September 2024. It also includes information about complaints regarding the Council which were dealt with by the Ombudsman in 2023/24.
- 4.2 Benchmarking information from other Scottish Councils, based on analysis by the Scottish Local Authorities Complaint Handlers Network, is also included in the report.

5. OVERVIEW OF PERFORMANCE

- 5.1 Detailed information is included in the Appendix 1, but key information to highlight is summarised below:
 - a) The council closed 388 complaints in in the first half of 2024/25, compared to 524 in the same period in 2023/24.
 - b) 67.4% of Stage 1 complaints were completed within the 5-day target – an increase from 56.4% on the same period in 2023/24. The average number of days taken to close Stage 1 complaints was 5.8, compared to 7.1 in the first half of 2023/24.

- c) 49.2% of Stage 2 complaints were completed within the 20-day target, lower than in the first half of 2023/24 (51.7%). The average number of days increased to 28.4, from 26.1 in 2023/24.
- d) The top reason for complaints in the first six months of the year was “Failure to provide a service” (26%). The second most common reason for complaints was “Delay in responding to enquiries or queries” (23%). This trend in nature of complaints has remained unchanged in the last three years.
- e) Benchmarking information from other Scottish Councils, based on analysis by the Scottish Local Authorities Complaint Handlers Network, shows that in 2023/24 three of the four key performance indicators are worse than our Family Group average or the Scottish average score. These include: the percentage of Stage 1 and Stage 2 complaints closed within the target timescales of 5 and 20 days, and the average number of days taken to close Stage 2 complaints. However, the average number of days to close Stage 1 complaints indicator is significantly better the Family Group average and the Scottish average.

5.2 Any issues reflected in this report will continue to be discussed by the Council Leadership Team, the Complaints Review Group and within individual services. The “Learning from Complaints” section demonstrates the Council’s commitment to continually improve the service that is provided to the citizens of Dundee, as well as the processes to prevent the same issues recurring. A number of complaints led senior managers having discussions within their services about how to ensure that improving customer experience is at the heart of service delivery.

6. STATISTICS FROM THE SCOTTISH PUBLIC SERVICE OMBUDSMAN

6.1 31 complaints were received by the Ombudsman about Dundee City Council in 2023/24, compared to 18 in 2022/23. This represented 2.22% of complaints received by the Ombudsman about all local authorities in the year 2023/24. Out of the 31 complaints, the majority were related to Housing issues.

6.2 The Ombudsman determined 38 cases with outcomes recorded as:

- Advice given – 16
- Early Resolution – 19
- Investigation: Not duly made or withdrawn – 1
- Investigation: Fully upheld – 2

7. POLICY IMPLICATIONS

7.1 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.

7.2 The complaints recording database includes a feature that asks those dealing with complaints to note whether any complaints relate to an equalities issue - age, disability, gender, LGBT, race or religion. During the first half of 2024/25, there was one such complaint recorded relating to disability. This complaint has been drawn to the attention of the lead officer with responsibility for equality and diversity and any issues identified will be taken up with the service concerned.

8. CONSULTATIONS

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

9. BACKGROUND PAPERS

None.

GREGORY COLGAN
CHIEF EXECUTIVE

DATE: 13 NOVEMBER 2024

ANDREA CALDER
HEAD OF CHIEF EXECUTIVE'S SERVICE

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**Dundee City Council
Bi-annual Report on Complaints**

2024-2025

Report by: Chief Executive's Service

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1. INTRODUCTION

Dundee City Council values complaints and we use the information from them to improve our services.

We all know that things can go wrong in any organisation which provides services, especially one that has as many and varied interactions with the public as we do.

We treat complaints as a valuable source of customer feedback and strive to deal with them well, carrying out thorough, fair and impartial investigations and making evidence-based decisions.

If something has gone wrong, complaints let us put things right and can also help us to learn lessons, and to improve our processes to prevent the same problems happening again.

2. DUNDEE CITY COUNCIL COMPLAINTS PROCESS

We use the Scottish Local Authorities Model Complaints Handling Procedure which defines a complaint as:

“an expression of dissatisfaction about the Council’s action or lack of action or about the standard of service provided by or on its behalf”

Our aim is to resolve complaints quickly, and as close the point of service delivery as possible. The procedure has two stages:

- At Stage 1 of the complaints process, the target is to respond within 5 working days, unless there are exceptional circumstances. this can be extended to up to 10 working days if necessary.
- Stage 2 complaints process is used if the complaint is particularly serious or complex and can’t be dealt with within 10 days, or if the person remains dissatisfied after they’ve had a Stage 1 response.

If the person is still not happy, they can then go to the independent Scottish Public Services Ombudsman.

3. KEY PERFORMANCE INDICATORS

The Scottish Public Services Ombudsman placed a duty on councils to report on a bi-annual basis on the Key Performance Indicators relating to complaints handling. Sections below present our performance on complaints in the period from April to September 2024.

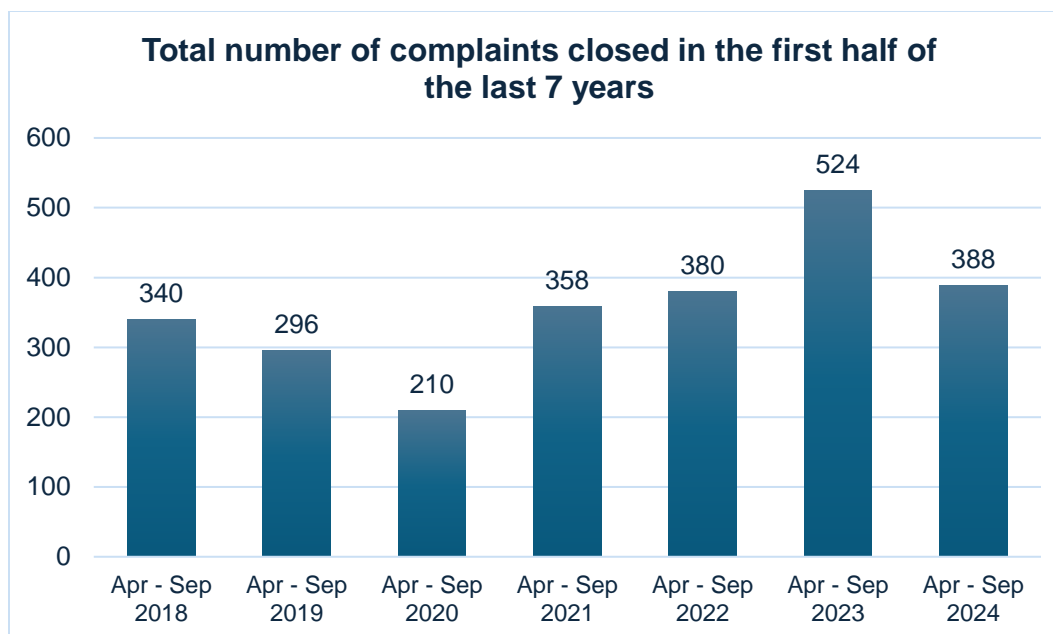
3.1 Total number of complaints closed

The council closed 388 complaints between April and September 2024. This is a considerable reduction on the same period last year, when we closed 524 complaints. We closed: 325 complaints at Stage 1 (Frontline) and 63 at Stage 2 (Investigation). Of the Stage 2 complaints, 33 were opened at this stage, and 20 were escalated from Stage 1.

For closed complaints, the graph at 3.1.1 shows the trend over the last 7 years and the Table at 3.1.2 shows a breakdown by service area and the trend.

The graphs at 3.2 to 3.6 provide details of our performance for the last 3 years in the first half of each year.

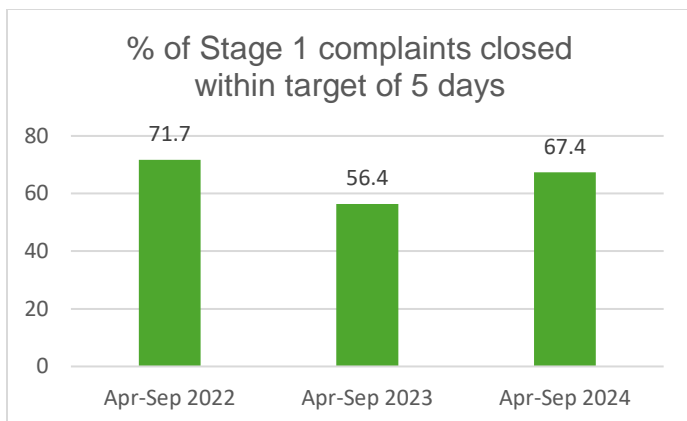
3.1.1 Total number of complaints closed in the first half of the last 7 years



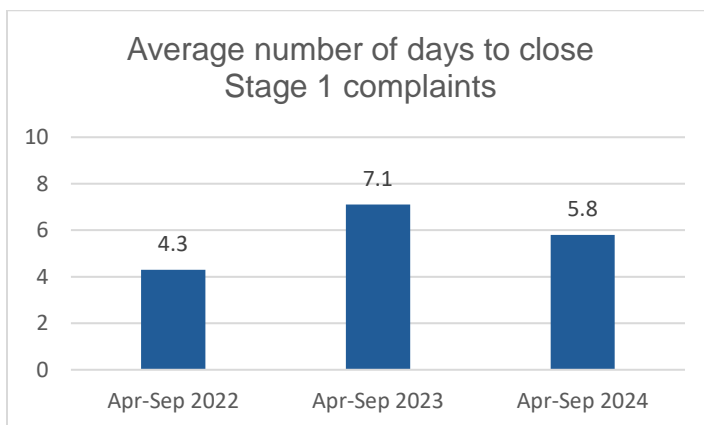
The chart below shows the number of complaints closed by service in the first half of the last seven years:

Service	Apr-Sep 2018	Apr-Sep 2019	Apr-Sep 2020	Apr-Sep 2021	Apr-Sep 2022	Apr-Sep 2023	Apr-Sep 2024
Corporate Services	51	35	36	44	47	53	35
Children and Families							
- Education	47	47	7	29	29	37	43
- Children's Services	21	22	19	22	29	25	16
- Criminal Justice	1	5	0	2	3	1	5
Neighbourhood Services							
- Housing and Construction	93	78	49	82	69	150	116
- Environment	79	58	61	107	138	148	107
- Communities, Safety and Protection	N/A	7	12	17	20	34	13
City Development	29	19	15	25	27	59	43
Chief Executive's	4	2	1	1	0	1	0
Dundee Health and Social Care Partnership: Social Work	15	23	10	29	18	16	10
TOTAL	340	296	210	358	380	524	388

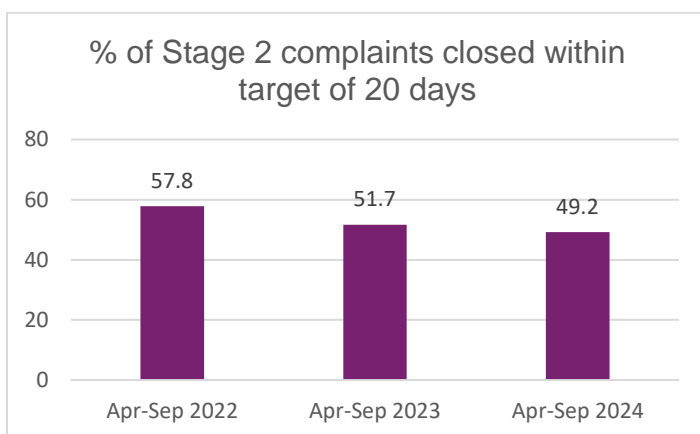
3.2 Stage 1 complaints closed within the target of 5 working days



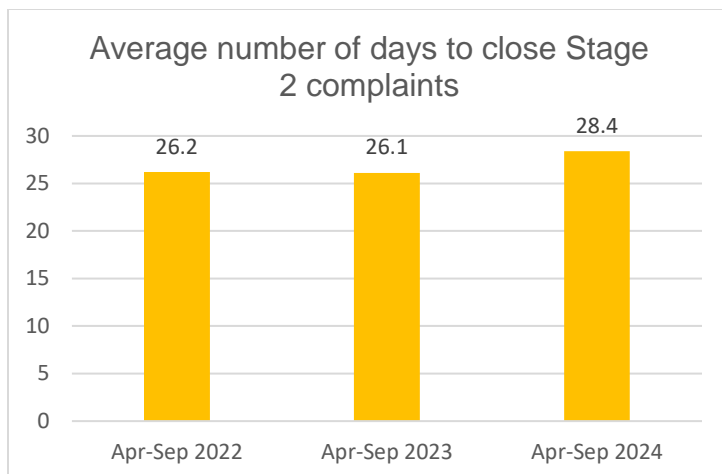
3.3 Average number of days taken to close Stage 1 complaints



3.4 Stage 2 complaints closed within the target of 20 working days

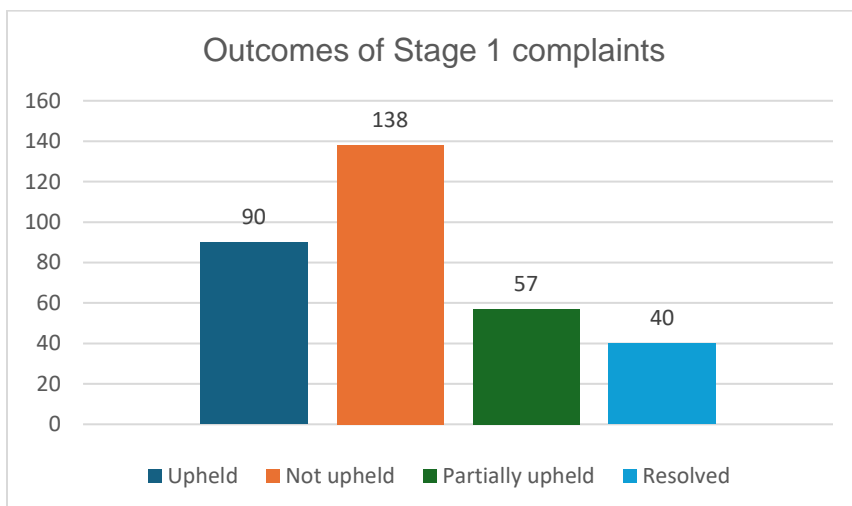


3.5 Average number of days taken to close Stage 2 complaints

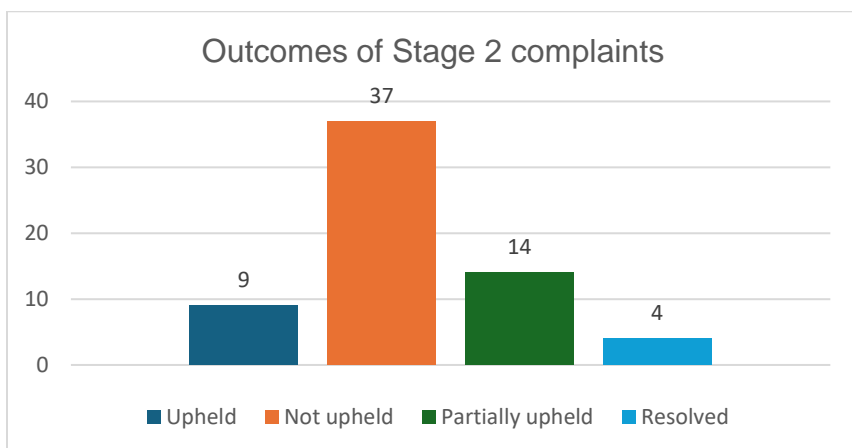


3.6 Outcomes of Stage 1 and Stage 2 complaints closed in the period April - September 2024

325 complaints at Stage 1:



63 complaints at Stage 2:



4. NATURE OF COMPLAINTS

The chart below shows the nature of complaints closed in the first half of the year over the last seven years.

	Apr-Sep 2018	Apr-Sep 2019	Apr-Sep 2020	Apr-Sep 2021	Apr-Sep 2022	Apr-Sep 2023	Apr-Sep 2024
Delay in responding to enquiries and requests	13.8%	16.3%	11.2%	18.2%	19.7%	23.1%	23%
Failure to meet our service standards	21.5%	17.8%	13.1%	19.0%	15.4%	14.4%	14%
Treatment by or attitude of a member of staff	25.1%	24.8%	23.8%	2 1.2%	19.5%	20.1%	21%
Failure to provide a service	21.1%	25.6%	27.1%	25.2%	36.7%	25.0%	26%
Dissatisfaction with our policy	12.3%	11.2%	15.9%	12.6%	6.2%	11.9%	11%
Failure to follow the proper administrative process	6.2%	4.3%	8.9%	3.8%	2.6%	5.5%	5%

5. STATISTICS FROM THE SCOTTISH PUBLIC SERVICE OMBUDSMAN FOR 2023/24

31 complaints were received by the Ombudsman about Dundee City Council in 2023/24, compared to 18 in 2022/23.

Subject of complaint:	No of cases:
Education	1
Environmental Health & Cleansing	1
Housing	13
Land and Property	1
Legal & Admin	2
Planning	4
Roads & Transport	2
Social Work	4
Subject Unknown (or outside of Jurisdiction)	3
Total	31

The Ombudsman determined a total of 38 complaints about Dundee City Council in 2023/24:

Outcome of cases determined:	No of cases:
Advice Given	16
Early Resolution	19
Investigation: Fully upheld	2
Investigation: Not duly made or withdrawn	1
Total	38

6. NATIONAL COMPLAINTS BENCHMARKING FOR 2023/24

Complaints performance indicators are collected annually from all local authorities in Scotland and annual benchmarking data is available for all Family Groups. Dundee is in Family Group 4. Figures in brackets indicate statistical information for the year 2022/23 for comparison.

6.1 Key Performance Indicators 2023/24 (and 2022/23, where data was available)

Indicator	Dundee	Family Group 4	Scottish Average
% of Stage 1 closed within target	55.7% (68.4%)	59.1%	64.6%
% of Stage 2 closed within target	46.8% (54.4%)	56.9%	62.5%
Stage 1 average days	7.7 (5.0)	14.2 (12.1)	9.4 (7.0)
Stage 2 average days	27.8 (26.1)	24.9 (19.7)	22.9(19.3)

6.2 Outcomes of complaints in 2023/24 (and 2022/23)

Stage 1 complaints:

Outcome	Dundee	Family Group 4	Scottish Average
Upheld	24.9% (21.4%)	29.8% (29.8%)	31.1% (39.3%)
Not Upheld	48.1% (59.1%)	33.0% (32.4%)	36.1% (27.2%)
Partially Upheld	12.8% (9.2%)	23.1% (24.5%)	17.1% (16.8%)
Resolved	14.2% (10.2%)	14.1% (13.3%)	15.7% (16.7%)

Stage 2 complaints:

Outcome	Dundee	Family Group 4	Scottish Average
Upheld	21.9% (14.4%)	20.1% (28.4%)	18.2% (30.4%)
Not Upheld	58.2% (48.8%)	46.1% (38.9%)	52.6% (42.1%)
Partially Upheld	15.6% (27.2%)	26.9% (19.1%)	25.3% (20.0%)
Resolved	4.3% (9.6%)	7.0% (13.7%)	3.9% (7.7%)

7. EXAMPLES OF ANNUAL CUSTOMER TRANSACTIONS WITH THE COUNCIL



8. LEARNING FROM COMPLAINTS

Officers closing off a complaint as upheld or partially upheld are asked to identify planned service improvements, designed to prevent similar issues recurring. These often involve speaking to individual employees, arranging training for teams on correct use of procedures and customer care standards, or close supervision for a period.

In addition to these actions following complaints, below are some examples of how complaints were used to identify wider process/service improvements during the first half of 2024/25:

A customer complained that...	We listened, we acted...
One of our waste management teams missed a recycling bin collection three times	All bins on this route have been serviced and the route will be monitored to ensure this isn't repeated.
The council's housing repairs unit had long delays in carrying out survey related to damp and mold in his home	The service has now hired an external contractor to deal with the backlog of reported damp and mold cases, to carry out our surveys and repairs in a timely manner.
Tenement on the opposite side of their street overflows 4 days of the week, causing seagulls to empty contents of bin onto street	The service will monitor the area over the next couple of months to see if there is a requirement for extra Euro Bins, or collections.
A client's Housing Benefit took up to 4 weeks to be updated following a reduction in her wages, which meant she was left in financial difficulties while waiting for an increase in her benefit entitlement.	Staff will escalate cases and requests as a priority where a delay may cause the customer severe financial hardship.
Parent of a Polish schoolchild complained that teachers removed her child's surname from an awards presentation script due to difficulties in pronunciation.	The school introduced a procedure for recording pupils' surnames so that staff can replay and practice pronouncing them, to ensure all children's names are included and celebrated.
Customer applied for a Council Tax exemption in October 2023, supplied documents and has not heard until April 2024.	The team will look to improve communication regarding such requests going forward.
Customer was unhappy with the poor quality of her property following a mutual exchange process.	The mutual exchange process is to be reviewed to ensure the quality of property meets all the standards prior to the swap being arranged.
Customer was frustrated that no one at DCC appeared to answer calls or return messages left on voicemails, after waiting for an hour for his call to be answered and finally hanging up.	IT have removed the overflow skillset entirely to ensure that this does not happen again
A parent of a school child complained that there had not been appropriate communication from the school around the bullying issues they reported, and that there had been no outcome reported to them as to the procedures taken to address the behaviour of the child displaying bullying behaviour.	The school arranged a meeting with the parent to discuss and devise a plan for going forward, which will be regularly reviewed, with timescales agreed with the parent. The meetings will be recorded in the school to ensure that any bullying behaviours are logged along with any support that the child affected may need.

9. COMPLIMENTS

In addition to complaints, the Council also receives a number of compliments from members of the public, who are satisfied with the service they have been provided with. Below are the compliments which were submitted by our customers between April and September 2024/25 on the 'Tell Us About Good Service' form on the Council's website, or directly to the Customer Services Team.

Ms X wishes to convey the fact that we are all brilliant & work hard & she is thankful for all the service.
I feel I have to email about the exceptional lady who helped myself and my dad go through the process of reporting my mums death. It's in moments like this when myself and dad were in new territory and the lady we spoke to was absolutely outstanding I cannot praise her enough for the help and compassion she showed us and she actually made me giggle in an emotional time which is what we needed. Her explanations and guidance were absolutely first class and guided us on our phone appointment and what we would need. Cannot thank her enough what a star.
I spoke with X twice. Once on 24/04/2024 and again on 10/05/2024. She was extremely knowledgeable, helpful, kind, understanding and overall just provided a great service. She definitely deserves recognition for such wonderful service.
Reported a repair yesterday about loose slabs on stairs. The workmen were out today and fixed them. They have done a great job, thank you.
A lady on a housing repair call who got a joiner in an urgent call to one of my community patients who was stuck in chair from the previous day, she was very kind and reassuring. Also, the elderly lady was very grateful to the joiner who was aware she'd been stuck from the day before, he gave her a new lock, left spare keys and made her a cup of tea and gave her something to eat before we got there Thankyou to them both. From a community nurse :)
I would just like to highlight what an excellent worker we had today in Buttars Place. The euro bins in the street hadn't been emptied all week due to resurfacing work. The street was in an absolute mess due to bins overflowing and birds ripping at the bags. Once the bin lorry had been down another council worker came along in his van and cleaned the whole street. The street looks immaculate - better than it did before! This is extremely appreciated by the residents and thank you to the worker for doing such a great job.
I came from Australia to further research my ancestry in Dundee. I was introduced to volunteer Josh who helps out at the local history library. Well this young man was outstanding, brilliant in sourcing documentation on my great grandfather. I was thrilled with his effort, great knowledge on where to look and what to do. He even directed us to the dwelling where my great grandfather lived! So thoughtful and knew his stuff! Josh would be a fantastic asset to take on full time. His knowledge is invaluable and his work ethic exemplary. We can't thank Josh enough. Sincerely made my trip to Dundee worthwhile. Thanks again Josh and best wishes for your future.
I just want to congratulate DCC for all the wildflower sowing in the city...especially along Riverside and Lochee Road...it fair lifts the spirits. Thank you and please consider sowing more areas next year...its so good for the bees and insects.
I really appreciate you cut the nettle on the path from the Ancrum road allotments along the rail.
Entrance to Morven Terrace. This has successfully been done. Many thanks.
I'm very grateful to you that the forgotten roadwork sign was removed promptly after I contacted you. Thank you very much!

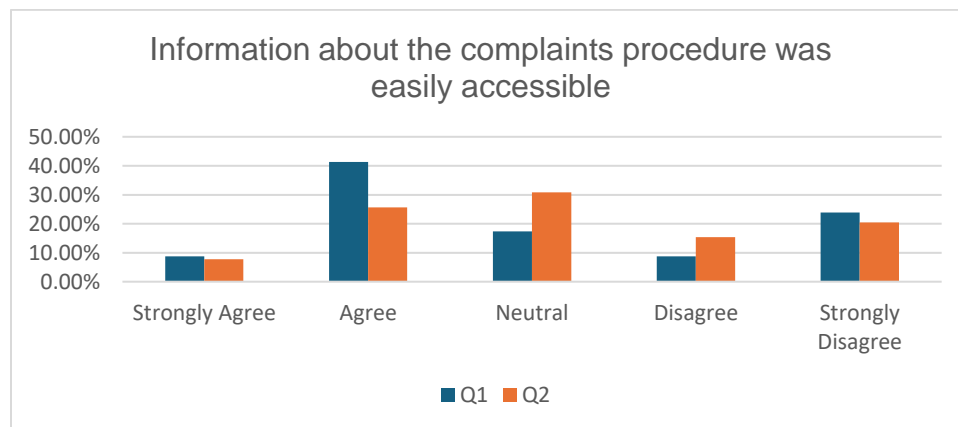
My bin and neighbour's brown bins have been collected so promptly after I contacted you. It was an impressive service. Thank you very much.
I would like to acknowledge the excellent customer service given by a gentleman named S. After many attempts to speak with someone he happened to answer the telephone and solved the problems I experienced with paying a LEZ notification. He called me back as he said he would and understood the problems I was experiencing and resolved them all. Excellent!!!!
I am emailing with regards to my telephone call to your Council Tax department this morning regarding my account, the outstanding balances for 2023 and 2024. I spoke to a lovely lady called who helped me with my inquiry and informed me of how much I would have to pay each month (As I have never received a Council Tax Demand for this year). She was very accommodating and sympathetic, not to mention non-judgemental. She helped me sort things out and, reassured me after I received two reminder letters threatening me with a Summary Warrant, that no further action would be taken. I'd like it noted how helpful this lady was. And that she went above and beyond to help me. It just shows that there are kind and helpful people at Dundee City Council. Which in my experience is a rarity with you people.
A customer passed her compliments and thanks to one of our customer services adviser's line manager. She wanted it noted that the adviser listened to her, understood her complaint and was compassionate. There should be more advisers like her on our phonenumber and she is a credit to Dundee City Council.
We received a nice call from a Mrs X. who called to thank the customer services adviser for her lovely service last Friday and patience. She explained that she called a few times and spoke with the female adviser who was very kind and helpful and she wanted to acknowledge that.

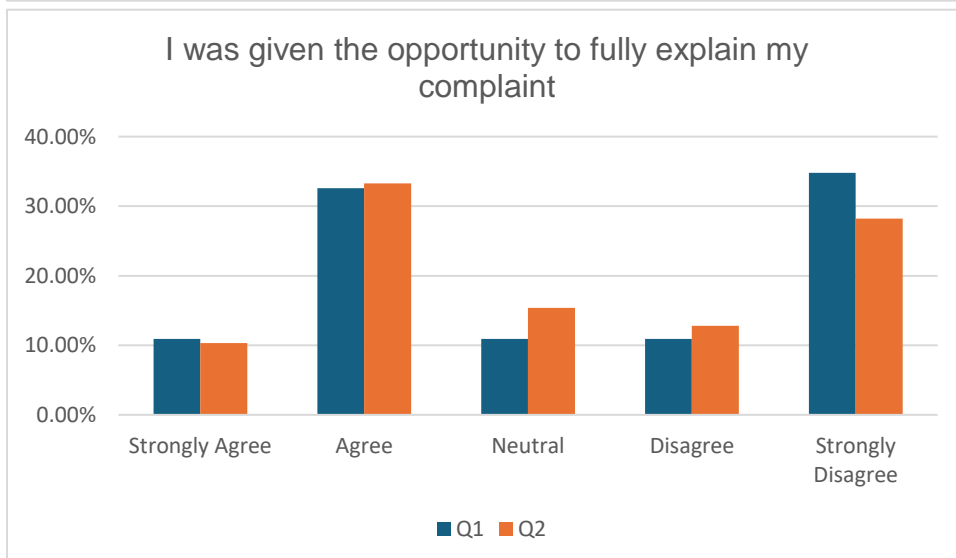
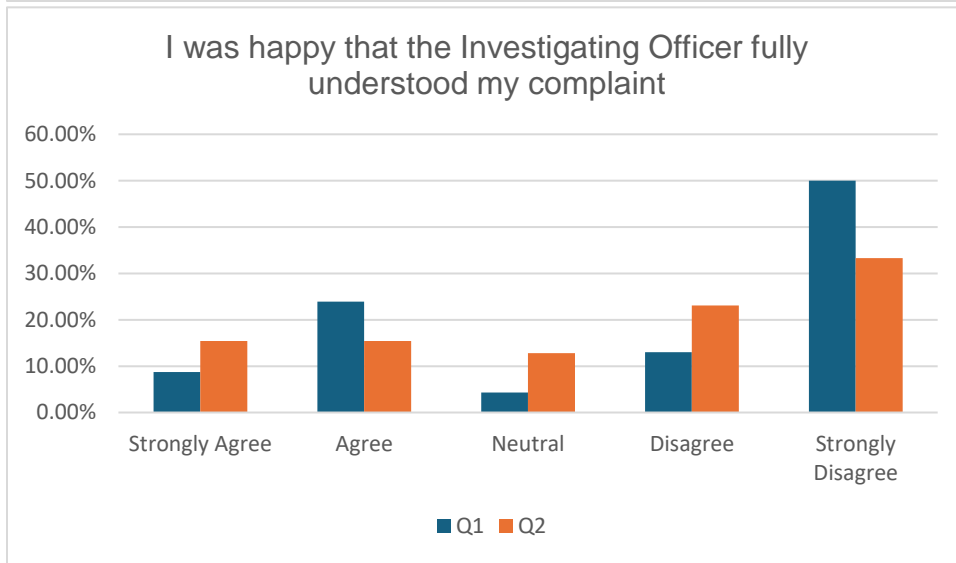
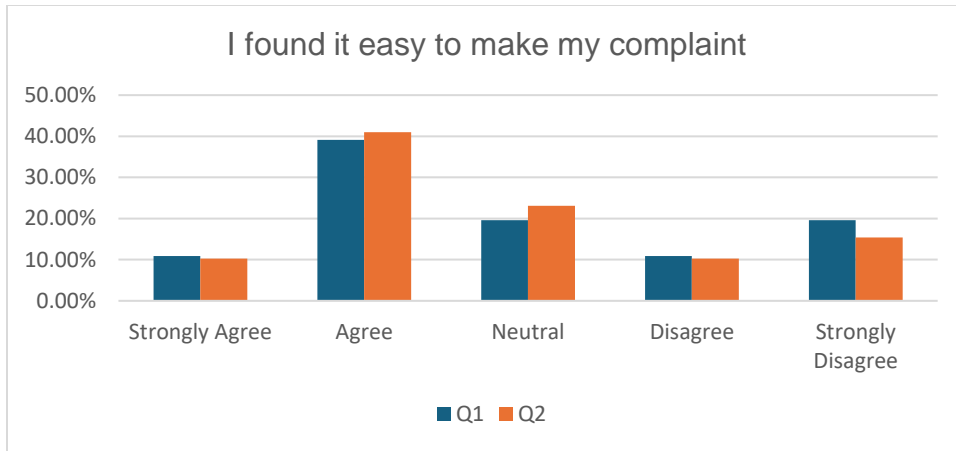
10. SATISFACTION SURVEY

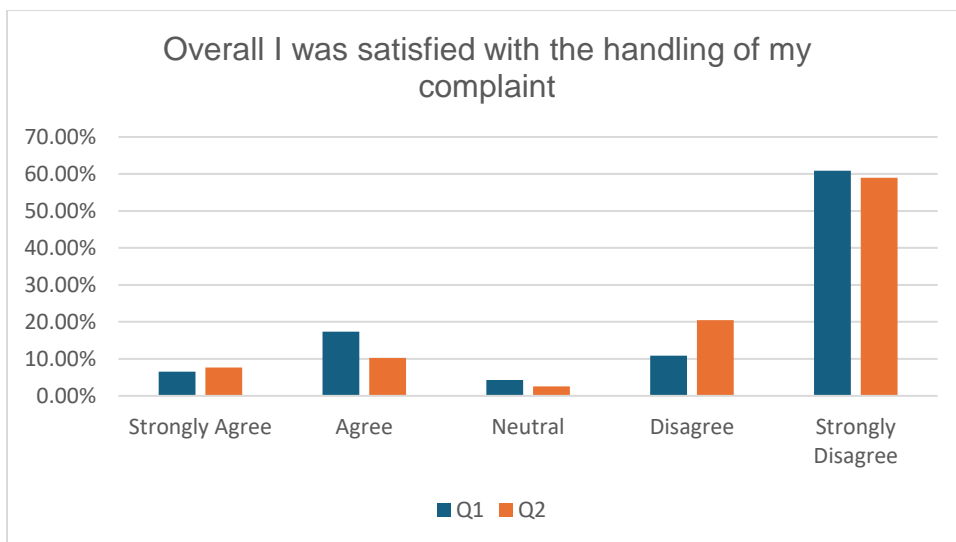
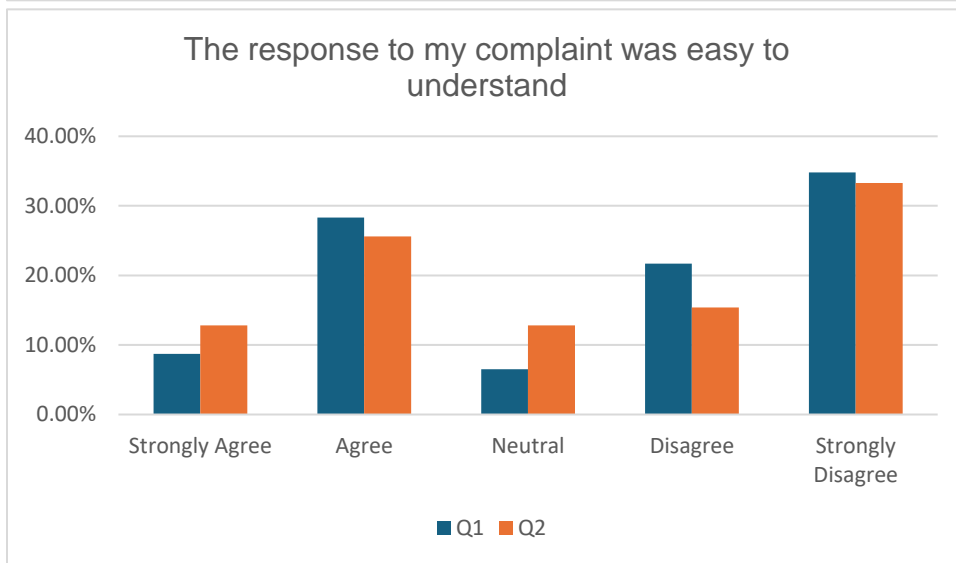
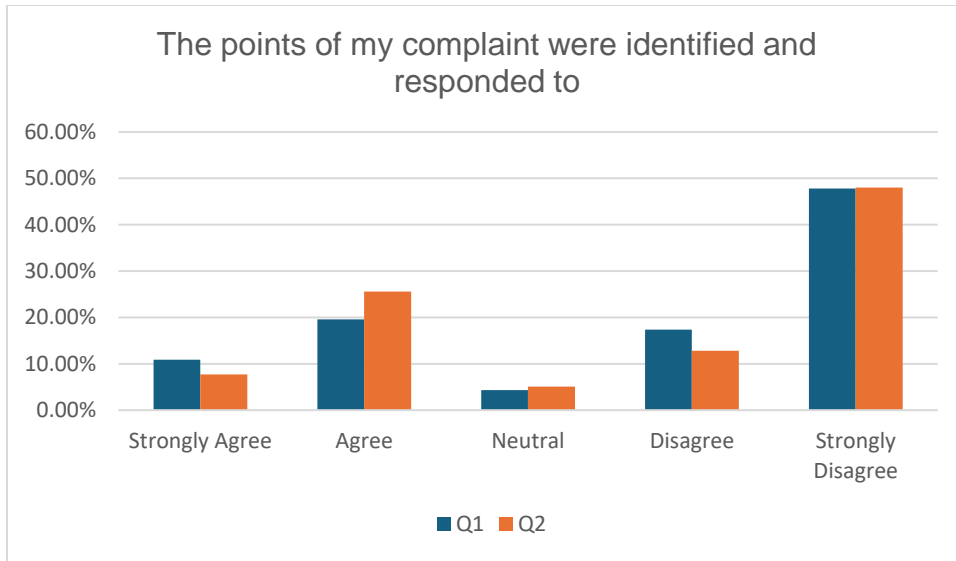
The model Complaints Handling Procedure requires the Council to report on a measure of customer satisfaction with its complaints process. To do this, we issue quarterly surveys to people who have made complaints. Since the survey sample consists entirely of people who have made a complaint, many of which are not upheld, it may not be surprising that satisfaction levels are not particularly high.

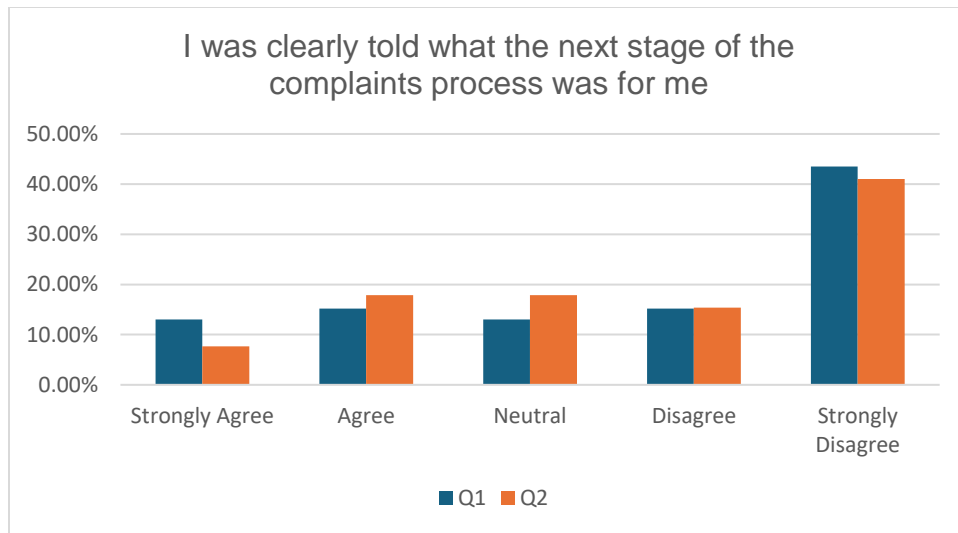
In the first quarter the survey was sent to 145 customers who had their complaint closed between April and June 2024, and we received 46 responses. Out of 133 surveys sent to customers who had their complaint dealt with between July and September received 39 responses, giving a total of 85 responses. Caution must be exercised due to the small sample who return the survey and the fact that those who remain unhappy may be more motivated to do so.

Question 1: Please indicate the extent to which you agree or disagree with the statements below:

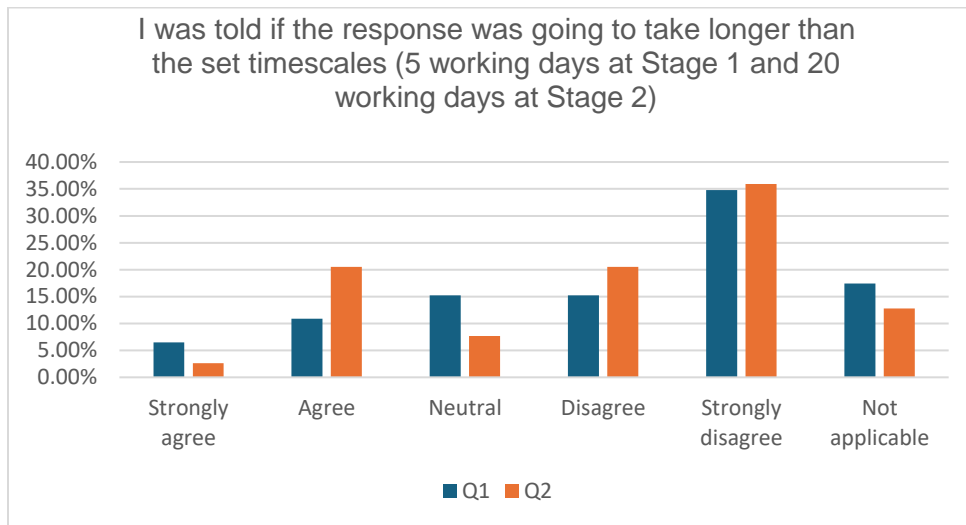




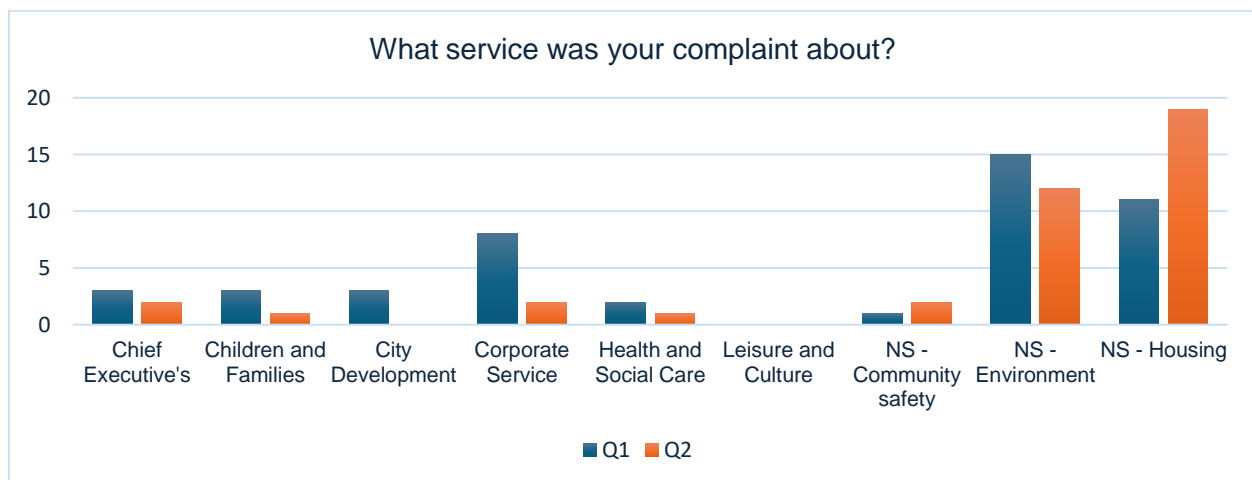




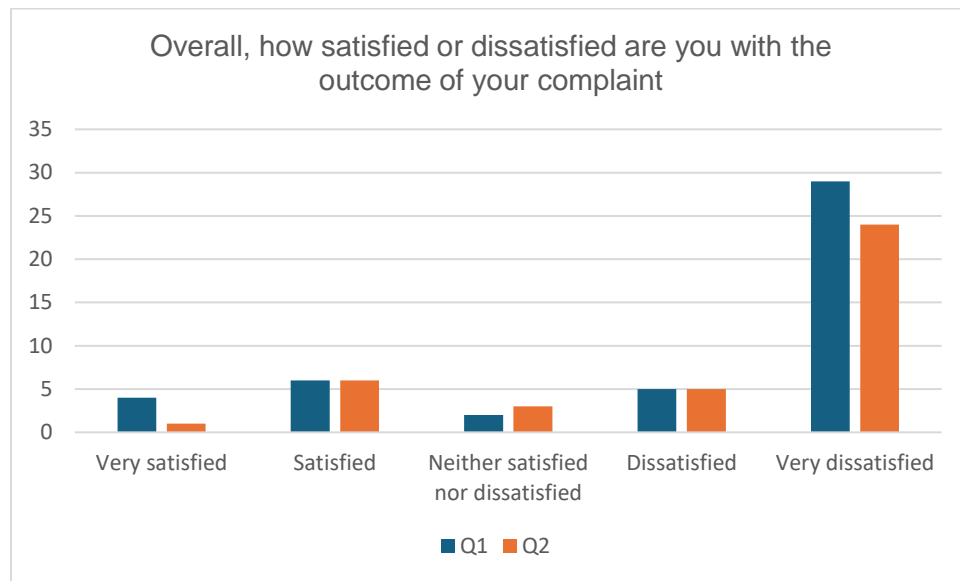
Question 2: I was told if the response was going to take longer than the set timescales (5 working days at Stage 1 and 20 working days at Stage 2)



Questions 3: What service was your complaint about?



Question 4: Overall, how satisfied, or dissatisfied are you with the outcome of your complaint?



ITEM No ...11.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 19 AUGUST 2024

REPORT ON: NEIGHBOURHOOD SERVICES PLAN 2022-2027 - ANNUAL PROGRESS REPORT 2023/24

REPORT BY: EXECUTIVE DIRECTOR OF NEIGHBOURHOOD SERVICES

REPORT NO: 169-2024

1.0 PURPOSE OF REPORT

1.1 To provide Committee with an annual update showing progress as of 31st March 2024 for the Neighbourhood Services Plan which was agreed by the Council in June 2023.

2.0 RECOMMENDATIONS

2.1 It is recommended that Committee notes the progress being made and remits the report to the Scrutiny Committee for further consideration.

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 BACKGROUND**Overview of the Service**

- 4.1 Neighbourhood Services is responsible for the management and maintenance of housing and the environment, waste management, supporting people to develop their communities and keeping people safe and healthy. Quality of life for the citizens of Dundee is one of our key priorities and Neighbourhood Services has overseen the transformation of communities with new housing, schools, community facilities and building a strong sense of pride and satisfaction across the city.
- 4.2 Neighbourhood Services provides a professional integrated service that brings together a wide range of services. They include management and maintenance of housing and the environment, waste management, supporting people to develop their communities and keeping people safe and healthy.
- 4.3 Neighbourhood Services has the most diverse and wide-ranging contact with citizens of all Council Services with significant amount of direct customer contact. With nearly 1,000 employees and gross revenue expenditure of over 90 million pounds per year Neighbourhood Services:
- collects domestic waste from over 76,000 householders,
 - provides housing and associated services to over 12,000 tenants;
 - approximately 3,000 young people take part in community learning and development youth learning programmes space
 - Maintains the city's various publicly accessible greenspaces which comprises 41% of Dundee overall.

- 4.4 The Council Plan 2022-2027 was agreed by the Policy and Resources Committee on 5 December 2022 (Article II of the Minute of Meeting of this committee refers). The Neighbourhood Services Plan 2023-2027 sets out how Neighbourhood Services will contribute to the Delivery of the Council Plan in addition to meeting its own service priorities.
- 4.5 Committee agreed the Neighbourhood Services Plan on 12th June 2023 (Article III of the Minute of Meeting of the Neighbourhood Services Committee refers). The Council's Performance Management Framework sets out that Committee will receive a six-month progress report also (Article III of the Policy and Resources Committee of 20 August 2018 refers).
- 4.6 This annual progress report for 2023/24 provides elected members with:
- an appraisal of progress in dealing with the priority areas of concern highlighted in previous updates; and
 - updates the Committee on any newly completed actions in the plan, any becoming overdue since the half yearly report or falling due in the next six-month period.

Overview of Progress against the Service Plan

- 4.7 Most PI's are meeting their targets and remedial action is being taken to address areas of concern. The Neighbourhood Services Plan actions have due dates up to April 2027. 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 June 2023: 73% of actions are already noting 50% or more progress.

Highlights of Significant Progress and Notification of Areas for Concern

- 4.8 Areas where Neighbourhood Services have made significant progress against targets and actions in the Service Plan include:
- There has been widespread involvement across council service in citizen involvement in setting priorities and deciding on spend. Our Participatory Budgeting work is inclusive of the following three key principles of Partnership: partnership, delegated power or citizen control. There has been involvement at community level through the disbursement of the Community Regeneration Fund (CRF). There has been a focused approach on key areas of the city such as the city centre, schools' streets and a wide programme of community involvement around environment and green space which were highlighted as a priority in the development of Dundee's locality plans.
 - Overall, there has been involvement from 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.
 - The Dundee Low Emission Scheme was introduced on 31 May 2022 after receiving Scottish Ministerial approval. The two-year grace period from enforcement of the Scheme ended on 30 May 2024 with Penalty Charge Notices for driving a non-compliant vehicle in the LEZ have been enforced from that date.
 - The number attending community centres continues to be high in part due to an emergence of family focussed 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 Community Empowerment Team continue to involve and engage the citizens of Dundee in issues of importance in their community including consultations such as Engage Dundee and the Rent Consultation but also including events about what would improve life in Ardler, St Marys and Kirkton, consultation on active travel in Lochee and community safety in Stobswell.
- The transformation of organic materials processing at Riverside composting facility during 2023/2024 with the service taking delivery of a green waste shredder. This has allowed a revenue saving to be realised of £50k per annum from 2024/25.
- During 23/24, the implementation of Dundee's Biodiversity Action Plan has progressed significantly with the award of £171,000 from the Scottish Government's Nature Restoration Fund. This and additional revenue funding have supported the implementation of projects which improve biodiversity on nature conservation sites.
- Dundee successfully retained all 7 Green Flag Awards in 2023/24 for; Barnhill Rock Garden, Slessor Gardens and Waterfront Place, Dundee Law, Templeton Woods, Baxter Park, Trottick Mill Ponds LNR and Riverside Nature Park. The Council are working with the Friends of Magdalen Green to submit a future application for an 8th Green Flag.
- The 'Bonnie Dundee' entry into the City category of Beautiful Scotland 2023 successfully retained a Gold Medal and was announced as category winner. In addition, Dundee City Council was awarded the Wright Sustainability Award which is a judges' discretionary award presented to the local authority that demonstrates best practice in sustainability, relating to the Beautiful Scotland campaign aims. Following this success, Dundee was nominated by Keep Scotland Beautiful, as Scotland's representative, to take part in the RHS Britain in Bloom 2024 UK Finals.
- Broughty Ferry Beach retained its Scotland's Beach Award, award for the 2023 bathing season. In addition, the Designated Bathing Water retained an "Excellent" classification.
- Overall, the LEAMS street cleanliness score increased by 0.2% to 86.4% from 2022/23, Neighbourhood Services will continue to strive to improve this score throughout 2024/25, supported by the £200,000 additional revenue funding to support street cleaning across the city. This includes a range of activities that will positively contribute to the City's environment including the recruitment of additional seasonal environment staff and supporting ongoing community clean up works.
- Council officers have attended Water Safety Scotland workshops to share best practice on water safety and in progressing the development of a Water Safety Policy. In addition, linking with the Tay Estuary Water Sports Hub via the Beach Management Group to engage with water users as required and continue a successful working relationship with the RNLI Lifeguard team.
- Continued support for community litter picks and promotion of initiatives such as Clean Up Scotland, Upstream Battle, Source 2 Sea Week, and the Great British Beach Clean. Dundee hosted the launch of Source-2-Sea Week in September outside the V&A Dundee. During 2023/24 a total of 68 litter picks happened which is an increase on 2022/23 which was 59. The figure provided is for known litter picks registered with DCC Environment and Keep Scotland Beautiful and does not include litter picking by groups or individuals who carry out work without engaging with DCC or Keep Scotland Beautiful. Therefore, the actual figure is likely to be higher.

- The Council continues to progress with the 2020 to 2025 Waste Strategy Action Plan, and this will include a review of the impacts ahead of the development of the 2025 to 2030 Action Plan. The overall recycling rate continues to improve and now included outputs from the residual waste treatment facility. Landfill rates remain at an all-time low with less than 2% of all residual waste going to landfill and the remainder being used to provide energy through the Council's energy from waste facility.
- Completions for social rented house building were 264 in 2023/4 (194 Housing Association, 70 Dundee City Council) which is the highest since 2008/9.. This is well in excess of the target of 200 and will contribute positively to meet housing need in Dundee. This will improve access to social housing in the city and a number of new houses have been provided to suit clients with particular housing needs.
- Within Housing and Construction, during 2023/24:
 - 2842 emergency jobs were completed.
 - 47026 response repairs were completed.
 - 1215 relet jobs were completed.
- Housing and Construction have completed an Energy Efficiency and Net Zero Strategy with the aim to ensure that our housing stock meets, or can be treated as meeting: EPC band B (Energy Efficiency rating), or is as energy efficient as practically possible; by the end of December 2045 within the limits of cost, technology. This will involve exploring all options and where viable, install alternative heat solutions with a view to decarbonising heat sources across the Housing portfolio, ensuring best value for the Council and tenants.
- During the 23/24 Intake year, Construction Services provided Apprenticeship opportunities for twelve young persons and adopted five trade apprentices who had been made redundant from their previous employers. Ten apprentices completed their apprenticeship and progressed to full time employment with Construction Services.

4.9 The Neighbourhood Services Plan Progress report is set out in appendix 1 of this report.

5.0 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.

6.0 CONSULTATIONS

6.1 The Council Leadership Team were consulted in the preparation of this report and are in agreement with its contents.









7.0 BACKGROUND PAPERS




7.1 None.










Tony Boyle
Executive Director of Neighbourhood Services













Date: 24 July 2024










Appendix1 - The Neighbourhood Services Plan Progress report







Performance Indicator Legend				Action Indicator Legend	
	On target		Improving		The green arrow indicates that the action has started and at the point of assessment is expected to be completed within timescale.
	Within 5% or close to Target		Deteriorating		The amber spot indicates that the Action is behind schedule.
	More than 5% away from target		No Change	% Progress	This is an assessment made by the lead officer of the amount of progress of the action toward completion.

Status	Performance Indicator	23/24 Value	23/24 Target	Short Term Trend	Long Term Trend	Notes
Communities, Safety and Protection Indicators						
	Number of attendances by young people engaged in Diversionary Learning Programmes.	40,069	40,000			Diversionary programmes are mainly delivered in the evening out-with school hours and provide constructive learning and engagement opportunities for young people, that are free and within their own communities. They take place Monday – Friday across communities that have high levels of poverty or anti-social behaviour. Programmes are far more than just activities providing young people with something to do, they are often the first place young people encounter Youth Workers. In the last year there were 40,069 attendances by 2,269 young people highlighting the growing need for young people to have access to free, local opportunities, particularly in areas of high deprivation.



	Number of targeted groupwork sessions	6,056	8,000			<p>Targets set previously were Covid recovery (2,000) the target for 23/24 was a ambitious stretch target (8,000) with a 300% increase. We are on track to meet this in 24/25.</p> <p>This targeted group work is supporting community groups to operate as lead partners in our locality approach to meeting our city plan ambitions including the reduction of inequalities in income and health and our net zero targets. It would include supporting food larders, local substance misuse and recovery groups and community gardens.</p> <p>The targeted group work with young people is supporting closing the poverty related attainment gap by supporting school curriculum in community settings and supporting young people to stay in education by working on their mental health and relationships with their peers and educators</p>
	Number of learners receiving individualised support to reduce risk and support positive outcomes	972	630			<p>Across the service we are seeing high numbers of local people looking for support on a one-to-one basis - whether that is help with reading, writing, numbers or digital skills or young people requiring support outside the classroom or local activists who require support for their role as a local leader. One to one support when given is always time limited with the focus of helping the CLD participant to build their capacity to engage in group activities in their own community.</p>
	Number of Recovery & Resilience Sessions (Capacity Building)	2,585	1,900			<p>We are supporting families to articulate and work on the most important issues to them through our partnership with What Matters 2 You. Successful pilots have taken place in Kirkton and Charleston which will be extended to Whitfield, Linlathen, Ardler and St Marys in 2024. Participants report life changing impacts due to their</p>




						participation in the work which is improving family relationships and has given them the confidence to run their own provision for other families in the community.
	Number of people attending community centres	460,110	333,000			The number attending community centres continues to be high in part to an emergence of family focussed 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 remains high.
	Number of people consulted on Community Planning issues	10,729	4000			The Community Empowerment Team continue to involve and engage the citizens of Dundee in issues of importance in their community and city wide. There was an increase of above 250% in the number of citizens engaged in community planning activity. This was in part due to city wide consultations such as Engage Dundee and the Rent Consultation but also locally including events about what would improve life in Ardler, St Marys and Kirkton, consultation on active travel in Lochee and community safety in Stobswell.
	Number of Dundee Citizens engaged in CLD Programmes	4861	5000			Targets set previously were Covid recovery (3,000) the target for 23/24 was a stretch target (5,000) with a 40% increase. While we have not met the target (4,861), we have an improvement plan in place and are on track to meet this in 24/25.
	Percentage of Dundee Citizens from SIMD 1&2 (20% SIMD Rank) engaged in CLD learning programmed activities	56.8%	60%			The CLD service targets its resources to Dundee's priority communities, with a target that 60% of CLD participants be from SIMD1 & 2 communities. While we have not met the target (57.8%) we will continue to focus our work in 24-25.










						A number of factors affect this figure, for example, in 23-24 the ESOL team continued to support a high number of displaced Ukrainian people living in city centre hotels and the community health team target their work to people affected by health inequalities, regardless of where they live.
	% of communicable disease cases and outbreaks investigated within 48 hours of being brought to our attention	100%	100%			Fifty-five Communicable disease notifications were received within the last period up to 17/04/24 where contact was made or attempted and an investigation was then carried out within 48 Hours of being brought to our attention. There was one notifiable outbreak recorded in this period of time. Due to a change in investigation procedures, we also received an additional 6 notifications which were investigated by Tayside Health Board rather than ourselves due to the nature of the reported communicable disease.
	Number of antisocial behaviour complaints	1,302	1,587			Work is ongoing to continue to reduce the number of reports of antisocial behaviour. This includes a high level of preventative measures, early intervention and engagement, and working collaboratively with both internal and external partners.
	Percentage of food safety inspections completed for risk rated food premises, as per the Food Safety Scotland's Food Law Code of Practice (Scotland).	97%	87%			817 Food Law Rating System programmed inspections were carried out this year. 22 of these were inspections that were carried out after the due date therefore the inspection rate was 97%.










	Percentage of serious health & safety accidents receiving a response within 48 hours	100%	97%			Neighbourhood Services – Environmental Health is the enforcing authority for health and safety legislation for a range of sectors including offices, retail, hospitality and leisure premises. Notification of 65 notifiable accidents were received in 2023/24. 63 were responded to within 48 hours of being notified to the team.
	Percentage of registered private sector properties managed by an Accredited Landlord or Letting Agent	31%	25%			This figure represents a slight increase of from the previous year. The PSSU team will continue to encourage landlords and agents to achieve the criteria for Accreditation and to register.
















Communities, Safety and Protection Actions













Status	Action	% Progress	Due Date	Notes
	Establish a Low Emission Zone in Dundee to contribute to the broader city objectives and the vision to create a healthy, vibrant and attractive city by protecting public health through improving air quality.	100%	Completed	This action was confirmed as complete on the 30 th of May
	Increase community use and ownership of Council owned assets	70%	March 2027	This work has now been embedded in the Land & Asset Pillar of Community Wealth Building. A trial "quick win" process has resulted in two recommendations for transfer in 3 months as opposed to 0 in the previous 3 years.




	Develop youth activities via CLD youth workers teams	75%	March 2025	CLD Youth Work teams have continued to develop youth activities in all areas of the city. We will review position going forward to ensure we are delivering relevant youth work programmes that meet the needs of young people and the communities in which they live.
	Target work to the most disadvantaged communities including focused local fairness initiatives in Linlathen and Stobswell West	85%	March 2025	<p>The Linlathen Fairness Initiative is now well embedded with a detailed action plan for improvement and a community group having been established. Funding has been awarded to allow participants to attend a value Based Leadership Experience course.</p> <p>In Stobswell the initial engagement is now complete. Initial work has been started to target housing repairs and other issues in a specific close.</p>
	Maximise participatory budgeting in all forms	90%	March 2027	<p>There has been widespread involvement across council services in citizen involvement in setting priorities and influencing/deciding on spend. Our Participatory Budgeting work has been inclusive of the three key principles of Partnership: delegated power or citizen control. There has been involvement at community level though community control over the disbursement of the Community Regeneration Fund (CRF). There has been a focused approach on key areas of the city such as the city centre, schools' streets, environmental and green space which were highlighted as a priority area improvement in the development of Dundee's locality plans. The Drugs and Alcohol partnership tested the allocation of a devolved locality budget to each of the eight-ward based Local Community Planning Partnerships. This was very positively evaluated and is being continued in 2024/25</p> <p>Overall, there has been involvement from 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.</p>

Housing Indicators						
Status	Performance Indicator	2023/24 Value	2023/24 Target	Short Term Trend	Long Term Trend	Notes
	Number of Council and Registered Social Landlord new housing completions	264	200			Completions for social rented house building were the highest since 2008/9. This is well in excess of the target of 200 and will contribute positively to meet housing need in Dundee. This will improve access to social housing in the city and a number of new houses have been provided to suit clients with particular housing needs.
	% of gas safety certificates obtained within 12 months	99%	100%			Through our checks we identified that a gas safety check had been missed. As a result, we carried out a full audit on all gas safety checks from March 23, when the original one was identified, until November 23. We also carried out a full review of our gas safety processes across both Housing and Construction.
	% of reactive repairs carried out within timescales	79.29%	93%			A Service Improvement Plan has recently been introduced for repairs and voids, Service managers from both Housing and Construction Services have been working together to implement this. There is a distinct shift in resources from Construction Services to concentrate resources to housing repairs, this increased resource will see a drop in jobs already in the system and in turn will show improved performance in the average time to complete non-emergency repairs.



	% of lets to statutory homeless households	59%	55%			The majority of Lets continue to be to homeless applicants. The number of lets to homeless applicants increased on last year and maintaining the target will achieve a balance of lets across different housing needs. Note that we have been working to the target set in the Rapid Rehousing Transition Plan target which was 55% for 2024/2025
	Average length of time taken to complete emergency repairs	4.4	6			A Service Improvement Plan has recently been introduced for repairs and voids, Service managers from both Housing and Construction Services have been working together to implement this. There is a distinct shift in resources from Construction Services to concentrate resources to housing repairs, this increased resource will see a drop in jobs already in the system and in turn will show improved performance in the average time to complete non-emergency repairs. this will also have a bearing on the emergency repairs, it should be noted that although emergency repairs at present satisfactory, there should be a notable improvement in the future.
	% of reactive repair jobs completed right first time	79%	85%			This measure is of jobs completed on time and without subsequent complaint or rework. A Service Improvement Plan has recently been introduced for repairs and voids, Service managers from both Housing and Construction Services have been working together to implement this. There is a distinct shift in resources from Construction Services to concentrate resources to housing repairs, this increased resource will see a drop in jobs already in the system and in turn will show improved performance going forward in the average time to complete non-emergency repairs.





	Average number of days taken to re-let properties	96.06	45			Days to let considerably higher than target due to backlog of voids. This causes both a delay in new voids being relet and average rising as long-term voids are relet. Void improvements plan approved in May 2024 to provide additional resources to address backlog.
	% of lets to BME groups (Quarterly and Yearly)	2.1%	3.3%			The ethnicity question on the housing application form is not mandatory and many applicants do not indicate their ethnicity which suggests an element of under recording. There were 19 lets to known minority ethnic applicants from a total of 990 lets.
	% of tenancy offers refused during the year	37.5%	47%			The percentage of tenancy offers refused has bettered the target. Every effort is made to minimise refusals through a housing options approach and regular reviews of applications.
	Percentage of new tenancies sustained for more than one year	88.9%	90%			To improve performance in tenancy sustainment, the Tenancy and Estates Services is in the process of a Service redesign. The Service redesign will result in smaller and more manageable area housing patches that will allow Tenancy Officers to support tenants to sustain their tenancies.
	% Gross rent arrears	10.7%	6.4%			Corporate Services are responsible for collecting arrears and the Neighbourhood Services continue work together with them. We do this by focusing on ensuring tenants are supported to maintain on going rent charges by promoting Discretionary Housing Payments and Tenant Hardship Fund alongside collaborative working with advice services to maximise income.













	<p>Average time taken to complete non-emergency repairs</p>	<p>13.79</p>	<p>9</p>			<p>A Service Improvement Plan has recently been introduced for repairs and voids, Service managers from both Housing and Construction Services have been working together to implement this. There is a distinct shift in resources from Construction Services to concentrate resources to housing repairs, this increased resource will see a drop in jobs already in the system and in turn will show improved performance going forward in the average time to complete non-emergency repairs.</p>
	<p>Percentage of tenants satisfied with the overall service provided by their landlord</p>	<p>83.2%</p>	<p>90%</p>			<p>Satisfaction has improved since the last STAR Survey (Survey of Tenants and Residents) which is independently commissioned every three years. We compare well with our peer group (medium sized local authorities) which was 81.8% for 2022/23. Comparison figures are not yet available for 23/24 as the regulator does not publish the full figures until late August</p>
	<p>Percentage of tenants satisfied with the overall quality of home</p>	<p>83.2%</p>	<p>88%</p>			<p>Satisfaction has improved since the last STAR Survey (Survey of Tenants and Residents) which is independently commissioned every three years. We compare well with our peer group (medium sized local authorities) which was 79.6% for 2022/23 Comparison figures are not yet available for 23/24 as the regulator does not publish the full figures until August Tenancy officers will be carrying out satisfaction surveys at new tenant visits which will give a more regular satisfaction information for the service to focus action upon.</p>
	<p>% of Rent due lost through properties being empty</p>	<p>2.16%</p>	<p>1.5%</p>			<p>A Relets and Recovery Plan was approved in May 2024. This proposes various service improvements and increased resources for Housing and Construction Service to address the backlog of voids. It is intended this will reduce void levels back to pre-covid levels.</p>







	Percentage of council dwellings that are energy efficient (EESH)	89.8%	95%			Due to the number of void properties being processed, the number of energy performance certificates carried out at void stage has increased, reducing the number of assumed fails and instances of missing data
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Housing Actions


Status	Action	% Progress	Due Date	Notes
	Maintain momentum in energy efficiency and wall insulation programmes to reduce fuel poverty for children and families	60%	March 2027	As reported to committee on 13 May (sourcing strategy report 128-2024), the 3 phases of the Linlathen Retrofit project are to be tendered via the Scotland Excel Energy Efficiency Contractors framework designs are being drawn up to include not only Structural Insulation, but new windows, Solar PV and Battery Storage if feasible.
	Build affordable houses that meet community needs	45%	March 2027	Completions for social rented house building were the highest since 2008/9. This is well in excess of the target of 200 and will contribute positively to meet housing need in Dundee. This will improve access to social housing in the city and a number of new houses have been provided to suit clients with particular housing needs. (This equates to 45% progress toward the target of 1000 houses over five years set in the Council Plan).




	Integrated Housing Management System (IHMS)	50%	December 2024	A review of progress to date is in the process of being commissioned.
	Modernisation of Construction Services	65%	December 2024	A review of progress to date and integration with the Integrated Housing Management System is being taken forward.
	Complete the annual rent consultation exercise	50%	March 2027	The rent consultation for the increase in rents in 2024 has been completed on schedule with a response rate of 18.6%. (This action is marked as 50% complete as it is an annual event measured over the four years of the Council Plan)
	Review Not Just a Roof Housing Options and Homelessness Strategic Plan 2016 – 2021	100%	Completed	This action has now been completed and we have now moved on to the Rapid Rehousing Transition Plan. Since the end date of the plan, together with the Dundee health and Social Care Partnership we have been working within the parameters of the Rapid Rehousing Transition Plan which is taken to Committee annually.

Environment Indicators						
Status	Performance Indicator	2023/24 Value	2023/24 Target	Short Term Trend	Long Term Trend	Notes
	Number of clean ups /litter picks recorded citywide (maintain/increase)	68	52			Litter picks are supported and encouraged city wide as part of the Council's Take Pride in Your City campaign, the 2023/24 total of 68 litter picks is an increase on 2022/23 which was 59. The figure provided is for known litter picks registered with DCC Environment and Keep Scotland Beautiful, this does not include litter picking by groups or individuals who carry out work without engaging with DCC or KSB so the actual figure is likely to be higher.
	Number of 'Friends of Parks Groups' (maintain / increase)	9	9			In 2023/24, there were 9 Friends of Parks groups. The Council will continue to support existing groups and to encourage the development of new groups where appropriate.
	Maintain or increase the number of Keep Scotland Beautiful (KSB) Green Flag awards achieved	7	7			Green Flag Awards are awarded every summer. Dundee successfully retained all 7 Green Flags in 2023/24 for; Barnhill Rock Garden, Slessor Gardens and Waterfront Place, Dundee Law, Templeton Woods, Baxter Park, Trottick Mill Ponds LNR and Riverside Nature Park. The Council are working with the Friends of Magdalen Green to submit a future application for an 8th Green Flag.
	Number of KSB, 'It's Your Neighbourhood' groups reaching the outstanding level (maintain / increase)	12	12			<u>It's Your Neighbourhood</u> is a community environmental improvement initiative managed by Keep Scotland Beautiful in partnership with the RHS. The volunteer-led community groups which enter are awarded one of five







						certificate levels, the highest being Outstanding level. 12 groups from Dundee entered in 2023/24, all received an outstanding level certificate. 10 of these groups also received a Certificate of Distinction which are awarded to groups who have consistently grown and improved over the years of taking part.
	Street Cleanliness Score - Streets cleaned to an acceptable standard	86.4%	94%			A dedicated plan was progressed throughout 2023/24 which targeted priority locations, hotspots and routes across the city. While Dundee's overall LEAMS score increased by 0.2% to 86.4% from 2022/23. Environment will continue to strive to improve this score throughout 2024/25, supported by the £200,000 additional revenue funding to support street cleaning across the city. Additional monitoring/ development work will be undertaken this year to ensure all street scene activity is fully co-ordinated including community litter picks. Under the strategic theme of Local Environmental Quality, litter management will be a focus within the new Take Pride in Your City Action Plan 2024-26, which will be reported later in 2024.
	Retain the Keep Scotland Beautiful Beach Award (Broughty Ferry)	1	1			Scotland's Beach Award, administered by Keep Scotland Beautiful, is awarded in May each year. Broughty Ferry beach successfully maintained its award in 2023/24.





	Retain the Keep Scotland Beautiful (KSB) City Category	1	1			<p>The 'Bonnie Dundee' entry into the City category of Beautiful Scotland 2023 successfully retained a Gold Medal and was announced as category winner. In addition, Dundee City Council was awarded the Wright Sustainability Award which is a judges' discretionary award presented to the local authority that demonstrates best practice in sustainability, relating to the Beautiful Scotland campaign aims. Following this success, Dundee was nominated by Keep Scotland Beautiful to take part in the RHS Britain in Bloom 2024 UK Finals.</p>
	% of household waste landfilled	1.5%	7%			<p>These figures are subject to final validation by SEPA, therefore figures may be subject to change.</p>
	Percentage of household waste recycled or composted	36.6%	36.4%			<p>These figures are subject to final validation by SEPA, therefore figures may be subject to change.</p>

Environment Actions				
Status	Action	% Progress	Due Date	Notes
	Manage waste sustainably by reducing, reusing, recycling and recovering waste to improve resource efficiency whilst working towards a circular economy.	50%	March 2032	<p>The Waste Team continues to work on a range of activities of to help reduce waste and increase recycling.</p> <p>The Mobile App has now been launched and is freely available to all residents across the city with an initial uptake of over 5,500 users, the App will help householders identify what goes in each bin as well as setting reminders for collections and signposting them to information and advice in relation to recycling and re-use.</p> <p>The team have provided responses to the consultations and requests for additional information in relation to the Circular Economy Bill.</p>

	<p>Provide further opportunities for pedestrianised areas, pocket-parks and support empowered communities to be partners and leaders on local plans and initiatives to develop biodiversity, local food growing and community spaces.</p>	40%	March 2027	<p>This action promotes further development of pedestrianised areas (former roads now restricted to pedestrians) alongside other initiatives that transform spaces from car to community, social and biodiversity use. The transformation of Union Street into a welcoming and vibrant pedestrianised area continues to be led by Unesco City of Design, who are currently encouraging further engagement in the codesign process. In addition, elected members recently agreed environmental improvements at three locations along Perth Road at Sinderins, Pennycook Lane and Millers Wynd. Working with LACD and V&A Dundee, the Council is progressing plans for a COVID19 memorial garden at the junction of Moncur Crescent. In addition to the above, the action recognises the ability of supported communities to be partners and leaders on local plans and initiatives which diversify greenspaces. To that extent Local Community Planning Partnerships (LCPP) have actions in their Local Community Plans to focus on the opportunities that local green and open spaces present locally which further the wider biodiversity and community food growing aspirations of the city. All LCPP areas are in the process of making a focus of this by bringing together local people, organisations and council officers to share good practice and further the actions in their local plans. The Dundee Community Food plan continues to be drafted. Organisations in Dundee's Community Growing Network have benefitted from the Dundee Climate Fund, further expanding their reach and impact in the city.</p>
	<p>Review revised Waste Charter Code of Practice once published & conduct impact/cost-benefit analysis</p>	25%	December 2026	<p>The Circular Economy Bill was approved on the 26th of June 2024 and development of the secondary legislation that will bring forward the Waste Route map and the associated revised Waste Charter will shortly commence. This action will be progressed once the details of the revised waste charter are published, although no date for this has been set.</p>
	<p>Deliver the action plan to reduce waste, and reuse or recycle more</p>	55%	March 2027	<p>The Council continues to progress with the 2020 to 2025 Waste Strategy Action Plan, and this will include a review of the impacts ahead of the development of the 2025 to 2030 Action Plan.</p>

				<p>The overall recycling rate continues to improve and now included outputs from the residual waste treatment facility.</p> <p>Landfill rates remain at an all-time low with less than 2% of all residual waste going to landfill and the remainder being used to provide energy through the Council's energy from waste facility.</p>
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Status	Performance Indicator	2023/24 Value	2023/24 Target	Short Term Trend	Long Term Trend	Notes
Indicators common across Neighbourhood Services						
	Average FTE sick days lost per FTE Employee in Neighbourhood Services	15.99	10			Focus group meetings are scheduled by Human Resources with Neighbourhood Services to discuss areas of absence, and hopefully give us a greater understanding of supports which can be provided. Also, within Construction, a post of Attendance Support Adviser has been created for a period of 18 months to support managers in tackling absences timeously and ensure early intervention.
	Reduce the number of occupational health surveillance appointments not attended	103	48			Line to line reporting information is now being more frequently updated with our Occupational Health provider to ensure that alerts for upcoming appointments are highlighted to the appropriate manager, to allow them to confirm these with employees and schedule the required time away from work activities.

	Health & Safety – Reduction in number of days lost due to health & safety incidents	259	218			The underlying trend is generally in line with levels experienced in previous years but has been affected by ongoing long-term absences. Interventions are ongoing to manage this across Neighbourhood Services.
Actions common across Neighbourhood Services						
Status	Action	% Progress	Due Date	Notes		
	Review management of risk assessment process including development of inventory and completion of Annual Assurance statements	82%	December 2024	Work to review the risk assessment process across Neighbourhood Services continues and indeed will be an ongoing action, kept under constant review. Work to develop and implement RAMS for Regulatory, Construction and Community Safety Resilience service areas is being progressed by service management, advised and supported by Health & Safety colleagues.		

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ITEM No ...12.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 18 NOVEMBER 2024

REPORT ON: COUNCIL PLAN 2022-2027 - MID-YEAR PROGRESS REPORT 2024/25

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 306-2024

1.0 PURPOSE OF REPORT

To provide Committee with a mid-year update showing progress so far during 2024/25, being year three of the five-year plan.

2.0 RECOMMENDATIONS

It is recommended that Committee notes the progress being made and remits the report to the Scrutiny Committee for further consideration.

3.0 FINANCIAL IMPLICATIONS

None.

4.0 BACKGROUND

4.1 The Council Plan 2022-2027 was agreed by the Policy and Resources Committee on 5 December 2022 (article II refers). The Council Plan 2022 - 2027 is the strategic plan for Dundee City Council as a corporate entity. It aims to set out the main corporate approaches, priority targets and actions, and key strategies for the purposes of public accountability on delivering on our priorities.

4.2 Committee received the second [annual progress report](#) for the Council Plan 2022-2027 on 24 June 2024 (Article IV of the minute refers). The Council's Performance Management Framework sets out that Committee will also receive a six-month progress report (Article III of the Policy and Resources Committee of 20 August 2018 refers).

4.3 The mid-year progress report for 2024/25 (Year 3) provides elected members with:

- an update as of 30 September (half year) after the 2023/24 annual report of overall performance against the targets in the Council Plan, by providing any new data that was not available at the time of the annual report.
- an opportunity to appraise the Committee on progress in dealing with the priority areas of concern highlighted in the annual reports.
- update the Committee on any newly completed actions in the plan, becoming overdue since the annual report or falling due within the next six-month period.
- update on progress so far during 2024/25

4.4 Since the Annual Report referred to in paragraph 4.2, the key performance indicator data not available at the time for 2023/24 is contained in the table below:

Indicator	2021/22	2022/23	2023/24	Target
Reduce Child Poverty and Inequalities in Incomes, Education and Health				
Average Total tariff SIMD Quintile 1 <small>*Latest tariff score is interim local data</small>	637	568	592*	605
Increase the % of 16–19-year-olds living in SIMD 1 areas participating in positive destinations.	84.8%	84.1%	87.3%	86.5%

Indicator	2021/22	2022/23	2023/24	Target
Deliver Inclusive Economic Growth including Community Wealth Building				
Increase the percentage of all 16-19-year participating in positive destinations	89.4%	89.4%	90.5%	91%
Tackle Climate Change and achieve net zero carbon emissions by 2045				
CO ₂ emissions (property energy consumption) from Council buildings (tonnes)	20,823	17,562	18,656	19,781
DCC Carbon Footprint Emissions (tonnes CO ₂)	25,324	24,413	27,061	25,641
Percentage of household waste recycled or composted. <small>*Data is for calendar year 2023</small>	32.6%	35.6%	36.6%	36.4%
Build Resilient and Empowered Communities				
The percentage of Council budget allocated by participatory budgeting processes.	0.66%	0.9%	1.18%	0.7%
Empty retail unit rate	13.3	18	17.7	12

4.5 Key positives in the table above are:

- The average total tariff for pupils who live in SIMD Quintile 1 areas has increased from the previous year. In addition, there has also been an increase in the number of 16–19-year-olds living in SIMD 1 areas who are participating in positive destinations. These improved attainment and participation rates in SIMD 1 areas mean that young people from the most deprived areas in Dundee will have increased opportunities as they progress in life. Closing the poverty related attainment gap is a key part of tackling the effects of child poverty. Over the past five years this is a rising trend, demonstrating progress towards this aim. The latest tariff score at 592 for 2023/24 is above the pre-Covid 2018/19 result of 553.
- In addition, the percentage of all 16–19-year-olds participating in positive destinations has increased from the previous year. Although this is not yet on target, this improvement is a positive reflection of work targeted at increasing young people's participation.
- As a result of widespread participatory budget work across council services, the percentage of Council budget allocated by participatory budgeting processes has increased and as a result it has reached and surpassed the 2023/24 target of 0.7% as well as the 2024/25 target of 1%. This target of 1% is referred to in the Best Value Review report as agreed with COSLA as the standard for all local authorities to aim for.
- The household waste recycling rate for Dundee City Council provisionally supplied by Neighbourhood Services is 36.6% for calendar year 2023 which is an improvement from the previous year. This figure is provisional and subject to final confirmation by SEPA, but it would show that Dundee's recycling and composting rate is improving and on target.

4.6 Areas for improvement or focus identified from the table above are:

- The Council's property energy consumption, as well as its carbon footprint emissions have both increased between 2022/23 and 2023/24. While the indicator for property energy consumption is still currently on target, further deterioration will risk this status next year. However, the indicator for carbon footprint has changed in previous year from being on target by approximately 2,500 tonnes CO₂ in 2022/23 to falling below the target by approximately 1,500 tonnes in 2023/24. The actions within the Net Zero Transition Plan are intended to lead us in a 'just transition' to Net Zero emissions by 2038.
- The empty retail unit rate remains higher than target and therefore improvement is a priority. There has been a marginal improvement from 18% in 2022/23 to 17.7% in 2023/24, however the target of 12.4% remains a key challenge. Every opportunity to pitch all vacant units to potential users is being taken and the Overgate continues to have new business openings. The City Centre Strategic Investment Plan 2050 City Dressing, being undertaken as part of the City Centre Strategic Investment Plan 2050, will create distinct city centre spaces in key streets. Shop improvement treatments continue on a number of vacant units in the city centre.

Progress on the identified areas for improvement will be reported in the Annual Progress Report in June 2025

4.7 Update on Areas for Improvement from Previous Reports

The Council Plan annual progress report for the year 2023-2024 identified the following areas of most concern in terms of reaching the Council's priorities:

- **Positive Destinations**
- **Average total tariff SIMD Quintile 1**

As noted and explained further at para 4.5, both attainment and participation rates show improvement.

- **Measure of cycling in the city**
The Council is continuing to pursue external funding to deliver active travel schemes as identified within the Council's Sustainable Transport Delivery Plan 2024-2034. A bid was submitted on 2 February 2024 to the Transport Scotland Active Travel Tier 2 Fund for £1.6m to enable development of a secure cycle storage facility on the ground floor of the Bell Street Green Transport Hub and to provide improved active travel infrastructure and hard landscaping to the approach and curtilage of the building.

5.0 UPDATE ON PROGRESS ON RECOMMENDATIONS FROM BEST VALUE AUDIT 2023

- **Community asset transfers**
Dundee has embarked on an exciting process to further develop the approach to Community Wealth Building for the city. The Community Wishes Portal links small project requests from communities with their contracted providers. The Community Wealth Building Land and Assets Working group will develop a Land and Assets Strategy to refresh the approach to the use of council land and property.
- **Participatory budgeting**
The target of 1% of total expenditure being allocated via participatory budgeting has been exceeded for the first time, as we achieved 1.18%. During the last year, £4,321,717 has been allocated by this process and over 11,000 residents have taken part in participatory budgeting exercises to determine budget spend.
- **Long-term financial strategy**
The Strategy was agreed in November 2023 and sets out six key workstreams aimed to tackle a projected budget deficit as well as ensuring resources are targeted at meeting Council Plan priorities.

6.0 PROGRESS MADE IN 2024/25

The Council Plan Progress report is set out in Appendix 1 and provides an executive summary for each priority followed by a performance indicator table providing an update on each performance indicator and an action plan table providing an update on each action.

The contents of the appendix are listed below based on the page numbers of this report.

Reduce Child Poverty and Inequalities in Incomes, Education, and Health – Page 7
Deliver Inclusive Economic Growth - Page 11
Tackle Climate Change and Achieve Net Zero by 2045 – Page 15
Build Resilient and Empowered Communities – Page 20
Design a Modern Council, includes Transformation Programme – Page 23

- 6.1 The latest data on the Council's performance on the Council Plan is summarised below for each priority theme. The impact of the updated figures is marginal on the overall performance of the Council as represented by the tables in Appendix 1. This shows a final tally for each priority shown in the table below. 77% of performance indicators across the priority theme scorecards in the Council Plan have improved between 2022/23 and 2023/24.

Council Plan Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same (%)	Improved Since Baseline (2021/22 (%))
All Themes	14	2	6	22	77%	77%
Reduce Child Poverty and inequalities in incomes, education, and health.	3	1	2	6	83%	67%
Deliver Inclusive Economic Growth including Community Wealth Building	4	0	0	4	75%	100%
Tackle Climate Change and achieve net zero carbon emissions by 2045	2	0	2	4	25%	75%
Build Resilient and Empowered Communities	4	0	1	5	100%	80%
Design a Modern Council	0	2	1	3	100%	67%

7.0 OVERVIEW OF ACTIONS IN THE COUNCIL PLAN

- 7.1 The Council Plan had 43 actions, now 42 following the merging of 2 actions in relation to Kirkton Community HUB. These 42 actions have a range of due dates, with some of the more strategic actions not due for completion until April 2027, the final year of the 5-year plan. 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 December 2022 and the annual report in June 2024.

- 7 actions have been completed
- Of the remaining 35 actions:
 - 22 are 50% or more complete
 - 6 of those are 75% or more complete
- 3 actions are due to be completed by April 2025
- 1 action is overdue for completion.

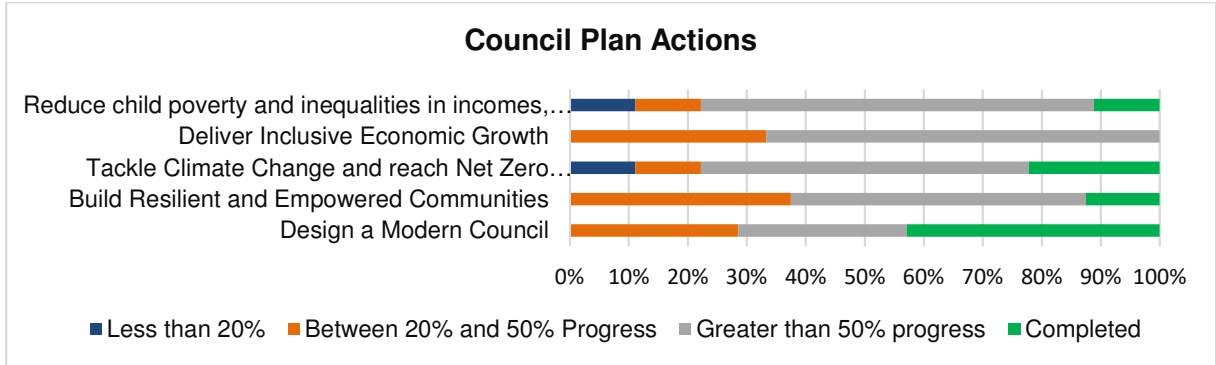
- 7.2 The actions scheduled to be completed by April 2025 are:

- Deliver on the Mainstreaming Equalities Report Action Plan
- Kirkton Community Hub Trial
- Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs.

The action overdue is:

- Deliver a programme of service redesign reviews to embed the digital and community empowerment changes. This action is 50% complete. (Due 31st March 2024)

7.3 Council Plan Action progress



8.0 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.

9.0 CONSULTATIONS

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

10.0 BACKGROUND PAPERS

None.

GREGORY COLGAN
CHIEF EXECUTIVE

DATE: NOVEMBER 2024

ANDREA CALDER
HEAD OF CHIEF EXECUTIVE'S SERVICE







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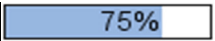
CONTENTS

- Reduce child poverty and inequalities in incomes, education, and health – Page 7
- Deliver inclusive economic growth - Page 11
- Tackle climate change and achieve net zero by 2045 – Page 16
- Build resilient and empowered communities – Page 21
- Design a modern council, includes Transformation Programme Report – Page 26

Each section provides an update on each Target and Action contained in the Council Plan. The following legends are used in the tables.

The Council Plan 2022 -2027 set out the targets for Year 1, 3 & 5 being for 2022/23, 2024/25 & 2026/27 respectively. The current target for comparison is Year 1, but Year 3 is shown as this is now the target officers are working towards meeting by 31/3/25. ([The Council Plan 2022 -2027](#))

PERFORMANCE INDICATOR (PI) STATUS EXPLAINED	
	More than 5% away from Target
	Close to target
	On Target
Long Term Trends	
	Improving
	No Change
	Getting Worse

ACTION LEGENDS EXPLAINED		
Status	Progress Bar	Due Date
		31- Mar 2027
Green just means the planned action has started , an officer is assigned to lead it and there is an update within the timeframe the officer has been asked to update e.g. quarterly. A red or amber symbol would indicate one or more of these is missing.	The officer assigned to lead / report on the action is asked to provide a self-assessed percentage complete when providing an update. A high percentage is taken to mean there is a plan and the structures, systems and resources are to a reasonable extent in place to deliver it. Complete usually means the improved or new policy, product or process is now embedded and adopted as business as usual in the relevant operations.	Agreed either in the plan approved by committee or by the assigned officer when being set up in the monitoring system. Read in conjunction with progress.



REDUCE CHILD POVERTY AND INEQUALITIES IN INCOMES, EDUCATION, AND HEALTH

Executive Summary

The Council Priority to reduce child poverty and inequalities continues to be addressed through improving the uptake of benefits the council can deliver to families and closing the attainment gap. The specific targets on increasing uptake of free bus concessions and free school meals are improving year on year. Key actions on delivering welfare benefits, cutting the cost of the school days, and reducing heating costs through the external wall insulation programme are all proceeding well. Both Local Fairness Initiatives are making good progress. The Welfare Officer Pilot in Morgan Academy has delivered significant benefits and plans are being put in place to extend this service to Baldrigon Academy. Work continues to be targeted to the most disadvantaged areas of Dundee and local people are engaging well in efforts to improve their communities. The Dundee Child Poverty Pathfinder has increased employability opportunities for 188 families in Linlathen affected by a range of inequalities. This provides the support to enable parents to secure incomes to address child poverty that may be experienced by the 256 children living in these households. The work of the Pathfinder complements the Linlathen Local Fairness Initiative that has increased housing and money advice, drop-in support, extra out of school care, community activities and participation, and better community spaces. Similarly, in Stobswell West, greater money and benefit advice is being provided in partnership with the Stobswell Forum at the Connect shop, greater community and intergenerational activities, and efforts to tackle quality in private rented properties in the area.

Challenge Poverty Week 2024 took place between 7-13 October 2024 with a number of events and activities across the city.



















School attendance continues to be a concern following the pandemic. However, attendance this year has improved at both primary and secondary level with current rates of 91.7% and 85.8% respectively. Targeting improved attendance continues to be a key priority for maintaining focus on closing the attainment gap and delivering positive destinations for school leavers. The participation rate for 16–19-year-olds from the Scottish Index of Multiple Deprivation (SIMD) quintile 1 population is improving. Coupled with an improvement in tariff score for young people in SIMD1, there is evidence of increased opportunities for these young people as they progress in life. Every effort is being made to increase the number of care experienced school leavers entering a positive destination.

The latest tariff score for 2023-24 for young people in SIMD 1 is 592, an improvement on the year before. However, caution is required on this due to the changes in assessments methods over the past four years. Compared to pre-Covid 2018-19 figure of 532, the tariff score for SIMD quintile 1 has increased.









Supporting care experienced children through 'the Promise' is progressing well and aims to see improved participation rates and attainment as an outcome. The number of children and young people in care continues to reduce and the balance of care continues to shift towards family-based settings. A full update was reported to Committee on 28 October 2024.






Early years continues to perform well as evidenced in high levels of Care Inspectorate inspections grading settings Good or better. The latest data available shows that 93% of early years provision is good or better and meeting the Council's target of 93% overall.

PERFORMANCE

	Performance Indicator	2022/23	2023/24	Current Value	Year 1 Target	Year 3 Target	Short Term Trend	Long Term Trend	Latest Note
	Percentage of 5-22 population provided with an NEC Card	67%	83%	88% (Sept 2024)	75%	82%			27,023 active National Entitlement Cards (NEC) with free bus travel for under 22s were issued up to the end of September 2024. This is 88% of the Dundee 5-21 population of 30,721.
	The % take up of free school meals. Latest Year is P6 – S6	65%	66%	66%	65%	71%			Work continues with Tayside Contracts and schools to promote free school meals.
	16 - 19-year-olds living in Scottish Index of Multiple Deprivation (SIMD) 1 participating in education, employment, or training	84.1%	87.3%	87.3%	86.5%	90%			Between 2022/23 and 2023/24, the gap between participation in the 20% most deprived and the 20% least deprived has decreased from 12.4% to 8.5%.
	% of Care Experienced Leavers Entering a Positive Destination	71%	-	71%	92%	93%			The source for this data is in a national report and does not update the 23/24 figure until February 2025. We are targeting increased participation as part of the Promise. In addition to the ongoing work by the Youth Employability Service, a specific working group along with the Children and Families service has been established to target the needs of Care Experienced Leavers who require enhanced support to prepare to enter a positive destination. The offer to these young people will be tailored to their needs and closely monitored.
	Average Total tariff SIMD Quintile 1	568	592	592	605	660			This is an Interim figure. The official figure will be published as part of the 2023/24 Local Government Benchmarking Framework.
	Improve the overall attendance of all children and young people living in SIMD Quintile 1	86%	87%	87%	93%	95%			This is 2% lower than the pre-Covid 2018/19 figure and currently there is a 3.9% gap in attendance at school between pupils living in SIMD Quintile 1 and SIMD Quintiles 2-5. Targeting improved attendance is a key priority for maintaining focus on closing the attainment gap and delivering positive destinations for school leavers.

ACTIONS

	Action	Progress Bar	Due Date	Latest Update
	Promote the uptake of concessionary travel scheme for young people, ensuring quick and easy access to entitlement		31-Mar-2027	<p>There are now 27,023 5–21-year-olds with an NEC card with the free bus travel on it. That is 88% of the Dundee 5-21 population.</p> <p>Systems are now in place to increase and maintain the take up of this entitlement by Under 22s. In addition to the Scotland wide Get Your NEC, specific application routes in Dundee include:</p> <ul style="list-style-type: none"> • Parents Portal adopted and rolled out in Dundee • Schools offer support to apply but issue a strong message to use GYNEC and Parents Portal. • Customer Services over the telephone with a drop off option for evidence in support of their application
	Continue work to reduce the cost of the school day		31-Mar-2027	<p>The Welfare Officer pilot in the Morgan Cluster is being considered in the Baldrigon Cluster. Recent Scottish Government guidance on School Uniform was shared with schools, and while there are no particular projects that schools are undertaking in light of this new guidance, this will reinforce what many schools now understand as a result of previous work on cost of the school day, including the need to ensure uniforms are affordable and offer initiatives like nearly new stalls, ties at time of enrolment, etc.</p>
	Deliver on the Mainstreaming Equalities Report Action Plan		31-Mar-2025	<p>The Council's Equality & Diversity Steering Group continue to support relevant officers within their service, review, update and close off actions as appropriate; and provide support, as necessary.</p>
	Implement the recommendations of The Promise to deliver the Scottish Government's commitment to care for Scotland's most vulnerable children and give them the best possible childhood.		31-Mar-2032	<p>The annual report on Our Promise was approved by Children, Families and Community Committee on 28 October 2024. This highlighted that over the first 12 months of the current 3-year plan, the Children and Families Service has continued to co-ordinate and deliver improved support to vulnerable children and young people.</p> <p>Out of a total of 29 actions in the plan, work has started on 26 of them, 12 of which have already been completed and 14 have made significant progress. The other 3 are due to commence in 2024-25.</p> <p>Some key achievements over the period have included:</p> <ul style="list-style-type: none"> ▪ The total number of care experienced children and young people reduced from 429 to 386 ▪ The balance of family based versus residential care increased from 85.7% to 90.5% ▪ There was a reduction in children and young people in external residential care from 43 to 18 ▪ No young people have been admitted to Secure Care in 18 months

	Action	Progress Bar	Due Date	Latest Update
				<ul style="list-style-type: none"> ▪ There was a 17% reduction in the number of missing episodes from Young People's Houses. ▪ Care experienced pupils with 1+SCQF Level 4 increased from 73% in 2020-21 to 78% in 2023-24. ▪ Care experienced pupils with 1+SCQF Level 5 increased from 35% in 2020-21 to 56% in 2023-24. ▪ Millview House won a Scottish Social Services Award for Outstanding Care in 2023. ▪ Our Promise was a finalist in the UK-wide Local Government Chronicle Awards in 2024.
	Prioritise welfare support grants to children and families	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4a86e8; display: flex; align-items: center; justify-content: center;">75%</div>	31-Mar-2027	Collaborative working continues. Access to advice in Morgan Academy has proved very successful with recent expansion into Braeview, Baldragon and Craigie schools. Income Maximisation gains from all 4 schools stands at £530,000 which includes access to the various welfare support grants available.
	Monitor progress of the Local Fairness Initiatives to ensure support and engagement across council services, as well as implementing changes to services or policies, as appropriate	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4a86e8; display: flex; align-items: center; justify-content: center;">70%</div>	31-Mar-2027	<p>The Linlathen Local Fairness Initiative was the winner of the Association of Public Service Excellence award for Best Collaborative Working with other Public Sector organisations and the Third Sector. This recognised the work of partners across the initiative who have prioritised resources, worked collaboratively and been committed to improving outcomes in the area. It also acknowledged community partners in the residents and volunteers, who have made significant contributions to support their local community.</p> <p>Progress in Stobswell West has been delayed due to the current Communities Officer vacancy in Maryfield. Plans are in place to undertake a Columba 1400 values-based leadership event with local partners, and this will take place once a new Communities Officer is in post.</p>
	Maintain momentum in energy efficiency and wall insulation programmes to reduce fuel poverty for children and families	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4a86e8; display: flex; align-items: center; justify-content: center;">60%</div>	31-Mar-2027	The 3 phases of the Linlathen Retrofit project are to be tendered via the Scotland Excel Energy Efficiency Contractors framework. Designs are being drawn up to include not only Structural Insulation, but new windows, Solar PV and Battery Storage if feasible.
	Build on the United Nations Convention on the Rights of the Child #MakeItRight campaign encouraging young people to know about their rights under the UNCRC, and for adults and the public sector to help safeguard those rights	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4a86e8; display: flex; align-items: center; justify-content: center;">30%</div>	31-Mar-2027	An audit of where schools are in relation to the Rights Respecting Award will be conducted early in Session 2024/25. An officer will be assigned to support schools in progressing this depending on the stage they are at. All schools will be expected to have achieved at least the Bronze Award during this next academic session.
	Expand our free early years education to all 1- and 2-year-olds, starting with children from low-income households	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4a86e8; display: flex; align-items: center; justify-content: center;">5%</div>	31-Mar-2027	As our All Age Childcare funding bid for 2024/25 was successful, we are in the early stages of planning our engagement with families who have children under 3 and who are not entitled to funded Early Learning and Childcare. Two Early Years Family Workers, funded as part of the bid, will engage with families during a range of family learning activities to informally gather

	Action	Progress Bar	Due Date	Latest Update
				<p>information from parents regarding their childcare needs. Family activities will include Come and Play and Postnatal Peep, Community Chattertots, Peep, Art at the Start, Buggy Walks, Peep for Babies, and Peep for Toddlers.</p> <p>Other routes to engagement will include working with Health Visiting Early Years Support Workers to co-deliver family support sessions, librarians who run facilitated Bookbug sessions and other groups working with parents/young children in each targeted community.</p>



DELIVER INCLUSIVE ECONOMIC GROWTH

EXECUTIVE SUMMARY

The Council Priority to deliver inclusive economic growth is being addressed through attracting jobs and people to the city and aiming through employability pathways and community wealth building to ensure local people benefit and no one is left behind. The majority of indicators are positive, and actions are all progressing well.

The indicators show visitor numbers to the city have surpassed pre-Covid levels and Work continues in this area with the Put Dundee on Your Map (PDYM) activity, and a positive PR programme. The Eden project will join the V&A Dundee in cementing Dundee’s global reputation as a destination city.




New developments on the Waterfront are continuing to contribute to job growth in the city. The BT development on Site 1 is nearing completion with BT due to take occupancy of the office component of the development in late 2024/early 2025, and discussions are continuing with prospective tenants for the office space and ground floor commercial units in the new James Thomson House currently under construction and due for completion in 2025. The Council is also working on proposals for Dundee Marina/Bluescape area of the Waterfront, including the detailed business case for Tay Cities Regional Deal funding. This is complemented by the long-term City Centre Investment Plan to deliver a vibrant City Centre approved by the Council in July 2023. The number of SME business start-ups has increased from 3,425 in 2023 to 3,450 in 2024, in line with the positive developments in the city.

The Council is leading the city partnership Community Wealth Building strategy and aiming to increase the percentage of procurement spend locally which is standing at 46% for 2023/2024, an increase of 7% from the previous year. The Corporate Procurement Strategy 2024-27 aims to boost the Dundee economy and support local firms. The strategy will help meet the delivery of wider Council Plan objectives. Community wealth building efforts will be supported through increased local tendering opportunities. The strategy has also been designed to help with reductions in carbon emissions, informed by work undertaken by the Council’s Climate Change Team.


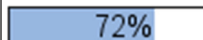

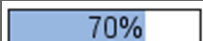

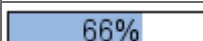

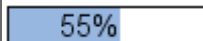
The Annual Participation Measure for 2024 was published in August. Dundee delivered the country's greatest increase in performance (1.1%) compared to 2023. The participation rate for all 16–19-year-olds, now at 90.5%, is continuing to improve and is on target. The number of people securing and progressing into employment from the employability pathway continues to exceed targets. These measures demonstrate how the employability pathway contributes to helping people secure work. Significant improvements in performance have been delivered by the Employability Pathway programme since 2019. For example, the number of 16–19-year-olds from SIMD1 and SIMD2 participating in education, employment or training continues to exceed target, employment rates for those with a disability aged 16-64 has improved and now exceeds target, less than 10% of people employed are earning less than the living wage. As part of Discover Work's Strategy 2022-2027, the Employability Pathway programme has been redesigned and is being implemented during 2024/2025. The employability pathway programme will now be delivered by the Council's new single Corporate Employability Service.

PERFORMANCE

	Performance Indicator	2022/23	2023/24	Current Value	Year 1 Target	Year 3 Target	Short Term Trend	Long Term Trend	Latest Note
✓	SME Business Base per 10,000 Head of Working Age Population	353.8	347.6	347.6	350	372	↓	↑	SMEs: 3,450 (ONS - UK Business Data: 2024 - latest data) This is up from 3,425 in the 2023 UK Business Data Working Age Population Estimate: 99,253 (NRS – Mid-Year Estimate Population: 2023 - latest data). This is up from 98,015 in the 2022 Mid-Year Estimate. Working Age Population Estimate per 10,000: 9.9253, SMEs per 10,000 Working Age Population: 347.6
✓	% of 16-19 Year Olds participating in Education, Training or Employment	89.4%	90.5%	90.5%	91%	92%	↑	↑	The SDS Participation measure report for 2024 was released in August 2024. This reported the participation measure for 16–19-year-olds in Dundee City was at 90.5%. This report also showed that Dundee delivered the country's greatest increase in performance (1.1%) compared to 2023. Dundee moved from 32nd to 30th in the participation measure for all local authority areas
✓	Visitor numbers to Dundee (000s)	1,249	1,357	1,357	682	752	↑	↑	The annual Scottish Tourism Economic Activity Monitor (STEAM) report 2023 showed that more people came to the city and spent more than in the previous year, including a 27% rise in people staying overnight. This report also identified that tourism contributed more than £290 million to the Dundee economy in 2023.

	Performance Indicator	2022/23	2023/24	Current Value	Year 1 Target	Year 3 Target	Short Term Trend	Long Term Trend	Latest Note
	% of Procurement Spent on Local Enterprises	39%	46%	46%	39.4%	41%			The new Corporate Procurement Strategy is aimed at supporting increased local spend. It is anticipated this indicator will improve as the strategy is embedded.

ACTIONS

	Action	Progress Bar	Due Date	Latest Update
	Increase the percentage of care experienced young people in positive destinations		31-Mar-2032	The service has contributed towards a Youth Participation review and is leading on several aspects, including targeted support in schools, enhanced post-school transition support, extended mentoring and flexible employment opportunities.
	Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs.		01-Mar-2025	Community Wealth Building Strategy has been drafted and is being shared with pillar leads - dates have been amended to reflect new time scales. Community Wishes programme designed to gather small project requests from communities and link them to contracted providers has been launched. Due date has been extended to 1st March 2025
	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		31-Mar-2027	The latest city marketing campaign is Do it All in Dundee and this is now in its 2nd phase. This targets a Scottish audience based in Glasgow, Edinburgh and Aberdeen. The digital campaign aims to reach wider areas. The city website Dundee.com is also undergoing a refresh. The Dundee Brand video is now in final stages of production and will be available as resource very soon. The Council has attended a number of key events focussed on the investor community to raise the profile of the city. A destination media toolkit has been created to assist journalists access and copy photography.
	Increase the number of start-ups and SMEs in the city and support their expansion		31-Mar-2027	Business Gateway Tayside Service continues to meet or exceed performance targets. UK Shared Prosperity Funding is being used to provide digital supports to SMEs, provide grant support (Dundee Business Growth and Innovation Grant; SME Development Grant; Overseas Market Development Grant); provide SME skills support via Dundee & Angus College and will support delivery of a Digital Accelerator programme in the latter half of 24/25 financial year.

	Action	Progress Bar	Due Date	Latest Update
▶	Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations	55%	31-Mar-2027	In 2023/2024, spend with Dundee based suppliers has increased to 46% (an increase of 7%). This is due to major construction project which is underway in the reporting period.
▶	Maximise apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice	50%	31-Mar-2027	Children & Families is working with Learning and Organisational Development to look at ways of promoting apprenticeship opportunities within the Council. Agreed to pilot some work with schools in exploring 'A Day in Life of a e.g., Civil Engineer' and arranging opportunities for young people to visit/immerse in the work of departments across the Council. Working with vocational learning advisers to support writing of CVs, application forms and interview techniques with young people - this has already been piloted with Harris Academy and now offered to all schools. Officers have met with all Dundee Youth Work co-ordinators in schools to make sure they are promoting these opportunities.
▶	Continue to grow the number of jobs within Dundee Waterfront	40%	31-Mar-2027	<p>Construction of the new James Thomson House continues and is due for completion in 2025 and discussions are continuing with prospective tenants for the office space and ground floor commercial units.</p> <p>The BT development on Site 1 is nearing completion with BT due to take occupancy of the office component of the development in late 2024 / early 2025.</p> <p>The Council are working on proposals for Dundee Marina/Bluescape area of the Waterfront including the detailed business case for Tay Cities Regional Deal funding.</p>
▶	Increase and enhance employment pathways, in particular supporting around 11,000 unemployed or economically inactive people towards job seeking and 16–19-year-olds into positive destinations	26%	31-Mar-2027	<p>70% of support provided by the new Employability Pathway programme commenced in 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. The remaining elements of the Pathway programme are to be delivered by the Council's new single Corporate Employability Service once this has been fully established. The Council's new approach will complement the outcome of the Challenge Fund and further support the vision and goals outlined in the Discover Work Strategy & Action Plan 2022 – 2027.</p> <p>Progress has been made with the agreed 'Positive Destination Improvement Plan' which responds to 'A Step Change in Positive Destinations for Young Dundonians.' This has included: securing Whole Family Wellbeing Funding and the appointment of a dedicated Quality Improvement Officer. The newly established Positive Destinations Implementation Group' will be responsible for monitoring progress with the improvement plan.</p>

	Action	Progress Bar	Due Date	Latest Update
▶	Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre	25%	31-Mar-2027	<p>Since the last update, the following have been completed:</p> <ul style="list-style-type: none"> • Procured and appointed consultants for the Eastern Quarter Masterplan. The Consultants are approximately 50% complete, having submitted a draft masterplan. Work on concept designs and details for a selection of sites will begin imminently. • Appointed consultants and concluded work on the CCTV and tree survey project. • Commissioned consultants to work on a lighting strategy for the city centre.



TACKLE CLIMATE CHANGE AND REACH NET ZERO EMISSIONS 2045

EXECUTIVE SUMMARY

The Council commits to meeting its targets through actions within the Net Zero Transition Plan which are intended to lead us in a 'just transition' to Net Zero emissions by 2038. Dundee's LAEP was approved by the Climate, Environment and Biodiversity Committee in September which covers two of the four themes of the Dundee Climate Action Plan: Energy and Transport; and sets out a vision of what a net zero carbon energy system could look like for Dundee and describes priority interventions and recommendations for actions that will support the Council in delivering its 2038 net zero target. The Council's property energy consumption, as well as its carbon footprint emissions have both increased between 2022/23 and 2023/24 and officers will explore actions to improve these.







The Dundee Local Heat and Energy Efficiency Strategy (LHEES) has identified the scale of the opportunity for heat networks to decarbonise heat and improve energy efficiency in the city's buildings, with five prioritised heat network zones identified: City Centre, Baldovie, Caird Park, Ninewells Hospital and Lochee. The Council took its first steps to achieving this with the sourcing strategy for a Heat Network Delivery Model Assessment approved by the Fair Work, Economic Growth & Infrastructure Committee in September.







The Council continues to progress with the 2020 to 2025 Waste Strategy Action Plan, and this will include a review of the impacts ahead of the development of the 2025-30 Action Plan. The household waste recycling rate for Dundee City Council provisionally supplied by Neighbourhood Services is 36.6% for calendar year 2023 which is an improvement from the previous year. This figure is provisional and subject to final confirmation by SEPA, but it would show that Dundee's recycling and composting rate is improving and on target. Landfill rates remain at an all-time low with less than 2% of all residual waste going to landfill and the remainder being used to provide energy through the Council's energy from waste facility.

Improvements for active travel in Dundee moved forward in August when the Fair Work, Economic Growth and Infrastructure Committee approved procurement exercises for consultancy on three potential programmes, including for active travel links between the proposed Eden site and the City Centre Eastern Quarter, City Centre Traffic Modelling, and sustainable transport corridors on Lochee Road and Arbroath Road. A tender for £884,408 was also approved for work around the Broughty Ferry to Monifieth Active Travel project, which was officially opened in May, covering junction improvement crossings and carriageway resurfacing.





The Council continues to effectively support communities to be empowered partners and leaders on local plans and initiatives to develop biodiversity, local food growing and community spaces. Local Community Planning Partnerships have actions in their Local Community Plans to focus on the opportunities that local green and open spaces present. The Council has worked effectively to support community groups and organisations maintain and make improvements to spaces across Dundee, including Dudhope Castle Garden, Hilltown Park, Ballindean Park, Pitairlie Park, Douglas Community Park, Myrekirk Park, and the Spey Drive play area in Menziesshill. The Urban Relief citizen science project was launched in July. This project in collaboration with the University of Dundee has invited residents to share their perceptions of the city's greenspaces, and valuable data from their feedback will help the Council to achieve its aims for air pollution, health and wellbeing, and biodiversity.




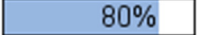

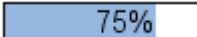

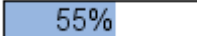

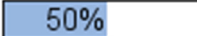
PERFORMANCE




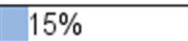
	Performance Indicator	2022/23	2023/24	Current Value	Year 1 Target	Year 3 Target	Short Term Trend	Long Term Trend	Latest Note
	Measure of cycling in the city	32%	28%	28%	32%	36%			<p>28% of all residents' cycle, this is the most up to date data we have, from the recently published Dundee Walking & Cycling Index 2023.</p> <p>The analysis from this suggests that we are still seeing the impact of the Covid-19 pandemic. There were more leisure cycling journeys being taken in 2021 which has impacted the percentage. In addition, hybrid working continues to have an impact on commuting cycling numbers.</p>
	CO2 emission (property energy consumption) in tonnes of CO2	17,562	18,656	18,656	19,781	17,853			<p>Increase in emissions is approximately 5.5% above values reported for 2022/23. This comparison should be treated with caution as the pandemic and various responses are still having a disruptive effect on energy management data collection, trends, and analysis, including property usage. The trajectory of our overall target is be achieved.</p> <p>Understanding the data is essential to achieving our Net Zero Transition (NZT) and avoidable cost commitments.</p> <p>90% of the increase can be attributed to 3 properties i.e., Olympia, Dundee House and City Square which are returning to normal operation following maintenance. Gas</p>

	Performance Indicator	2022/23	2023/24	Current Value	Year 1 Target	Year 3 Target	Short Term Trend	Long Term Trend	Latest Note
									usage rise is the reason for the increase in consumption. Gas is used for heating and is therefore weather related, however (except for several “cold snaps”) we did not experience exceptionally cold weather during this period. Management of internal thermal comfort levels expectations may need to be investigated. The use of electricity has decreased but again we need to improve if we are to meet our NZT targets.
	DCC Carbon Footprint Emissions (t CO2e)	24,413	27,061	27,061	25,641	23,530			This is a provisional figure that will be reported in the Public Bodies Climate Change Duties report to City Governance on 18 th November.
	Percentage of household waste recycled or composted. * Please note recycling percentages relates specifically to calendar year, source: SEPA Household Waste Summary Data	35.6%	36.6%	36.6% (2023)	36.4%	41%			Provisional figures supplied by Neighbourhood Services on 18 September 2024 reported that 36.6% of household waste was recycled or composted in 2023. This figure is provisional and subject to final confirmation by SEPA.

ACTIONS

	Action	Progress Bar	Due Date	Latest Update
	Develop a city-wide Local Area Energy Plan (LAEP) and Local Heat & Energy Efficiency Strategy (LHEES) taking a whole system approach to decarbonising, decentralising and digitising heat and energy system at local level		31-Mar-2027	The Local Area Energy Plan (LAEP) was agreed by Committee on 23 September 2024 and the Local Heat and Energy Efficiency Strategy was approved by Committee and published in April 2024.
	Establish a Low Emission Zone in Dundee by 2020 to contribute to the broader city objectives and the vision to create a healthy, vibrant, and attractive city by protecting public health through improving air quality.		31-May-2024	The enforcement of Dundee's Low Emission Zone commenced on the 30 May 2024. There is an ongoing statutory requirement for DCC to annually report on the operation and effectiveness of the LEZ. This entails: Operation <ul style="list-style-type: none"> • scheme size, boundary location, vehicle scope, date of scheme introduction and grace period start/end date(s)

	Action	Progress Bar	Due Date	Latest Update
				<ul style="list-style-type: none"> number of PCNs issued, number of appeals received, and summary of decision made regarding those appeals costs of proposing, making and operating the scheme gross and net revenue from operation the scheme details of how revenue has been used towards the scheme's objectives <p>Effectiveness</p> <ul style="list-style-type: none"> air pollution level reduction trends and how the scheme contributes to carbon reduction targets transport vehicle demographics, including the monitoring of variation in vehicle emission standard profiles health benefits that could be attributed to LEZ contribution towards transport modal shift (particularly to active and public transport) that could be attributed to the LEZ being introduced
	Develop and implement a Net Zero Transition Plan and Carbon Budget for DCC		31-Mar-2027	This is now in implementation phase and will be reviewed annually. The first interim target is 2030. The first update was presented to the Council Leadership Team in June.
	Deliver Scotland's first council-led green participatory budgeting initiative – Dundee Climate Fund		31-Mar-2027	Dundee Climate Fund Round 3 was launched in May 2024 and closed at the end of September. There have been 22 applications – with a total of £411,483.60 of funding being sought. Assessment panels commenced in early November and funding decisions will be communicated in due course.
	Embed a Cycle Network Plan within the Local Development Plan		31-Mar-2027	Comments from the stakeholder engagement around the draft Sustainable Transport Delivery Plan have been collated and will be used to inform any changes to the plan before it is finalised.
	Deliver the action plan to reduce waste, and reuse or recycle more		31-Mar-2027	<p>The Council continues to progress with the 2020-25 Waste Strategy Action Plan, and this will include a review of the impacts ahead of the development of the 2025-30 Action Plan.</p> <p>The overall recycling rate continues to improve and now includes outputs from the residual waste treatment facility. Landfill rates remain at an all-time low with less than 2% of all residual waste going to landfill and the remainder being used to provide energy through the Council's energy from waste facility.</p>
	Provide further opportunities for pedestrianised areas, pocket-parks, and support empowered communities to be partners and leaders on local		31-Mar-2027	This action promotes further development of pedestrianised areas (former roads now restricted to pedestrians) alongside other initiatives that transform spaces from car to community, social and biodiversity use. Further to previous updates referencing the

Action	Progress Bar	Due Date	Latest Update
plans and initiatives to develop biodiversity, local food growing and community spaces			<p>pedestrianisation of Union Street and creation of pocket parks in Stobswell, consultants have been appointed to assist with the creation of an Eastern Quarter masterplan. This follows the publication of Dundee's City Centre Strategic Investment Plan in 2023. The consultants will work with the Council on the masterplan which will establish a programme of deliverable public realm projects to inform future capital investment in the Eastern Quarter of the city centre. A wide variety of considerations will be factored into the masterplan and proposed projects, including opportunities to enhance public spaces and active travel through green and blue infrastructure.</p> <p>We recognise the ability of empowered communities to be partners and leaders on local plans and initiatives which diversify greenspaces. Local Community Planning Partnerships have actions in their Local Community Plans to focus on the opportunities that local green and open spaces present locally which further the wider biodiversity and community food growing aspirations of the city. Further to initiatives previously highlighted:</p> <ul style="list-style-type: none"> • Uppertunity now maintain the Dudhope Castle garden in the park in partnership with Friends of Dudhope Park. • Hilltown Park has seen improvements developed in partnership between UNESCO, Maxwell Centre, and Coldside Regeneration Forum. • East End Community Empowerment team led a consultation exercise in partnership with DCC Environment engaging with 150 people in the East End in relation to the development of Ballindean Park and Pitairlie Park. • Douglas Community Spaces Group have commissioned the installation of floodlights at the Multi Use Games Area in Douglas Community Park. • The Friends of Balgarthno has liaised with Environment colleagues on environmental improvements at Myrekirk park which enhance the setting of the neolithic standing stones. • Menzieshill Community Action group has collaborated with Community Learning and Development staff to engage Menzieshill residents in influencing plans for the renewal of the Spey Drive play space in Menzieshill. A responsive plan based on resident choice is now progressing to construction in 2025.
 Expand the rollout of 'safer school streets' initiative		31-Mar-2027	Active Travel officers continue to support School Streets with a variety of behaviour change measures.
 Support the Scottish Government's plans to invest £500million nationally over the next 5 years to		31-Mar-2027	Continuing to pursue external funding to deliver active travel schemes as identified within the Council's Sustainable Transport Delivery Plan 2024-2034. A bid was submitted on 2 February 2024 to the Transport Scotland Active Travel Tier 2 Fund for

Action	Progress Bar	Due Date	Latest Update
support walking, wheeling, and cycling infrastructure			£1.6m to enable development of a secure cycle storage facility on the ground floor of the Bell Street Green Transport Hub and to provide improved active travel infrastructure and hard landscaping to the approach and curtilage of the building.



BUILD RESILIENT AND EMPOWERED COMMUNITIES

EXECUTIVE SUMMARY
















In September 2024, the Scottish Government and COSLA published the findings from the second phase of the Democracy Matters conversations. These findings highlight the community's desire for greater control over local decision-making and public service design. The Council continues to make strong headway on citizen engagement in this regard. Dundee achieved 1.18% of budget spend on participatory budgeting in 2023/24, meaning the Council has met and exceeded the target of 1% of Council budget allocated by participatory budgeting as agreed with COSLA as the standard for all local authorities to aim for. This includes 11,063 residents who have taken part in Participatory Budgeting exercises in 2023/24 to determine budget spend. There are also more people participating in local community plan outcomes, as there are emerging initiatives within communities where citizens are taking the lead on delivering outcomes. The Community Wishes scheme was launched in August to support small projects and community-driven requests, including small installations, maintenance, clean-up projects, materials, volunteering time to complete projects or sponsorship. As part of the action for 'Increase community use and ownership of Council owned assets', there has been a need identified for a review of the Community Asset Transfer (CAT) materials and a restatement of the different options available to community groups, of which CAT is just one. This will be outlined in an upcoming committee report.

While the 2023/24 figure for Empty Retail Units has decreased from 2022/23, the current value of 17.7% remains off the target of 12.4%. The Council's City Promotion Team continues to pitch all vacant units to potential users, and this has seen positive outcomes in new openings of businesses in the Overgate. The City Centre Strategic Investment Plan 2050 City Dressing, being undertaken as part of the City Centre Strategic Investment Plan 2050, will create distinct city centre spaces in key streets. Shop improvement treatments continue on a number of vacant units in the city centre.

Construction of the new East End Community Campus continues on programme, with external infrastructure and pitches under construction. Internal works within the first fix of the building are well underway, with elements completed within the teaching wing. As well as ongoing construction, attendance to parents' nights and other community planned events are under consideration to provide information and updates on the project to the wider public.






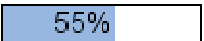
The Council has followed on the good progress made in the year 2023/24 to provide new affordable housing. To the 1st October 2024, there were 186 affordable housing completions. In addition to this, following a purchase of 21 social houses in Kirkton from a private developer late last year using a Scottish Government grant from the Affordable Housing Supply Programme, these houses are now being allocated to their new tenants.


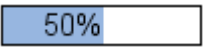

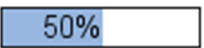





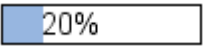
PERFORMANCE

	Performance Indicator	2022/23	2023/24	Current Value	Year 1 Target	Year 3 Target	Short Term Trend	Long Term Trend	Latest Note
	Number of Dundee Citizens contributing to local community plan outcomes.	502	708	794	750	1,000			This includes a number of emerging initiatives within communities where citizens are taking the lead on delivering outcomes. Men's Groups and groups looking at supporting recovery from addiction are being established across the city and are positively impacting on reducing health inequalities by tackling social isolation, poor mental wellbeing - all of which contribute to reducing the risk of substance misuse as well as other positive outcomes.
	Percentage of spend allocated by Participatory Budgeting	90%	118%	118%	100%	100%			Our PB work has been widespread with involvement in this work across council services. 11,063 residents have taken part in PB exercises to determine budget spend. City Development have embedded citizen involvement around infrastructure spend across a wide range of capital improvements. Environment and green spaces, a priority area improvement, as identified by the community, has seen several projects both revenue and capital be decided upon or influenced by the public, as has housing.
	Number of antisocial behaviour complaints	1,470	1,302	735 (H1)	1,492	1,432			Work is ongoing to continue to reduce the number of reports of antisocial behaviour. This includes a high level of preventative measures, early intervention, and engagement, and working collaboratively with both internal and external partners.
	Number of Council and Registered Social Landlord new housing completions	101	264	264	200	600			Completions for 2023/4 have exceeded target. A reduced grant in the next year will impact on future completions.
	Town vacancy rates	18	17.7	17.7	12.4	11			The Dundee City Council SLAED Indicator Return template for 2023/24 stated that the town centre vacancy rate in Dundee City stood at 17.7%. Filling vacant units

Performance Indicator	2022/23	2023/24	Current Value	Year 1 Target	Year 3 Target	Short Term Trend	Long Term Trend	Latest Note
								is part of the City Centre Investment Plan to deliver a vibrant City Centre.

ACTIONS

Action	Progress Bar	Due Date	Latest Update
 Maximise participatory budgeting in all forms	 100%	31-Mar-2027	<p>The COSLA target for Local Authorities is defined as 1% of total estimated expenditure for revenue, as per the Local Government finance circular. For Dundee in 2023/24 this figure was £3,658,270. The actual spend of £4,321,717 marks that Dundee City Council has met its Participatory Budgeting targets.</p> <p>Involving citizens in decision making around financial spend, through Participatory Budgeting, is embedded across different services and budgets in DCC. The principles of providing opportunities for citizens to express their views on how resources are spent is central to our Council's way of working and is not seen as a stand-alone activity undertaken by a central team. It is a corporate approach with the Council Leadership Team overseeing the opportunities for new budget areas in their service or identify where they are already Participatory Budgeting.</p>
 Increase community use and ownership of Council owned assets	 70%	31-Mar-2027	<p>Work on the committee report has identified that there needs to be a review of the Community Asset Transfer materials and a restatement of the different options available to community groups of which CAT is just one. A committee report will be redrafted and presented in due course.</p>
 Community HUBs	 55%	30-Jun-2025	<p>Due date has been revised from 30 April 2024 to 30 June 2025.</p> <p>Work will move forward as previously agreed by Committee to transfer services and activities from the current Kirkton Community Centre to the nearby St Paul's and Baldragon Academies. Following the closure and demolition of the current ageing Kirkton Community Centre, Kirkton Community Centre SCIO intends to build and run a new centre on the same site. A new community centre run by local people is set to be established by the charity. A partnership between them and the city council was recently agreed to pave the way for the purpose-built facility.</p>

Action	Progress Bar	Due Date	Latest Update
 Work with Scottish Government on a Local Democracy Bill to further empower councils and local communities.		31-Mar-2027	The latest developments on the Local Democracy Bill in Scotland are part of the broader Local Governance Review, which aims to devolve more power to local levels. In September 2024, the Scottish Government and COSLA published the findings from the second phase of the Democracy Matters conversations. These findings highlight the community's desire for greater control over local decision-making and public service design. A new cross-sector Democracy Matters steering group (including local government and community leader representation) has been formed to develop proposals for any changes to decision-making systems and processes. Consideration of the need for legislation changes and implementation is likely to be early in the next Parliament.
 Build affordable houses that meet community needs		31-Mar-2027	To the first of October 2024, there were 186 affordable housing completions.
 Invest a further £80+ million in new and improved schools (Western Gateway and East End Campus)		31-Mar-2027	A visit was undertaken by the project board in June to the construction site to access the building and see the project progress both internally and externally. A consultation process was agreed at Committee on 28 October to review several local facilities in the locality covered by the new campus, as services and activities delivered from other facilities may transfer and be delivered from the new campus.
 Incorporate the 20 Minute Neighbourhood concept into the forthcoming the Local Development Plan		31-Mar-2027	The review of the Local Development Plan is underway and currently at the Evidence Gathering stage. This will include evidence of the extent to which different parts of Dundee function as 20-minute neighbourhoods.
 Help reanimate vacant places in the city centre and other retail areas		31-Mar-2027	We continue to pitch all vacant units to potential users. Overgate continues to have new openings including Rituals, Regatta



DESIGN A MODERN COUNCIL

EXECUTIVE SUMMARY

The Council is committed to ensuring its financial sustainability. A Long-Term forecast for projected budget funding gaps up to and including 2033/34 was presented in the Revenue Budget and Council Tax 2024/25 report to City Governance Committee in February 2024, outlining the estimate of savings required over the next decade. The Council's Budget Strategy and Financial Outlook for 2025/26 was presented to City Governance Committee on 28 October 2024, outlining an indication for the potential budget gap of £15.6 million for the year 2025/26.

Since March 2024, the percentage of customers using self-service options has continued to increase. The 2024/25 average at the half year point is 62.33% and the latest monthly data for September is 65%, both higher than the 2023/24 average of 62.1%.

The Council continues to support young people to begin their careers. There are currently 26 apprentices in post, including 18 modern apprentices and 8 graduate apprentices in a variety of jobs. This includes this year's annual apprentice intake of 11 apprentices who started with the Council in August and comprises of: an electrician, a joiner, a plumber, a roofer, a scaffolder, a plasterer, a groundworker, two slaters and two painters. The Graduate Apprenticeship programme is established and supporting existing employees to gain appropriate work-based degree qualifications and leading to promoted opportunities for some of the graduates.

The actions for the 'Our People Strategy' are being implemented. The latest Best Value Thematic Audit focused on Workforce Planning. Actions to progress the recommendations from this audit are:










- Workforce planning arrangements will be reviewed by the Head of People and a consistent approach adopted across service plans.
- Service plans will be reviewed by Head of Digital and Customer Services to ensure they reflect the projected impact of the greater use of digital technology on the council's future workforce requirements.
- The Digital Leadership Board will be established by the Head of Digital and Customer Services to ensure there is appropriate oversight, governance and direction for the delivery of the digital strategy.
- A digital skills survey will be undertaken by the Head of People to assess the current digital capabilities of the workforce and identify areas for additional training and development.
- The use of casual workers will be reviewed by the Head of People and consideration given as to whether policies and practices should be changed.
- The Head of People will ensure the council continues to look to identify further opportunities to work together with partners to tackle shared workforce challenges in the future.
- The Head of People will develop appropriate reporting for both Elected Members and the Corporate Leadership Team on progress with the Strategic Workforce Plan.

Progress with these actions will be reported in the Corporate Services Service Plan going forward.



The Council Plan action to increase digital learning, teaching of new working methods and developing the skills of our employees has been completed, with 4 modules now developed and delivered by Learning and Organisational Development to support employee's skills and knowledge in using M365.






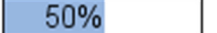

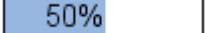

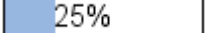


The Council is continuing to build its potential for service design as part of its transformation programme. While no further service redesign projects have been identified at this stage, there is a focus on how to support officers with training in service design, project management, and tools, methodologies and resources which can support service design projects.

PERFORMANCE

	PI Short Name	2022/23	2023/24	Current Value	Year 1 Target	Year 3 Target	Short Term Trend	Long Term Trend	Latest Note
	Percentage of customers using self-service options	61.3%	62.1%	63% (Sep 2024)	64%	71%			Continuing to see the majority of transactions managed by customer services through the online self-service channels. Online service options continue to be developed as part of the Digital Transformation Programme.
	Total number of online transactions	347,519	384,760	384,760	400,000	440,000			The Digital Transformation programme is continuing to develop new online transaction options for customers.
	The total number of opportunities provided to young people (e.g. modern apprenticeships, trainees)	117	199	199	286	297			<p>During the period April 2023 - 31 March 2024 the youth employability service had 199 new young people accessing employability support. During the period 65 young people moved into jobs and 43 into FE/training. This equates to a 54% outcome rate.</p> <p>During this period, the youth employability service has been going through a review of employability services, there was a pause on the ERI funding and MA funding due to changes in funding criteria.</p> <p>Youth Employability Service targets as part of the Discover Work programme for which it has been contracted to have been surpassed.</p>

ACTIONS

	Action	Progress Bar	Due Date	Latest Update
	Roll out hybrid working across the Council		01-Apr-2025	Hybrid working has now been rolled out across the council and all employees have the necessary equipment. The induction process ensures that new starts understand how to use their equipment and the software for their role. Digital skills are promoted through the Digital Workplace on One Dundee. A review of the Workplace of the Future is underway with the results of focus groups in City Development due to be reported to CLT soon. It is considered that more focus groups will be held for other service areas

Action	Progress Bar	Due Date	Latest Update
			and pilots will be carried out to ensure that workspaces, including equipment and any training requirements are fit for purpose. The review of hybrid working is an action in the Corporate Services Service Plan 2023 to 2027.
 The Long-Term Financial Strategy to be updated to reflect new Council Plan priorities.	 100%	31-Mar-2024	Review of Long-Term Budget Forecast undertaken as part of the 2024/25 Revenue Budget exercise (report 55-2024 to City Governance Committee, 29 February 2024 refers).
 Increase digital learning, teaching of new working methods and developing the skills of our employees	 100%	01-Apr-2024	All M365 modules now developed and delivered. Currently being evaluated. Digital Skill Progress Plan now developed and aligned to Digital Skills Strategy, with key actions. Scrutiny and ongoing feedback via Digital Board.
 Deliver options to balance the Council's budget each year	 50%	31-Mar-2027	A report outlining the Council's Budget Strategy and Financial Outlook for 2025/26 was presented to members on 28 October 2024. This provides an indication of the potential gap, the steps proposed to be taken to address this and the associated timescales.
 Delivering a programme of service redesign reviews to embed the digital and community empowerment changes	 50%	31-Mar-2024	Discussions are still ongoing between Chief Executives Services and L&OD regarding how best to support the organisation in relation to training in areas such as service design, project management, Lean and Engage Modeller. No further service redesign projects have been identified at this stage.
 Increase the uptake of modern and graduate apprenticeships	 25%	31-Mar-2027	Currently there are 18 Modern Apprentices in post. There are also 8 Graduate Apprentices in post.
 The roll out of a digital transformation programme	 25%	31-Mar-2027	The Digital strategy is governed by a Digital Project Board. The strategy aims to deliver on the Council's priority to be a modern council by delivering better outcomes for its citizens through the use of people and digital technology. The digital project board will consider and approve projects for inclusion within the programme ensuring those which will deliver the best outcomes for the Council & its citizens are given priority.