

**REPORT TO:** CITY GOVERNANCE COMMITTEE – 24 AUGUST 2026

**REPORT ON:** CHIEF EXECUTIVE'S SERVICE PLAN 2023 – 2028  
ANNUAL PERFORMANCE & PROGRESS REPORT FOR 2025-26

**REPORT BY:** CHIEF EXECUTIVE

**REPORT NO:** 181-2026

## **1.0 PURPOSE OF REPORT**

To update elected members on progress made during financial year 2025/26 in relation to the Chief Executive's Service Plan for 2023 - 2028.

## **2.0 RECOMMENDATIONS**

It is recommended that Committee notes the progress summarised in section 5.0 and approves the attached detailed progress report.

## **3.0 FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from the agreement of this report.

## **4.0 BACKGROUND**

- 4.1 In April 2025, elected members endorsed the Council's Performance Management Framework (2025-28) (Article XII of the minute of the meeting of City Governance Committee on 21 April 2025, Report No: 125-2025, refers). The framework sets out the arrangements for performance management across the Council and which performance reports are in scope. Baseline standards set out the expected process for officers preparing and presenting performance reports to elected members and the public. It outlines the requirement for connectivity between the key priorities within the Council Plan, City Plan and service plans with the National Performance Framework and the UN Sustainable Development Goals.
- 4.2 Following the Council adopting the City Plan 2022-2032 (Article II of Policy & Resources Committee on 26 September 2022, Report No: 255-2022, refers) and agreeing its new Council Plan for 2022-2027 on 5 December 2022 (Article II of Policy & Resources Committee on that date, Report No: 280-2022, refers) individual service plans were updated and aligned. This Service Plan reflects the next tier of the performance management framework and addresses the key outcomes in the City Plan 2022-32 and Council Plan 2022-27, setting out where the Chief Executive's Service will contribute to improving outcomes.
- 4.3 The Chief Executive's Service Plan (Article IV of the City Governance Committee on 21 August Report No: [119-2023](#)) sets out the strategic direction for the service for five years (finance over a five year period from financial years 2023/24 to 2027/28) and outlines the key priorities and improvements which the service intends to deliver, based on the financial and employee resources which are expected to be available. It also sets out in more detail the service's key responsibilities and identifies the key actions to be undertaken to meet these priorities, as well as the performance indicators which will be used to monitor progress.

## **5.0 PROGRESS SUMMARY**

- 5.1 The full report attached as Appendix 1 is the third annual progress report in relation to this Service Plan and it covers financial year 2025/26. 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. The Service Plan Improvement Action Plan for 2026/27, including updates on previous improvement actions, can be found on pages 10-11.

5.2 13 out of the 17 (76%) indicators in the plan have improved or been maintained since the last progress report and 13 of the 17 (76%) are on target or within the 5% target threshold.

5.3 The service continues to make good progress towards the key priorities during the third year of the plan with 20 of the 37 (54%) actions now complete. The remaining 17 actions are on schedule for completion by the due date, with 16 of these being 50% or more complete. The three actions recommended by the 2025 Best Value audit on Transformation have all been completed.

## **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 has been consulted in the preparation of this report.

## **8.0 BACKGROUND PAPERS**

None.

GREGORY COLGAN  
CHIEF EXECUTIVE

3 AUGUST 2026

ANDREA CALDER  
HEAD OF CHIEF EXECUTIVE'S SERVICE

Chief Executive's Service

# Service Plan 2023-2028



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FOR THE FUTURE

## Chief Executive's Service

Performance Report 2025/26

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## Executive Summary by Head of Chief Executive's Service

Some of the key achievements and developments by the service over the past year include:

### Strategic Planning

Regular progress reporting on the Council Plan and service plans to monitor progress towards our targets and meeting both the City and Council priorities is now well established with each service area reporting to Committee on a six-monthly basis. Each Service Plan is aligned to the three citywide priorities in the City Plan (2022-32) and the further two priorities in the Council Plan (2022-27).

The [fourth Annual Report](#) was prepared on the Council Plan setting out progress during 2025/26 was agreed at City Governance Committee on 22 June 2026 (Report No. 126-2026). The next six-monthly progress report for 2026/27 (Year 5) will be considered by Committee later this year.

The fourth Annual Report on the City Plan is also being prepared and will be considered by the Dundee Partnership in September 2026. This will subsequently be reported to the City Governance Committee in October 2026.

### Best Value

The Accounts Commission's best value thematic review 2025 ([Report No. 202-2025.pdf](#)) of the Council's progress with transformation was wholly positive, with an improvement action plan setting out how the Council will respond to the three recommendations and details what action we will take. These were:

- The reporting of the Transformation Programme within the Council Plan will be enhanced to provide more detail for elected members and the public. This will include publicly available information on the website.
- Review arrangements for reporting of financial savings linked to the transformation programme to more clearly show how the programme supports the budget setting.
- Continue to roll out the new approach to benefits tracking to ensure benefits trackers are compiled at the start of new transformation projects.

The agreed actions were added to this service plan, and all three have now been completed.

Audit Scotland have since carried out a further Thematic Review of the Council's asset management arrangements. Their review was considered by Scrutiny Committee on 22 April 2026 ([Report No. 107-2026](#)). This review also included an improvement plan in response to recommendations for improvement; the actions in the improvement plan will be included in the service plans for City Development and Neighbourhood Services until complete.

### Fairness

The [ninth Annual Report](#) on Dundee's Fairness and Local Child Poverty Action Report (LCPAR) was prepared and considered by the Dundee Partnership, Fairness Leadership Panel and agreed at City Governance Committee on 22 June 2026 (Report No. 140-2026).

Within the report, the summary of the Fairness and Child Poverty Plan performance by priority theme reported that, overall, 44% of the performance indicators in the Fairness Plan are on or within 5% of the target. Furthermore, it reported that 76% of performance indicators have improved over the previous year. Areas for further improvement were identified, and these will be addressed by the Dundee Partnership's strategic leadership groups. These include indicators and actions associated with children and obesity, employees earning less than the real living wage and the poverty-related attainment gap.

During 2025/26, the Fairness Leadership Panel presented its most recent recommendations to the Dundee Partnership and to Dundee City Council's City Governance Committee. They focused on three significant issues - Mental Health and Isolation; Pressures on Third Sector Projects Tackling Poverty; and Fair Housing. These were all endorsed and added to Dundee's Fairness Action Plan.

The theme for the annual Fairness conference held in November 2025 was Where Next for Fairness in Dundee. It featured a keynote presentation from Jack Evans, Senior Policy Advisor at the Joseph Rowntree Foundation. Workshops focused on advice and benefits, employability, families with disabilities and carers and vulnerable families. Participants heard an update on the implementation of the Fairness Plan in Dundee and discussed strengths and areas for improvement.

The Local Fairness Initiatives to support communities experiencing significant disadvantage in Linlathen and Stobswell West entered their final phases. Evaluations highlighted the impact and success factors of the work which will be taken forward through the Whole Family Support work taking shape in the North East / East End wards.

The Dundee Partnership Team (DPT) continues to coordinate and administer the revenue element of the Community Regeneration Fund. The allocations from March 2025 to March 2026 are made up of:

- 107 Small Grants totalling £221,125.
- 44 Youth Inclusion grants totalling £206,822.

## **Equalities**

Dundee City Council continues to progress its Equality Mainstreaming Action Plan 2025-2029 and fulfil its duties under the Equality Act 2010. During the reporting period, the Council has responded to new national equality requirements, including Regulation 11 of the Scottish Specific Duties, which requires public bodies to consider the Equality and Human Rights Mainstreaming Toolkit when delivering equality outcomes, policy assessments and procurement activities.

The Council's work remains focused on five strategic equality outcomes: improving equality data, enhancing inclusive communication, embedding lived experience in decision-making, promoting workforce equality, and reducing educational inequalities. The Corporate Equality, Diversity & Inclusion Steering Group continues to oversee delivery of these outcomes and monitor compliance with statutory duties.

Key developments include the integration of Community Cohesion actions into equality mainstreaming reporting, strengthened partnership working through Dundee Partnership networks, continued engagement with Dundee Faith Forum, and ongoing work relating to the implications of the Supreme Court judgment on the definition of sex and the updated EHRC guidance.

To strengthen organisational capacity, the Council has introduced a new workforce equalities survey, established a Workforce Equality Group, reviewed Integrated Impact Assessment processes, and launched mandatory Equalities and Human Rights eLearning for staff. These actions support continuous improvement in equality practice, workforce inclusion and compliance with emerging legal requirements.

The Council also continues to implement its British Sign Language (BSL) Plan 2024-2030 and has contribute to national BSL reporting requirements, reinforcing its commitment to inclusive and accessible services for all Dundee residents.

## **Communications**

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

A digital-first approach means that corporate social media channels highlighting services, disseminating information in impactful ways, and providing immediate feedback now reach almost 99,000 users. For context, the equivalent figure in 2020/21 was around 67,000. Core platforms include Facebook, LinkedIn, and Instagram, but TikTok and BlueSky are also supported and WhatsApp has been established as a broadcast channel.

There are half a million page views on the corporate website every month. The website newsroom run by the communications team is one of the most popular areas of the site.

Engagement with content created to market the city to visitors was up significantly during the second half of 2025/26, with almost 129,000 engagements on social media compared with 47,000 in the first half of the year. This reflected the success of content generated to promote Dundee Christmas offering.

Good progress has been made on public engagement. A budget consultation exercise held over four weeks in November and December 2025 received 3906 responses – a 9.4% increase on the previous year.

Other major communications campaigns included supporting the opening of the Drumgeith Community Campus and Greenfield Academy and a Let's Sort It drive to increase recycling, as well as continued signposting to ongoing Cost of Living support.

There has also been a significant focus on growing the use of OneDundee as the primary employee communications tool, including the On the Move version which can be accessed by all colleagues from any device. An average of 123,616 page views were recorded per month in the second half of 2025/26, compared with 114,297 during the same period a year earlier. A redesign of OneDundee has been launched to ensure a slicker and easier to navigate experience for users.

## **Transformation**

All actions required in response to the Best Value recommendations have been completed. More detailed progress on the Programme is reported in the Council Plan annual progress reports, which are publicly available on the Council's website. A new benefits tracker template, with an example and guidance is now available for use and has been uploaded on the Programme's Sharepoint site.

Dundee City Council has directly engaged in the Solace/IS Transformation Programme that aims to help councils adapt to financial pressures, rising demand and evolving community needs. This ambitious, sector-led initiative unites all 32 Scottish local authorities to design the "council of the future" and is led by Solace Scotland and supported by the Improvement Service. A lead officer represents the Council at Single Point of Contact meetings to ensure that Dundee City Council continues to be involved in this national programme and capitalise on any new transformation opportunities, with updates provided to the Transformation Board on a regular basis.

Efforts continue internally to identify potential projects for inclusion on the Transformation Programme. Work is being undertaken to analyse service standards, particularly to identify those statutory standards that are either under or over performing, how they relate to statutory requirements, and links to other data. This will help to identify where there may be opportunities for transformation, and the intention is for the output of this work to be used as part of a future workshop with Transformation Board members.

A comprehensive update on the work and projects in the Transformation Programme was included in the Design a Modern Council section in the recent Council Plan Annual Progress Report agreed at City Governance Committee on 22 June 2026 ([Report No. 126-2026](#)).

## **National Entitlement Card in Dundee Update**

At the end of financial year 2025/26, there were 89,731 citizens in Dundee with an NEC smartcard, an increase of 4,695 from 85,036 at the end of 2024/25. This is 60.5% of the entire Dundee population. Of these, 36,496 were held by 60+ year olds who have access to free bus travel, which is 97.3% of the total 60+ population in Dundee. 24,913 of Under 22s had an NEC card for 5-21-year-old free bus travel, up from 24,302 last year. There were also 607 Under 22s with non-age travel products at the end of 2025/26 (i.e., disability or carer passes) in addition to this. The proportion of Under 22s with an age-travel product was 87.1%, and when including those with a non-age travel product this increases to 89.2%.

In our annual survey of Dundee young people, over 700 respondents told us how free bus travel is positively impacting them, with 77% telling us they use the bus at least once the week, including 59% who use it most days, and 31% using bus travel everyday with their pass. As a result of free bus travel, 86% of young people told us they are doing more because of free travel. They fed back a comprehensive range of examples of activities and reasons of how this is benefitting them including visiting friends and spending more time with family, increasing leisure and learning activities, and increasing the indoor and outdoor activities they take part in, supporting and developing their

independence. It has provided these opportunities while at the same time saving money for themselves and their families, removing barriers for a significant number of people, particularly those in low-income households. Over 13 million free bus journeys have been taken by the U22s residents of Dundee since the scheme began in 2022.

### **National Entitlement Card Programme Office (NECPO)**

The National Entitlement Card (NEC) is Scotland's national smartcard, supporting access to a range of public services across all 32 Scottish local authorities. During 2025/26, NECPO continued to work with national and local partners to support the delivery and development of the NEC Programme, including the national infrastructure underpinning concessionary travel and other public services.

NECPO continued to support the modernisation of concessionary ferry travel, building on the successful introduction of smart ferry vouchers for eligible residents in Orkney and Shetland. Work progressed during the year to support the further development and expansion of the smart concession model, including preparations for its extension to eligible communities served by Clyde and Hebridean ferry services. The expansion is scheduled for implementation in October 2026.

The Card Management System and Card Production Bureau contracts, which provide critical infrastructure supporting NEC services nationally, were extended to October 2027. This secured continuity and resilience of these key services while providing the necessary period to plan for future contractual arrangements and the continued development of the NEC Programme.

NECPO also continued to work with programme partners to support the development of the NEC's digital infrastructure and opportunities for secure digital access to services and entitlement verification. This work supports the continued evolution of the NEC Programme alongside the delivery of established services, including concessionary travel and the Young Persons' Free Bus Travel Scheme.

### **Scottish Cities Alliance**

The Scottish Cities Alliance is collaboration between Scotland's eight cities – Aberdeen, Dundee, Dunfermline, Edinburgh, Glasgow, Inverness, Perth, and Stirling and the Scottish Government - working together to unlock and showcase the country's significant economic potential.

Established in 2011 to advance the [Agenda for Cities](#), the Alliance aims to build a stronger economic future for Scotland by aligning the efforts of its cities and delivering a long-term strategy to attract investment and create economic growth

The Alliance team are hosted by Dundee City Council but have separate funding and governance arrangements and are committed to fostering local and national collaboration, ensuring Scotland's cities are globally competitive destinations for investment.

For noting their annual report for 2025/26 has been published and is [available on their website](#).

# Chief Executive's Service Overview

Service Priorities are aligned to the Council Plan priorities below:



## Key Performance Indicators Summary 2025/26

Status of Key Performance Indicators compared to our Targets

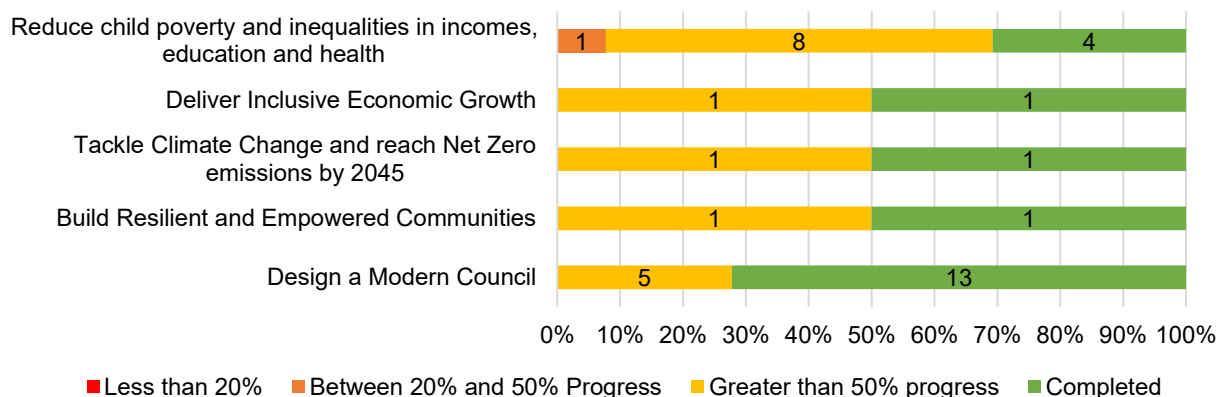
|  <b>11 on target</b><br> <b>2 within 5% of target</b><br> <b>4 more than 5% from target</b> | Best compared to target                                                            | Furthest away from target                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                      | Number of engagements on Facebook per month (251.8% above target)                  | Average number of workdays lost through sickness absence per FTE employee in CEXs (70.0% higher than target)   |
|                                                                                                                                                                                                                                                                                                                                                      | Level of engagement with city marketing campaigns (73.3% above target)             | % of stage 1 complaints responded to within target or agreed extended timetable (Council) (33.8% below target) |
|                                                                                                                                                                                                                                                                                                                                                      | % of the Fairness and Child Poverty Plan Indicators Improving (72.7% above target) | % of employees who have had 'Quality Conversation' reviews (29.8% below target)                                |

## Annual Trend of Key Performance Indicators

|  <b>13 Improving and Maintaining</b><br> <b>4 Deteriorating</b> | Most Improved PI's                                                                        | Most Deteriorated PI's                                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                       | Number of engagements on Facebook per month (↑83.5%)                                      | % of stage 1 complaints responded to within target or agreed extended timeline (Council) (↓27.3%) |
|                                                                                                                                                                                                                                       | Level of engagement with city marketing campaigns (↑47.2%)                                | % of employees who have had 'Quality Conversation' reviews (↓8.7%)                                |
|                                                                                                                                                                                                                                       | Average number of workdays lost through sickness absence per FTE employee in CEXs (↓8.9%) | Number of living wage accredited employers based or headquartered in Dundee (↓6.3%)               |

## What Action Will We Take?

### Service Plan Actions



### Actions which have been completed in the year 2025/26:

- Promote the use of the new Local Government Benchmarking Framework dashboard across the Council.
- Review arrangements for reporting of financial savings linked to the transformation programme to more clearly show how the programme supports the budget setting.
- The reporting of the Transformation Programme within the Council Plan will be enhanced to provide more detail for elected members and the public. This will include publicly available information on the website.
- Expand the use of Power BI across the Council.
- Conduct an annual impact survey in Dundee on increased inclusion of children and young people and their families from free travel (per year up to 2026)
- Continue to roll out the new approach to benefits tracking to ensure benefits trackers are compiled at the start of new transformation projects.

There are no actions which are currently overdue

## Areas for Improvement 2025/26 and Improvement Action Plan

| Area for Improvement                                                                      | Planned improvement activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Target Completion Date | Lead Officer                      |
|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------|
| Level of engagement with city marketing campaigns                                         | <p><b>This indicator was previously highlighted in the Mid-Year Progress Report.</b></p> <p>In the first half of the year, there were 47,698 engagements, below the half-year target of 50,948. However, in the second half of the year, engagements increased substantially to 128,935, meaning the annual total was 176,633 is comfortably above the target of 101,895. This second half figure was boosted by significant engagement over the Christmas period with events taking place in the city centre.</p>                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Completed</b>       | Service Manager - Communications  |
| Average number of workdays lost through sickness absence per FTE employee in CEXs         | <p><b>This indicator was previously highlighted in the Mid-Year Progress Report.</b></p> <p>The annual data for 2025/26 showed that service lost 5.1 days to sickness absence. This is above the target set by the service of 3 days. However, in recent months the figure has reduced notably to 2.06 days for the 1<sup>st</sup> quarter of 2026/27, meaning that this indicator is once again sitting comfortably beneath the target. Because of the improvement evidence by most recent data, focus on this indicator as an area for improvement can be completed.</p> <p>The service management team will continue to monitor absence monthly and ensure that the appropriate supports are in place for employees, particularly with longer term health issues. Due to the small size of the service, an important caveat for understanding this indicator is that any long-term absence can have a significant impact on the figure.</p> | <b>Completed</b>       | Head of Chief Executive's Service |
| % of stage 1 complaints responded to within target or agreed extended timetable (Council) | <p><b>This indicator was previously highlighted in the Mid-Year Progress Report.</b></p> <p>The annual proportion of complaints being responded to within the target of agreed extended timescale across the Council has decreased from 81.8% in 2024/25 to 59.5% in 2025/26, which is below the target of 90%.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                        |                                   |

|                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                             |                                   |
|------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------|
|                                                            | <p><b>Planned Improvement Activity Includes:</b></p> <p>Training for handling complaints is now being offered as an in-person workshop to allow officers more time to focus in more detail on case studies and discuss good complaint handling practice. Bespoke sessions are also offered to individual services that are tailored to the service's operational needs.</p> <p>The new complaints system launched in April 2026 is being continually improved to ensure that it is robust and that it meets the needs of services. Additionally, enhancements are being made to the reporting facilities to provide in-depth complaints analysis, to ensure that senior managers can access data for their services in real time and monitor their complaints performance on an ongoing basis.</p> <p>Council Leadership Team will continue to receive monthly updates on complaints performance.</p> | 31 <sup>st</sup> March 2027 | Senior Policy Officer             |
| % of employees who have had 'Quality Conversation' reviews | <p><b>This indicator is a new area for improvement highlighted in this report.</b></p> <p>The proportion of employees completing their quality conversations decreased slightly from 69.2% in the calendar year 2024 to 63.2% in 2025. This is below the Service Plan target of 90%.</p> <p><b>Planned Improvement Activity Includes:</b></p> <p>The hosted services (NECPO and SCA) are aligning the timing of their quality conversations to our service timings in 2026/27 so this will improve the overall completion rate in year. A systems issue that caused delayed input for the SCA team's completed reviews has also now been addressed by IT.</p> <p>The service management team will continue to monitor completion progress monthly.</p>                                                                                                                                                | 31 <sup>st</sup> March 2027 | Head of Chief Executive's Service |

## 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                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | <b>Unassigned</b> – The action has been created on the system but hasn't yet had the required relevant officers assigned to it.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|    | <b>In Progress</b> - Action is progressing well, on target for achieving all objections set in the initiation phase.<br><b>20%</b> - The task is defined and agreed by relevant partners/stakeholders<br><b>40%</b> - Necessary tasks planned and implementation in early stages<br><b>60%</b> - Number of key actions achieved/agreed process or improvement taking shape or in place or underway<br><b>80%</b> - 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 |
|   | <b>Overdue</b> – Action is still progressing; however, it has exceeded its due date.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|  | <b>Completed</b> - Action has been completed, and objectives have been achieved.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|  | <b>Alternative Action Identified</b> - When the action will not reach its due date or/and an alternative has been initiated                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |



## Reduce Child Poverty and Inequalities in Incomes, Health, and Education

|  | Performance Indicator                                                                                                             | Yr -2<br>(23/24) | Yr -1<br>(24/25) | Current<br>Year<br>(25/26) | Current<br>Year<br>(25/26) | Year 4<br>(26/27) | Short<br>Term<br>Trend | Long<br>Term<br>Trend | Latest Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--|-----------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|----------------------------|----------------------------|-------------------|------------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |                                                                                                                                   | Value            | Value            | Value                      | Target                     | Target            |                        |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|  | % of the Fairness and Child Poverty Plan indicators improving                                                                     | 52%              | 72%              | 76%                        | 46.5%                      | 49%               |                        |                       | Nineteen of the twenty-five performance indicators in the local child poverty action plan have improved when comparing the latest data available to the previous year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|  | % of equality outcome actions completed                                                                                           | n/a              | 0.0%             | 8.5%                       | 0%                         | 0%                |                        | N/A                   | There is a total of 47 Individual actions within the Equalities Mainstreaming Plan 2025-2029. Many of these actions will continue over the life of the plan. To date, 4 of the 47 actions have been fully implemented, representing 8.5% of the total.<br>The completed actions, include a newly developed and launched Equalities Share Point Site and Equality & Human Rights e-learning module, which is mandatory for all staff to completed.                                                                                                                                                                                                                                                                                                                                         |
|  | Percentage of age 5-21 population provided with an NEC Card                                                                       | 75.2%            | 80.7%            | 87.1%                      | 86%                        | 91%               |                        |                       | At the end of the 2025/26 financial year, there were 24,913 5–21-year-olds with an NEC card which includes free bus travel out of a total 5-21 population of 28,614 (from most recent National Records of Scotland mid-year population estimate for 2025). This is an increase from 24,302 5-21-year-olds at the end of 2024/25.                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|  | Percentage of under 22s saying they did more as result of the free bus scheme (attended educational, healthy, or social activity) | 82%              | 90%              | 86%                        | 63%                        | 66.5%             |                        |                       | From a survey of 777 responses from young people, 684 used an NEC card for free bus travel. Out of these 684 young people, 86% said they were able to do more because of it.<br><br>As directed by the Service Plan action 'Conduct an annual impact survey in Dundee on increased inclusion of children and young people and their families from free travel (per year up to 2026)', this was the final annual survey. This indicator has been at an average of 86% for the past 3 years with a range of +/- 4pp. This consistent figure shows good evidence that free bus travel is providing the vast majority of the 5–21-year-old cohort in Dundee with opportunities for more physical, social, leisure, and learning activities; and will continue to do so for the years to come. |

|   | Action Title                                                                                                                                            | Progress Bar               | Due Date    | Latest Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ✓ | Improve access for BSL users in Dundee                                                                                                                  | <div><div>100%</div></div> | 30-Sep-2024 | Completed July 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| ✓ | Take up of National Entitlement – Under 22s NEC card for free bus travel                                                                                | <div><div>100%</div></div> | 30-Apr-2026 | Completed September 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| ✓ | Deliver on the Mainstreaming Equalities Report Action Plan                                                                                              | <div><div>100%</div></div> | 31-Mar-2025 | Completed February 2025.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| ✓ | Publish Community Profiles using Census and related data                                                                                                | <div><div>100%</div></div> | 31-Oct-2024 | Completed June 2025.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| ✓ | Conduct an annual impact survey in Dundee on increased inclusion of children and young people and their families from free travel (per year up to 2026) | <div><div>100%</div></div> | 01-Oct-2026 | <p>Final annual survey for 2026 has closed with 777 responses, following the sharing of the survey through the schools, and with the further and higher education centres in the city.</p> <p>The surveys over the past few years have consistently revealed the same key findings; that young people are able to more because of their free bus travel and try new things that would have not been possible without it. The surveys have included hundreds of examples of these types of things, providing substantial qualitative data which shows evidence of young people being able to take part in more physical activities, spend more time with family and friends, and engage in more learning activities both within and out with Dundee.</p> <p>This has happened with the additional important benefit of saving money for families, particularly during a period when the challenges of the cost-of-living crisis was felt most sharply. It has especially reduced the impact of child poverty for families with lower incomes; and will continue to do so.</p> <p>For each young person given responsibility and freedom that free bus travel gives them, the survey responses are evidence it develops their independence, a key skill that they will take forward into adulthood and for the rest of their lives.</p> |
| ▶ | Jointly facilitate the work of the Dundee Fairness Leadership Panel and convene annual Fairness Leadership Panel conferences.                           | <div><div>90%</div></div>  | 31-Mar-2028 | <p>The Panel's recommendations on mental wellbeing, housing and support to the third sector were incorporated into the Dundee Fairness Plan agreed in June 2025. Panel members undertook a photo project reflecting experiences and perspectives on poverty and these were exhibited in Central Library as a feature of Challenge Poverty Week in October 2025.</p> <p>Members provided feedback on the 2024/25 Fairness Report and contributed to the Dundee Fairness annual conference on 5 November. The conference theme was <i>Where Next for Fairness in Dundee?</i> and featured a keynote presentation from Jack Evans, Senior Policy</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

|   | Action Title                                                                                                                                                                         | Progress Bar              | Due Date    | Latest Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                                                                                                                                                                                      |                           |             | Advisor at the Joseph Rowntree Foundation. Workshops focused on advice and benefits, employability, families with disabilities and carers and vulnerable families. Participants heard an update on the implementation of the Fairness Plan in Dundee and discussed strengths and areas for improvement.                                                                                                                                                                                                                                                                                                                                                                          |
| ▶ | 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><div>90%</div></div> | 31-Mar-2027 | An evaluation has been completed and presented to the Child Poverty & Inequalities Strategic Leadership Group. It includes key lessons which are being shared with local and national partners. This work received the COSLA Excellence Award 2025 in the category of Tackling Inequalities and Improving Health. The Stobswell LFI is fully into implementation phase with the drop-in established, employability support deployed and action progressing on support to people in private tenancies. The Stobswell LFI will end in March 2027, and transitional arrangements are being prepared to facilitate the continuation of the successful elements of the initiative.    |
| ▶ | Develop a longer-term emergency food approach based on the Cash First principles to promote financial security to prevent ongoing food need                                          | <div><div>85%</div></div> | 31-Mar-2027 | As part of the Cash First approach, 19 trained dedicated Community Guiders are actively providing dedicated signposting and referral support for those presenting with mental health & substance use challenges, as well as issues surrounding financial security and money worries. These Guiders are based in community food projects, third sector organisations and community initiatives focusing on income maximisation and associated wraparound support.<br><br>In addition, from January to September 2025, 16 new community-based guiders were trained to provide support in Ninewells, Dundee International Women's Centre, Dundee Carers Centre and Craigowl Church. |
| ▶ | Produce annual Fairness and Child Poverty progress reports                                                                                                                           | <div><div>80%</div></div> | 31-Mar-2028 | Work on the 2025/26 Annual Fairness and Local Child Poverty Action Report commenced in April 2026. The report, which includes progress on actions, most recent available data, and case studies, was approved by City Governance Committee on 22 <sup>nd</sup> June 2026.                                                                                                                                                                                                                                                                                                                                                                                                        |
| ▶ | Continue to review, develop, benchmark, and improve the Council's Integrated Impact Assessment toolkit and guidance.                                                                 | <div><div>80%</div></div> | 31-Mar-2029 | New updates to the IIA online Tool and associated Guidance have been made, incorporating additional UNCRC and Human Rights Requirements.<br><br>A quality audit on a 10% sample of IIAs from 2025 has been completed and showed that the overall quality of IIAs is improving, and that they are being carried out where required.                                                                                                                                                                                                                                                                                                                                               |
| ▶ | Promote uptake of free period products                                                                                                                                               | <div><div>70%</div></div> | 31-Mar-2028 | Demand for products remains high and consistent across all communities in Dundee. Webpage and Pick Up My Period App is updated to reflect current provision available.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| ▶ | Maintain the Provision of Period Products                                                                                                                                            | <div><div>60%</div></div> | 31-Mar-2028 | In year 2025/26, 426,312 individual product pieces have been provided from community premises, schools and via the home delivery service across Dundee. Provision of period products within communities remains steady with demand particularly high across our deprived communities via community centres, libraries and via the food network. The home delivery                                                                                                                                                                                                                                                                                                                |

|                                                                                   | Action Title                                                         | Progress Bar              | Due Date    | Latest Update                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------|---------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                   |                                                                      |                           |             | service provides access to those who have a barrier in accessing provision via community premises, since moving to a new provider this has led to a more efficient service with much improved delivery times reducing from a previous 4 to 6-week delivery time to one week from ordering.      |
|  | Deliver on the Mainstreaming Equalities Report Action Plan (2025/29) | <div><div>30%</div></div> | 31-Mar-2029 | The Equality & Mainstreaming Report & Action Plan is discussed as a regular agenda item at the Corporate Steering Group Meetings and Council Leadership Team are updated on progress as appropriate. The next statutory report is due to be completed and presented to Committee in April 2027. |



## Delivering Inclusive Growth and Community Wealth Building

|                                                                                     | Performance Indicator                                                       | Yr -2<br>(23/24) | Yr -1<br>(24/25) | Current<br>Year<br>(25/26) | Current<br>Year<br>(25/26) | Year 4<br>(26/27) | Short<br>Term<br>Trend                                                                | Long<br>Term<br>Trend                                                                 | Latest Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|------------------|------------------|----------------------------|----------------------------|-------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                     |                                                                             | Value            | Value            | Value                      | Target                     | Target            |                                                                                       |                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|    | Level of engagement with city marketing campaigns                           | 89,325           | 119,996          | 176,633                    | 101,895                    | 106,990           |    |    | Reflects the final phase of the Put Dundee on Your Map city marketing campaign (1,200) plus engagement with native content on One City Many Discoveries' Meta social media channels content interactions 24,000).<br><br>There was significant engagement over the Christmas period with events taking place in the city centre.                                                                                                                                                                                                                              |
|  | Number of living wage accredited employers based or headquartered in Dundee | 128              | 126              | 118                        | 131                        | 136               |  |  | This financial year, eight new organisations joined the network, collectively employing 137 staff and uplifting 58 to the real Living Wage. There are also six accredited Living Hours employers in the city, demonstrating continued commitment to fair work despite ongoing economic challenges.<br><br>At the end of 2025/26, there were 118 accredited Living Wage employers in Dundee, who have collectively uplifted 2,062 staff to the real Living Wage. These employers collectively employ 43,578 staff who are covered by a Living Wage commitment. |

|                                                                                   | Action Title                                                | Progress Bar               | Due Date    | Latest Update                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------|----------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Implement the next phase of the city marketing campaign     | <div><div>100%</div></div> | 31-Mar-2024 | Completed March 2024.                                                                                                                                                                                                                                                                                                                                                                                                    |
|  | Increase the impact of the Dundee Living Wage City campaign | <div><div>85%</div></div>  | 31-Mar-2028 | Work to strengthen the Dundee Living Wage City campaign continues to progress well. Engagement meetings with key partners have now been completed, helping to shape targeted activity for the coming year. We continue to work closely with the Living Wage Action Group and NHS Tayside to support further accreditations across priority sectors and maintain momentum following the success of Living Wage Week 2025. |



## Tackle Climate Change and Reach Net Zero Emissions by 2045

|                                                                                   | Performance Indicator                 | Yr -2<br>(23/24) | Yr -1<br>(24/25) | Current<br>Year<br>(25/26) | Current<br>Year<br>(25/26) | Year 4<br>(26/27) | Short<br>Term<br>Trend                                                              | Long<br>Term<br>Trend                                                               | Latest Update                                                                                                                                                                   |
|-----------------------------------------------------------------------------------|---------------------------------------|------------------|------------------|----------------------------|----------------------------|-------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                   |                                       | Value            | Value            | Value                      | Target                     | Target            |                                                                                     |                                                                                     |                                                                                                                                                                                 |
|  | Number of Citizens with NEC smartcard | 82,449           | 85,036           | 89,731                     | 93,070                     | 97,723            |  |  | The number of Dundee citizens with an NEC card has increased by approximately 4,700 over the past year. This is a 5.5% increase, compared to a 3.1% increase the previous year. |

|                                                                                     | Action Title                                                          | Progress Bar               | Due Date    | Latest Update                                                                                                                                          |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------|----------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Promote take up of free bus travel on the NEC for all eligible groups | <div><div>100%</div></div> | 01-Apr-2025 | Completed June 2025.                                                                                                                                   |
|  | Work with partners to explore a digital NEC                           | <div><div>75%</div></div>  | 31-Mar-2028 | Transport Scotland are scoping their digital strategy. Key NEC stakeholders are aligned on the direction and desire to develop a digital NEC solution. |



## Building Resilient and Empowered Communities

|   | Action Title                                               | Progress Bar               | Due Date    | Latest Update                                                                                                                           |
|---|------------------------------------------------------------|----------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| ✓ | Improve inclusivity in our corporate communications.       | <div><div>100%</div></div> | 31-Mar-2024 | Completed January 2024.                                                                                                                 |
| ▶ | Co-ordinate and administer the Community Regeneration Fund | <div><div>95%</div></div>  | 31-Mar-2028 | By 31st March 2026, £427,911 of the CRF budget for the year had been allocated. This is 94.6% of the annual revenue budget of £452,226. |



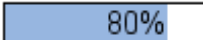
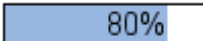
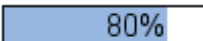
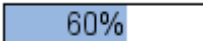
## Designing a Modern Council and Transformation

|   | Performance Indicator                                                               | Yr -2<br>(23/24) | Yr -1<br>(24/25) | Current Year<br>(25/26) | Current Year<br>(25/26) | Year 4<br>(26/27)       | Short Term Trend | Long Term Trend | Latest Update                                                                                                                                          |
|---|-------------------------------------------------------------------------------------|------------------|------------------|-------------------------|-------------------------|-------------------------|------------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                                                                                     | Value            | Value            | Value                   | Target                  | Target                  |                  |                 |                                                                                                                                                        |
| ✓ | % City Plan indicators improving or maintained                                      | 63%<br>(2022/23) | 63%<br>(2023/24) | 67%<br>(2024/25)        | 67%<br>(2024/25 target) | 68%<br>(2025/26 target) | ↑                | ↑               | At the time of preparing this report, the annual City Plan progress report for the financial year 2025/26 is being drafted.                            |
| ✓ | Percentage of Council Plan Performance Indicators that are maintained and improving | 77.3%            | 68.2%            | 68.2%                   | 68%                     | 69%                     | ▬                | ↓               | The Council Plan Annual Report 2025/26 was approved by the City Governance Committee on 22 <sup>nd</sup> June 2026. This was the fourth annual report. |
| ✓ | Average daily website page view numbers                                             | 16,843           | 16,258           | 16,819                  | 15,395                  | 16,165                  | ↑                | ↑               | Website visitor numbers increase by 3.5% over the previous year. This indicator has exceeded its target for the past 4 years.                          |
| ✓ | Number of engagements on Facebook per month                                         | 20,800           | 42,229           | 77,503                  | 22,030                  | 23,341                  | ↑                | ↑               | Engagement levels continue to surpass annual target, with an 83.5% annual increase.                                                                    |
| ✓ | Number of Social Media Followers                                                    | 85,646           | 90,901           | 97,899                  | 88,200                  | 92,160                  | ↑                | ↑               | The number of followers on social media continues to increase year on year.                                                                            |

|                                                                                     | Performance Indicator                                                                      | Yr -2<br>(23/24) | Yr -1<br>(24/25) | Current<br>Year<br>(25/26) | Current<br>Year<br>(25/26) | Year 4<br>(26/27) | Short<br>Term<br>Trend                                                                | Long<br>Term<br>Trend                                                                 | Latest Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------|------------------|----------------------------|----------------------------|-------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                     |                                                                                            | Value            | Value            | Value                      | Target                     | Target            |                                                                                       |                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|    | % of FOI requests where response sent to Information Governance within 10 days (CEXs)      | 95.1%            | 96.8%            | 98.2%                      | 100%                       | 100%              |    |    | During 2025/26 there were 109 FOI requests for Chief Executive's Services. 107 were responded to within 10 working days, giving a total 98.2% of responses issued within target timescales. The remaining 2 were responded to within 15 days so within the 20 days target.                                                                                                                                                                                                                                                                                                                                                                 |
|    | % of stage 1 complaints responded to within target or agreed extended timescales (Council) | 70.7%            | 81.8%            | 59.5%                      | 90%                        | 90%               |    |    | In 2025/26 there were a total of 820 stage 1 complaints, an increase from 687 in 2024/25. 488 of these were responded to within the 5-day target or agreed extended timescale.                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|    | % of stage 1 complaints responded to within target or agreed extended timescale (CEXs)     | 100%             | 100%             | 100%                       | 100%                       | 100%              |    |    | There were no stage 1 complaints for the service during this period.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|   | Average number of working days lost through sickness absence per FTE employee in CEXs      | 2.1              | 5.6              | 5.1                        | 3.0                        | 3.0               |   |   | <p>The annual average of days lost to sickness absence over the 2025/26 period was 5.1. This is a small improvement from 2024/25. There has however been a month-on-month decrease for this since October 2025, reducing from 5.67 in October 2025 to 3.23 in March 2026. The most recent available data for June 2026 shows that this has improved further to 1.85 days, so now well below the target set by the service.</p> <p>Care should be taken in analysing this indicator, as there are a relatively low number of employees in the service and even a single long-term absence can have a significant impact on the average.</p> |
|  | % of employees who have had 'Quality Conversation' reviews                                 | 65.0%            | 69.2%            | 63.2%                      | 90%                        | 90%               |  |  | The proportion of employees who had a Quality Conversation in calendar year 2025 was 63.2%.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

|   | Action Title                                                                                                                                                              | Progress Bar               | Due Date    | Latest Update            |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------|--------------------------|
| ✓ | Complete review and implement changes to the structure and operation of the Dundee Partnership                                                                            | <div><div>100%</div></div> | 31-Dec-2023 | Completed December 2023. |
| ✓ | Embed the culture of regular performance reporting and use of the corporate performance system across the Council                                                         | <div><div>100%</div></div> | 30-Jun-2025 | Completed April 2024.    |
| ✓ | Review our workforce data and ensure that succession planning arrangements to ensure that sufficient resources are in place to work on Council and our service priorities | <div><div>100%</div></div> | 31-Mar-2024 | Completed October 2024.  |
| ✓ | Develop real time monitoring data e.g., active travel and city centre footfall                                                                                            | <div><div>100%</div></div> | 01-Apr-2024 | Completed July 2024.     |
| ✓ | Provide training and quality assurance for the corporate complaints system.                                                                                               | <div><div>100%</div></div> | 31-Mar-2027 | Completed April 2025     |
| ✓ | Ensure new software is developed and implemented to manage the complaint handling procedures and reporting requirements                                                   | <div><div>100%</div></div> | 31-Mar-2024 | Completed April 2025     |
| ✓ | Update and publish a new Performance Management Framework                                                                                                                 | <div><div>100%</div></div> | 31-Oct-2024 | Completed June 2025      |
| ✓ | Publish a new About Dundee using the latest Census data and launch with census briefings and training                                                                     | <div><div>100%</div></div> | 31-Dec-2024 | Completed July 2025      |

|   | Action Title                                                                                                                                                                                                       | Progress Bar               | Due Date    | Latest Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ✓ | Promote the use of the new Local Government Benchmarking Framework dashboard across the Council                                                                                                                    | <div><div>100%</div></div> | 31-Mar-2026 | Completed October 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| ✓ | The reporting of the Transformation Programme within the Council Plan will be enhanced to provide more detail for elected members and the public. This will include publicly available information on the website. | <div><div>100%</div></div> | 31-Dec-2025 | The Council Plan 2022/2027 mid-year progress report was approved by the City Governance Committee on 17 November 2025 (report 326-2025 refers). The transformation element of this report was more detailed than in previous reports and this progress was also shared on the latest news pages of both the website and the Transformation SharePoint. We will continue to add news articles regarding the programme as the need arises. The Council Plan annual progress report in June 2026 also featured detailed progress on the Transformation Programme, and future progress reports will continue to provide this. |
| ✓ | Expand the use of Power BI across the Council                                                                                                                                                                      | <div><div>100%</div></div> | 31-Mar-2026 | Following the closure of the ERDF Smart Cities Open Data initiative where funding for initial training and licenses of Power BI came from there is no further work by the service on this. Further licenses since then procured by Corporate Services, the digital plan incorporates development and use of analytic software/skills.                                                                                                                                                                                                                                                                                     |
| ✓ | Review arrangements for reporting of financial savings linked to the transformation programme to more clearly show how the programme supports the budget setting.                                                  | <div><div>100%</div></div> | 31-Dec-2025 | This review has been completed and will be deployed in 2026/27. Work has taken place to ensure that any transformation work undertaken that generates financial savings is attributed accordingly. This will also be included in the Annual Council Plan report.                                                                                                                                                                                                                                                                                                                                                          |
| ✓ | Continue to roll out the new approach to benefits tracking to ensure benefits trackers are compiled at the start of new transformation projects.                                                                   | <div><div>100%</div></div> | 30-Jun-2026 | Following a request, copies of the revised project brief and benefits management guidance have been shared with Audit Scotland who have confirmed the action can be completed.                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| ▶ | Promote applications for national awards (in particular, the COSLA Excellence Awards and Scottish Public Service Awards)                                                                                           | <div><div>90%</div></div>  | 30-Jun-2028 | This is an ongoing action. Council services are encouraged to submit awards nominations for a number of local and national award schemes, such as SURF awards, COSLA Excellence, SPSA. During 2025/26 Dundee City Council was successful in securing a number of local and national awards: <ul style="list-style-type: none"> <li>Derby Street development has been named a winner at the Dundee Civic Trust Awards.</li> </ul>                                                                                                                                                                                          |

|                                                                                     | Action Title                                                                                                                            | Progress Bar                                                                        | Due Date    | Latest Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                     |                                                                                                                                         |                                                                                     |             | <ul style="list-style-type: none"> <li>Dundee City Council (Procurement) won the “Excellence in Social Value Award” category at the GO Awards Scotland.</li> <li>Our Lady’s RC Primary School and St Mary’s RC Primary School achieved UNICEF Gold Rights Respecting School Awards.</li> <li>Rosebank Primary School has become the first primary school in Dundee to achieve the Education Scotland’s STEM Nation Award.</li> <li>The Local Fairness Initiative was the winner of the COSLA Excellence award in the SOLACE Best Team Award category.</li> <li>The Family Empowerment initiative was also successful in the COSLA Excellence awards in the Strengthening Communities and Local Democracy category.</li> </ul>                                                                                                            |
|    | Ensure service budgets are actively monitored and agreed savings delivered                                                              |    | 31-Mar-2028 | Regular financial monitoring undertaken with our service accountant and service management team. Variances are investigated and remedial action taken as appropriate. Recent training on the financial systems was undertaken by the service management team and appropriate officers. Savings agreed are monitored to ensure they are delivered.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|    | Continue to monitor financial impacts on cultural organisations, we support financially                                                 |    | 31-Mar-2028 | Annual process in place for information gathering on financials, visitors, funding and recovery plans. This was completed in Oct 2025. Meetings are held, as appropriate.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|    | Administer the Change Fund to grow the number of successful ideas to generate efficiency savings and projects that deliver efficiencies |    | 31-Mar-2028 | The Change Fund continues to be monitored by the Transformation Programme Manager and Finance colleagues. Meantime, discussions are ongoing to identify new ideas for transformation and board members have been reminded that change fund monies can be used to deliver efficiency savings.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|  | Lead the next phase of the Transformation Plan to Design a Modern Council.                                                              |  | 31-Mar-2027 | <p>A review of the Transformation Programme continues to identify those projects that are complete, now considered business as usual or need to continue. Bi-monthly reports continue to be presented to the Transformation Board.</p> <p>A comprehensive update on the work and projects in the Transformation Programme was included in the Design a Modern Council section in the recent Council Plan Annual Progress Report agreed at City Governance Committee on 22 June 2026 (<a href="#">Report No. 126-2026</a>).</p> <p>The Improvement Service recently launched a Duties and Powers Portal is to be used as an information source to help services to identify new opportunities for transformation. Consideration is being given as to how this and other service standard information links to other data to provide a</p> |

|  | Action Title | Progress Bar | Due Date | Latest Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--|--------------|--------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |              |              |          | <p>more in-depth understanding of service provision and where there may be opportunities for transformation. The portal brings together, in one place, the statutory duties and powers held by Scottish local authorities. It is intended to make the legislative landscape easier to navigate and to provide a shared, consistent foundation to support service improvement and transformation activity.</p> <p>IS/SOLACE Transformation Programme – in addition to the above portal (part of workstream 2), there are discussions ongoing regarding potential projects (e.g. facilities management) and shared services. DCC will continue to engage with this work via senior officer meetings and the Change Managers network with updates provided to the Transformation Board on a regular basis. There is also a watching brief on workstream 1, officer-led whole system dialogue on public service reform.</p> |

## Communications Strategy 2022/27 – Action Plan Updates

### Communication Strategy Action Plan 25/26

| Action                                                                                                                                                            | Area                     | Responsibility                                       | Measure/KPI                                                                              | Progress                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| Relaunch of an updated OneDundee Intranet.                                                                                                                        | Internal communication   | Communications Manager, IT                           | Site is fully launched with positive feedback and maintained pageviews                   | Complete                                                                           |
| Review of KPI for City Marketing in light of budget changes and new tourism strategy. Working with stakeholders to grow organic engagement.                       | City marketing           | Communications manager                               | KPI now reflects only organic activity undertaken on One City, Many Discoveries channels | Complete                                                                           |
| Grow the use of WhatsApp Channels as a means of quickly “broadcasting” important information during an emergency.                                                 | Crisis communications    | Communications manager                               | 1200 followers of channel                                                                | Partially complete – channel has approx. 700 followers                             |
| In conjunction with IT and services, undertake a review / rationalisation of council-hosted websites to ensure best use of resources and maximum audience impact. | Digital and social media | Communications manager, IT manager, service managers | Reduce number of websites by appropriate amount                                          | Ongoing – reviews for website requests now discussed between IT and communications |