

REPORT TO: CITY GOVERNANCE COMMITTEE - 24 AUGUST 2026

REPORT ON: CORPORATE SERVICES SERVICE PLAN 2023-2027 – ANNUAL PERFORMANCE AND PROGRESS REPORT

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 178-2026

1.0 PURPOSE OF REPORT

- 1.1 To provide an update on the third year of the 2023-2027 Corporate Services Service Plan. The report details the progress that has been made towards achieving the targets and priorities in the plan during the year 2025/26. In addition, the report sets out any areas that are not achieving current targets and the actions the service is taking to address this.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that Committee note the information in this report.

3.0 FINANCIAL IMPLICATIONS

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

4.0 BACKGROUND

- 4.1 The Corporate Services Service Plan for the period 2023-2027 was approved at the City Governance Committee on 20 November 2023 (Article VI, Report 234-2023). The Service Plan outlines the strategic direction for Corporate Services for this period and outlines key priorities and improvements which the service intends to deliver, based on the financial and employee resources which are expected to be available. It also provides details of the service's key responsibilities and identifies the key actions to be undertaken to meet these priorities, as well as the performance indicators which will be used to monitor progress.
- 4.2 This report provides an update on the performance indicators and actions under each priority theme in the plan for the period to 31 March 2026. In each theme, where required, the report identifies further improvement of activity to achieve the targets and actions in the plan.
- 4.3 Corporate Services is responsible for Corporate Finance, Digital and Customer Services, Democratic and Legal Services and People Services.
- 4.4 The key priorities within the Council Plan that Corporate Services contribute to are:
- prioritising welfare support grants to children and families;
 - maximising apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice;
 - delivering an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs;
 - increasing the percentage of Dundee City Council procurement spent with local organisations;

- delivering options to balance the Council's budget each year;
- rolling out a digital transformation programme;
- delivering a programme of service redesign reviews to embed the digital and community empowerment changes;
- rolling out hybrid working across the Council;
- increasing digital learning, teaching of new working methods and developing the skills of our employees; and
- increasing the uptake of modern and graduate apprenticeships.

4.5 The Service Plan sets out performance measures and actions showing how the service is contributing to each of the Council's priorities. The tables include the actual and target data for last financial year to set performance baselines, where available, to transition to the new service plan. Performance in relation to these measures and actions will be monitored in accordance with the Council's Performance Management Framework and reported to Committee.

5.0 SERVICE PLAN UPDATE

5.1 This report is the third annual progress report in relation to this Service Plan and it covers performance for financial year 2025/2026. A summary of performance for both performance indicators and actions is attached in appendices 1 and 2. In addition, the full report is also attached as Appendix 3. It provides an update on the performance indicators and actions under each priority theme in the plan and, where required, identifies further improvement activity to achieve the targets and actions in the plan.

5.2 8 out of the 10 (80%) indicators in the plan have improved or been maintained since the last progress report and 7 of the 10 (70%) are on target or within the 5% target threshold.

5.3 The service continues to make good progress towards the key priorities during the second year of the plan, with 16 out of the 23 (70%) actions now complete. A further 7 (30%) actions are on schedule for completion by the due date; 4 of these are 75% or more complete.

5.4 The key indicators for improvement include staff absence from local government employees, reducing the volume of slippage in the capital programme and improving in-year council tax collection. The following improvement actions are being implemented to address these areas.

5.5 LGE Absence

Although sickness absence remains above target, performance improved during 2025/26. This improvement has been supported by continued partnership working with Trade Unions, investment in employee health and wellbeing initiatives, management training to strengthen attendance management practices, and the promotion of flexible and family-friendly working arrangements.

In terms of further actions, the Council will continually seek to further reduce employee sickness absence by strengthening early intervention and attendance management arrangements, expanding wellbeing support, improving manager capability through targeted training, and using workforce data to identify and address the underlying causes of absence across services. Progress towards doing this will be reporting regularly to Council Leadership Team, Trade Unions and Elected Members throughout the year.

5.6 Capital Plan Slippage

To improve capital programme delivery, Corporate Services will strengthen capital monitoring arrangements, work with project managers to improve forecasting accuracy, enhance challenge and scrutiny of project milestones, and support services to identify and address project specific barriers at an earlier stage. Particular focus will be given to the Housing Capital Programme and other significant projects to reduce slippage and improve the alignment between approved budgets and actual expenditure.

5.7 Council Tax Collection

While collection rates have reduced, it is important to note that the total income collected during 2025/26 increased by £5.3 million. Nevertheless, increases in Council Tax levels, together with wider cost of living pressures, have affected the Council's ability to collect the same proportion of income within the year in which it is due.

To address this challenge, the Council will launch the Collections Improvement Programme during 2026/27. This corporate initiative will bring together all income collection services to improve collection performance, reduce historic debt and maximise income. The programme will focus on earlier intervention, better use of data and insight, service redesign, digital transformation and enhanced customer engagement. Delivery will be supported by dedicated programme management arrangements and robust performance dashboards.

Key priorities will include improving Council Tax and Non-Domestic Rates collection, strengthening debt recovery processes, increasing digital self-service opportunities and embedding a culture of continuous improvement across collection services. Collectively, these actions are intended to deliver sustainable financial benefits while improving outcomes and experiences for customers.

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.

7.0 CONSULTATIONS

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

8.0 BACKGROUND PAPERS

- 8.1 None.

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

DATE: 31 JULY 2026

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Key Performance Highlights

Overall performance across Corporate Services remains positive, with most indicators either improving or maintaining performance. Strong improvements are evident in creditor payments, Council Tax collection costs, benefits processing times and employee absence levels. challenges remain in relation to sickness absence, Non-Domestic Rates collection and delivery of the capital programme.

Most Improved Indicator

The most significant performance improvement during 2025/26 was the reduction in the average number of days taken to process new claims, which improved from 14 days to 10 days and exceeded the target of 12 days. Significant improvements were also achieved in the cost of collecting Council Tax per dwelling and creditor payment performance.

Most Deteriorated Indicator

The most significant deterioration in performance during 2025/26 was the in-year Council Tax collection rate, which declined from 93.46% to 93.22% and remains below the 94% target. While overall income collected increased because of the higher Council Tax rate, further improvement is required to increase the proportion collected within the financial year and improvement actions are in place to deliver this.

Areas of Strong Performance

- **Creditor payment performance** has improved and is above target. 98% of creditors were paid within 30 days against a 95% target, while 95% of local creditors were paid within 14 days against a 90% target. The latest commentary links this to continuous improvement in processes and better prompt payment outcomes.
- **The cost of collecting Council Tax per dwelling** has reduced from £3.69 in 2024/25 to £3.12 in 2025/26. The latest note attributes this mainly to the increase in dwellings from 77,141 to 77,910.
- **The average number of days taken to process new claims** has improved from 14 days in 2024/25 to 10 days in 2025/26, exceeding the 12-day target. The report notes that, as Universal Credit migration has reduced the Housing Benefit new claim caseload and left more complex cases, team members have been upskilled to maintain performance.
- **The gender pay gap** continues to be in favour of women. The 2025/26 position is reported as -2.12%, meaning that for every £1 earned by a female employee, a male employee earns 97.88 pence. The report notes that Dundee is likely to continue to perform better than the Scottish local authority average.

Areas Requiring Continued Attention

- **The in-year Council Tax collection rate** has reduced from 93.46% in 2024/25 to 93.22% in 2025/26 and remains below the 94% target. Although almost £5.3m more has been collected due to increased Council Tax rates, improvement activity is focused on earlier intervention and prevention.

- **The in-year Non-Domestic Rates collection rate** has improved slightly from 93.25% to 93.4% but remains below the 96% target. Performance continues to be affected by a few large companies experiencing financial difficulty, with repayment arrangements extending into the following financial year.
- **Employee sickness absence** has reduced but remains above target. Teacher absence has decreased to 7.31 days lost per FTE against a target of 6 days, and Local Government Employee absence has decreased to 17.34 days lost per FTE against a target of 10 days. Continued work with Trade Unions on health and wellbeing, manager training and family-friendly policies remains important.
- **The variance between capital budget and actual expenditure** remains significantly above the 5% target. The latest position reports a 24.1% variance, based on an unaudited accounts budget of £90.482m, actual expenditure of £68.696m and an underspend of £21.786m.

Overall Assessment

Corporate Services continues to show generally strong performance across a few key indicators, particularly in creditor payments, the cost of Council Tax collection, benefits processing and gender pay gap performance. The most notable improvements are the reduction in the cost of collecting Council Tax per dwelling and the reduction in the average number of days taken to process new claims. The main areas for continued focus are income collection rates, sickness absence and delivery of the capital programme within planned timescales. Targeted improvement activity is in place, and performance should continue to be monitored through normal governance arrangements.

Corporate Services Actions Summary

Overall, performance against the Corporate Services Service Plan actions remains positive, with two-thirds of the actions now completed, with the remaining third continuing to progress.

The completed actions demonstrate strong progress across a broad range of Corporate Services priorities. These include workforce planning implementation, financial sustainability, Community Wealth Building, asset management, electoral delivery, digital skills assessment, partnership working, digital service modernisation, Health and Safety policy review. Several of these actions have now been embedded into business-as-usual arrangements, indicating that delivery has moved beyond implementation into ongoing operational practice.

Progress across the remaining in-progress actions is more mixed. Four of the six outstanding actions are reporting substantial progress of **75% or above**, covering culture and engagement, learning and development, data-led approaches to poverty profiling, and workforce planning arrangements across services. This suggests that most incomplete actions are well advanced and appear likely to be capable of progressing to completion with continued focus.

However, two actions are at an earlier stage of completion. The action to align terms and conditions with workforce modernisation and equalities outcomes is reported at **26% complete**, reflecting the scale and complexity of work required across policy modernisation, new employment policies and equal pay. The action to develop SMART measures and targets for the Strategic Workforce Plan is reported at **25% complete**, indicating that further work is needed to finalise and embed the measures required to monitor progress and demonstrate impact.

Key areas of progress

Significant progress has been made in embedding strategic and operational improvements across Corporate Services. Workforce planning arrangements have been implemented, with further service-level Strategic Workforce Plans being reviewed during 2026/27. Partnership working is now considered business as usual, and digital skills assessment work has been completed, providing a baseline for future development through the Digital Delivery Plan.

People Services continues to progress several major priorities, including culture and engagement, learning and development, workforce planning, policy modernisation and equal pay. The actions relating to culture and engagement, learning and development, and workforce planning arrangements are all now between **75% and 85% complete**, showing positive movement across key workforce transformation areas.

Digital and Customer Services activity is also progressing well. The action relating to city poverty profiles is **85% complete**, with work continuing to use data from Council-held sources, DWP, Social Security Scotland, NHS Tayside and Public Health Scotland to better understand child poverty, unmet need and targeting opportunities.

Financial and governance-related actions are performing strongly. Budget-setting has been completed, monitoring arrangements are in place, and the Community Wealth Building Strategy and Action Plan has been approved. This provides evidence of continued progress in supporting financial sustainability and strengthening local economic impact.

Areas requiring continued focus

The main areas requiring continued focus are the two in-progress actions currently below 30% completion. These are both strategically important and are likely to require sustained cross-service input.

The terms and conditions action remains at **26% complete**. Although work is underway to review and modernise employment policies and processes, this is a complex programme linked to wider workforce modernisation and equalities outcomes, including equal pay. Continued oversight will be required to ensure progress is maintained and dependencies are managed effectively.

The SMART workforce data measures action is at **25% complete**. Some impact measures are already in place, but further work is required to establish and embed a fuller performance framework covering areas such as age risk, workforce plan completion, agency spend, succession coverage and training for critical roles. This should remain a priority because it underpins the Council's ability to evidence progress against the Strategic Workforce Plan 2023-28.

The remaining in-progress actions are more advanced but should continue to be monitored to ensure they reach completion. These include learning and development, culture and engagement, poverty profiling and workforce planning arrangements across services.

Summary

Performance remains positive overall. Most actions are either complete or well advanced, and there are currently no overdue actions in the filtered report. Most completed actions have been delivered across key areas of workforce planning, financial sustainability, procurement, digital capability, governance and service modernisation.

The overall position suggests that the programme is broadly on track. Continued focus should now be placed on completing the more advanced in-progress actions and accelerating progress in the two lower-completion areas: terms and conditions modernisation and development of SMART workforce measures. These areas are important to the longer-term delivery of the Strategic Workforce Plan and wider workforce transformation priorities.

Corporate Services

Service Plan

2023-2027



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Corporate Services

Annual Performance Report 2025/2026

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Corporate Services Summary

During the penultimate year of the 2023-27 Service Plan Corporate Services has effectively supported the delivery of core services to customers within the allocated resources.

Highlights for the year include:

- Corporate Services and Dundee Advice Strategy partners provisionally secured more than £23 million in financial gains for Dundee citizens, providing direct support to residents affected by the cost-of-living crisis and helping reduce inequalities across the city;
- continued implementation of the Council's Community Wealth Building agenda, strengthening efforts to retain economic value within Dundee and support local employment;
- developed and implemented the 2024-2027 Procurement Strategy, providing a stronger framework for achieving local economic benefit through procurement activity;
- the further development of the community wishes programme;
- successfully completed the annual accounts on time and received an unqualified audit opinion;
- prepared and supported approval of the 2026/27 Revenue Budget;
- developed and secured approval of the 2026-2031 Capital Plan, providing the framework for future investment across council services and infrastructure;
- maintained focus on workforce development and employability, with apprenticeship and workforce planning activity continuing as part of the wider People Services programme;
- successful delivery of the May 2026 Scottish Parliamentary election;
- continued to improve customer access through customer service transformation, digital channels and service redesign, supporting more efficient delivery of Council services;
- strengthened the Council's cyber resilience through enhanced governance, organisational risk management and business continuity arrangements;
- progressed major corporate digital and technology programmes, providing the foundations for future service transformation and organisational efficiency;
- strengthened data and performance management capability to support evidence-based decision making and continuous service improvement;
- progressed service redesign and performance improvement across revenue collection services, supporting financial sustainability and improved customer outcomes;
- achievement of Fair Work First accreditation, providing external recognition of the Council's commitment to fair work principles, positive employment practice and supporting a fair, inclusive and engaged workforce;
- leadership development and performance culture were strengthened through the refresh and relaunch of Quality Conversations appraisals, including manager competencies and personal development plans, alongside three Leading Team Dundee events and two Leadership Conferences;

- employee wellbeing support was expanded and embedded across all Council services through the continued development of the Wellbeing Ambassador network, a robust induction model, further specialist training for Tier 2 ambassadors, a second year of Wellbeing Fairs and improved access to flu vaccination appointments;
- recruitment, induction and workforce planning processes were modernised through work to digitise the recruitment justification process, engagement workshops with managers across every service, a review of induction and the development of workforce dashboards in consultation with managers;
- recruitment governance was strengthened through refreshed visa sponsorship and right to work guidance, helping managers navigate current requirements and supporting compliant, consistent recruitment practice;
- the approach to employee recognition was refreshed by bringing Long Service Awards and wider recognition of qualifications together into a combined Recognition and Long Service Award event, delivered in June.

Detailed Updates by Priority Theme

The tables below provide an update on progress towards targets and the actions being taken within each theme of the Service Plan. The following legends are used within the tables.

PERFORMANCE INDICATOR (PI) STATUS EXPLAINED					
Status		Short Term Trend		Long Term Trend	
	More than 5% away from Target		Improving		Improving
	Close to target		Maintaining		Maintaining
	On Target		Deteriorating		Deteriorating

ACTION PROGRESS SYMBOLS AND STAGES EXPLAINED	
	Unassigned - The action has been created on the system but hasn't yet had the required relevant officers assigned to it.
	In Progress - Action is progressing well, on target for achieving all objections set in the initiation phase. 20% - The task is defined and agreed by relevant partners/stakeholders. 40% - Necessary tasks planned and implementation in early stages. 60% - Number of key actions achieved/agreed process or improvement taking shape or in place or underway. 80% - Majority of actions achieved/agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule.
	Overdue - Action is still progressing; however, it has exceeded its due date.
	Completed - Action has been completed, and objectives have been achieved.
	Alternative Action Identified - When the action will not reach its due date or/and an alternative has been initiated.

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Progress Update Corporate Finance Performance Indicators 2025 to 2026

Traffic Light Icon	Short Name	2023/24	2024/25	Current Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
		Value	Value					
	Payment of creditors - % < 30 days	94%	96%	98%	95%			Continuous improvement of processes is driving better prompt payment outcomes.
	Payment of local creditors - % < 14 days	90%	92%	95%	90%			Continuous improvement of processes is driving better prompt payment outcomes.
	Variance between capital budget and actual expenditure	-33.6%	-24.6%	-24.1%	5%			Capital Budget for financial year 2025/26 was underspend by £21m mainly due to underspends in Housing Capital Programme. Please refer to details included unaudited accounts.

Progress Update Corporate Finance Actions 2025 to 2026

Status Icon	Title	Progress Bar	Due Date	Latest Note
✓	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).
✓	Identify further areas where participatory budgeting can be used	100%	31-Mar-2024	The Council continue to identify ways of introducing participatory budgeting models. It is recognised that resource constraints are tight so focus may look at the distribution of existing budgets in a different way.
✓	Manage revenue and capital budgets in light of monitoring information	100%	31-Mar-2027	Revenue and Capital Budgets were approved by members in February. Arrangements are in place to monitor these outturns and the outcome of this is shared with budget holders, senior management and elected members on a regular basis to allow corrective action to be taken where necessary.
✓	Community Wealth Building	100%	31-Mar-2027	The Council's Community Wealth Building Strategy and Action Plan was approved by City Governance Committee on 23 June 2025.

Progress Update Digital and Customer Services Performance Indicators 2025 to 2026

Traffic Light Icon	Short Name	2023/24	2024/25	Current Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
		Value	Value					
	Cost of collecting Council Tax per dwelling	5.62	3.69	3.12	8.32			This is due to the increase in the number of dwellings alongside sustained performance within the CT collection teams.
	Improve in year Council Tax collection rate	93.96%	93.46%	93.22%	94%			Whilst the percentage has reduced it is emphasised, in cash terms, the Council has collected almost £5.3m additional income in 2025/26 than previous year. It is noted this is still below the previously agreed target of 94%, and initiatives are still under review to ensure that the Council maximises council tax income collection.
	Improve in year Non-Domestic Rates collection rate (annual)	92.08%	93.25%	93.4%	96%			This represents a slight improvement on last year's collection rate of 93.25%. However, performance continues to be impacted by a number of large debt/ companies experiencing financial difficulty, resulting in payments not being made within the financial year and requests for repayment arrangements extending into the following financial year.
	Average number of days taken to process new claims.	13	14	10	12			Team have achieved target - Due to UC migration, the new HB claim caseload has reduced leaving more complex cases to administer. In order to manage these complex cases several

Traffic Light Icon	Short Name	2023/24	2024/25	Current Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
		Value	Value					
								team members have been upskilled to maintain them. The result of this means we are now taking less days to process new claims.

Progress Update Digital and Customer Services Actions 2025 to 2026

Status Icon	Title	Progress Bar	Due Date	Latest Note
	Refresh the IT Strategy	100%	31-Jan-2024	IT Strategy (Report 62/2024) approved at City Governance committee 4 March 2024. There have been multiple engagements around developing a refreshed digital delivery plan in line with the various pieces of direction from Scottish Government, Improvement Service and local service strategies.
	Establish a Digital Leadership Board	100%	30-Sep-2024	Digital Leadership Board meetings calendared. First meeting has occurred. Agenda, Reports and action items documented. Microsoft Team created to coordinate activity. Terms of Reference for the group defined.
	Ensure the impact of using digital technology is reflected in the council's Service Plans	100%	31-Mar-2025	This action is now superseded but will be considered as part of the proposed new action included within this report to establish new workforce management plans. This proposal involves the implementation of a consistent approach across service plans that will consider and continue to review the impact using digital technology has on the Council's workforce.
	Review new models of operational front-line work in light of changes in priorities following review of Council and City plans	100%	31-Mar-2027	All Digital and CS structures have been reviewed to take advantage of savings from VSER scheme. Methods of working including flexible working hours, hybrid locations and omnichannel are being considered as operational BAU.
	Evaluate changing city poverty profiles and ensure service specification meets changing needs at city and ward levels	85%	31-Mar-2027	Work continues to ensure service provision in different areas of Dundee is data driven. Links to NHS Tayside and Public Health Scotland in relation to GP work has been produced in the form of a dashboard. Dundee are involved in a project with different Scottish Councils and the Department for Science, Innovation and Technology on how to develop use cases to use Council held data, DWP and Social Security Scotland data to understand child poverty and identify unmet need. The Dundee wide Pension Credit campaign data has been analysed by the Information Team and IT. The next step is to derive insights that assess whether there are any missing areas of Dundee needing additional targeting.

Progress Update Democratic and Legal Actions 2025 to 2026



Status Icon	Title	Progress Bar	Due Date	Latest Note
✓	Deliver the general election	100%	31-Jan-2025	Dundee Central Constituency Count concluded, and Writ returned to the House of Commons.
✓	Develop long-term plans for Tayside Scientific Services	100%	31-Mar-2025	The Scottish Government, Food Standards Scotland, COSLA and Public Health Scotland are currently reviewing the 4 Scottish Public Analysts labs with the intention to have a new Target Operating Model (TOM) and associated Business Case. The TOM is expected to be produced by the end of October 2025. Data is currently being gathered from the laboratories for this purpose. If the TOM is approved (due by the end of December 2025) a Business Case shall be submitted to the Scottish Government for review by the end of February 2026.

Progress Update People Service Performance Indicators 2025 to 2026

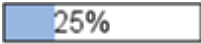
Traffic Light Icon	Short Name	2023/24	2024/25	Current Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
		Value	Value					
	Gender pay gap	98.86	98.56	97.92	102.00			In 2024/2025, Dundee City Council's gender pay gap was -1.47%. The Gender Pay Gap this year 2025/2026 is -2.12% which means the gender pay gap continues to be in favour of women. This means that for every £1 that a female employee earns, a male employee would earn 97.88 pence. The Scottish average for Local Authorities last year was 1.4% in favour of males and it is likely Dundee will continue to be better than the Scottish average this year.
	Days lost per FTE for Teachers	7.89	7.89	7.31	6			Dundee City Council's sickness absence for teachers has decreased over the last year from 7.85 days lost per FTE to 7.31 days lost per FTE. Dundee City Council continue to work collaboratively with the Trade Unions on the Health and Wellbeing agenda. Supports such as the Council's health and wellbeing service, providing training courses to equip managers with the knowledge, understanding and

Traffic Light Icon	Short Name	2023/24	2024/25	Current Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
		Value	Value					
								flexibility to deal with absences, as well as providing family/friendly policy which provide a good work/life balance for employees have resulted in a reduction in absence.
	Days Lost per FTE (LGE only)	17.55	17.87	17.34	10			Dundee City Council's sickness absence for LGE has decreased over the last year from 17.87 days lost per FTE to 17.34 days lost per FTE. Dundee City Council continues to work collaboratively with the Trade Unions on the Health and Wellbeing agenda. Supports such as the Council's health and wellbeing service, providing training courses to equip managers with the knowledge, understanding and flexibility to deal with absences, as well as providing family/friendly policy which provide a good work/life balance for employees have resulted in a reduction in absence.

Progress Update People Service Actions 2025 to 2026

Status Icon	Title	Progress Bar	Due Date	Latest Note
✓	Implement the Corporate Services Workforce Plan	100%	31-Mar-2027	Corporate Services' Workforce Plan was implemented in 2024. Strategic Workforce Plans are being reviewed in 2026/27.
✓	Review the hybrid working policy	100%	31-Mar-2024	The new hybrid working policy was introduced on 23 September and is available on One Dundee.
✓	Implement updated practices to support wellbeing and attendance	100%	31-Mar-2024	Health and Wellbeing Plan for May 24 - May 25 agreed with TUs and implemented from May 24.
✓	Review the use of casual workers	100%	31-Mar-2025	Teacher Booker system is up and underway. Social Care Booker is in the testing phase. Establishment Control Board has been established, and relief/casual usage will be monitored as part of this.
✓	Continue to explore opportunities for partnership working	100%	31-Mar-2025	This is categorised now as business as usual as we continue to pursue partnerships in line with principles reaching as far back as Christie Commission on the future delivery of public services. Some examples of those already in place are as follows: • We have designed and do deliver a range of training and resources to support the protecting people agenda in partnership with P&K, NHS and Angus. • We have collaborated with an HEI (Dundee University) and other local authority areas including P&K, Fife and Angus to deliver an Integration Day to Student Social Workers focused on the Newly Qualified Social Worker Supported Year to promote transition into employment and promote recruitment opportunities. • Collaboration with Dundee University and Angus Council to design and deliver Link Worker Training to promote the increase of statutory social work placements. • Development of Partnership with the Protecting People Team and third sector partners -Protecting People Learning Framework: multi-agency learning resource. • SVQ standardisation and verification across Tayside.

Status Icon	Title	Progress Bar	Due Date	Latest Note
				- Shared Service TRIM response with TRB and third sector. - Work with Angus Council on building resilience model of Payroll function.
✓	Review Health and Safety Policy corporately and in Services to reflect new ways of working	100%	31-Mar-2024	Health and Safety policy statement reviewed and up to date. The next review is due in December 2027.
▶	Establish and implement a Digital Skills Survey for Council employees	95%	30-Jun-2026	Digital skills implementation plan is now progressing with a workshop to be delivered in March 2026. PS are working closely with IT/Customer Services to progress this. There will be organisation-wide measure developed as part of the Digital Delivery Plan, People Product Strand.
▶	Review workforce planning arrangements and establish a consistent approach across Service Plans	85%	30-Jun-2026	We are working with Chief Executive's Service to develop an agreed model for how workforce plans sit within Service Plans. The corporate approach to strategic workforce planning is finalised with an implementation plan in place and workshops diarised to ensure workforce plans are ready for the 2027 Service Plans.
▶	Continue to promote learning and development to grow the organisation	80%	31-Mar-2027	The promotion of learning and development remains an ongoing priority, supporting the organisation to build capability and respond to changing service needs. The appointment of a new Digital Skills Advisor has strengthened this work by providing dedicated capacity to support digital confidence, improve access to learning opportunities and develop clearer communication channels so employees know what support is available and how to access it. Discussions are also well underway with neighbouring local authorities and NHST to deliver a shared services model of leadership learning and development.
▶	Deliver the Our People Strategy	75%	31-Mar-2027	Between April 2025 and March 2026, Dundee City Council made demonstrable progress in delivering the intent of Our People Strategy 2022-27. Activity focused on strengthening strategic workforce planning, improving the use of workforce data, developing digital capability, refreshing Quality Conversations, supporting wellbeing and attendance, embedding partnership approaches, and progressing equality and inclusion actions. Some actions were completed or embedded, particularly partnership working and digital leadership governance. Other areas were at an active development stage by March 2026, including service-level workforce planning, impact measures, digital skills rollout, succession planning resources and the systematic use of Quality Conversations data to inform learning and development priorities.
▶	Modernising the Workforce	26%	31-Mar-2027	Review of terms and conditions will be restarted upon the completion of equal pay negotiations. Work ongoing, a policy tracker has been developed, and

Status Icon	Title	Progress Bar	Due Date	Latest Note
				current policies have been reviewed and updated, and new policies have been introduced e.g. Bereavement leave.
	Measure and report on the impact of workforce planning		30-Nov-2026	We are reviewing our impact measures considering the work being done around the Strategic Workforce Plan action plan and Best Value Audit recommendations from the Workforce innovation audit.

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