

REPORT TO: CITY GOVERNANCE COMMITTEE – 24 AUGUST 2026

REPORT ON: CITY DEVELOPMENT SERVICE PLAN UPDATE 2023–2028

REPORT BY: EXECUTIVE DIRECTOR OF CITY DEVELOPMENT

REPORT NO: 188-2026

1 PURPOSE OF REPORT

- 1.1 To update elected members on progress made during financial year 2025/2026 in relation to the City Development Service Plan for 2023 - 2028.

2 RECOMMENDATION

- 2.1 It is recommended that the Committee notes the progress summarised in Section 5 and approves the attached progress report.

3 FINANCIAL IMPLICATIONS

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

4 BACKGROUND

- 4.1 In April 2025, Elected Members endorsed the Council's Performance Management Framework (2025-28) (Article V of the minute of the meeting of City Governance Committee on 21 April 2025, Report No: 66-2021, 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 City Development will contribute to improving outcomes.
- 4.3 The City Development Service Plan Report 295-2024 (approved by the City Governance Committee on 2 December 2024 – Article VI refers) sets out the strategic direction for the service over a five-year period from financial years 2023/2024 to 2027/2028 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 PROGRESS SUMMARY

- 5.1 The report attached as Appendix 1 is the third annual progress report in relation to this Service Plan and covers performance for financial year 2025/2026. This report 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. 85% of the indicators in the plan have improved or been maintained since the last progress report.

- 5.2 The service continues to make good progress towards the key priorities during the third year of the plan with 7 actions complete and 14 on schedule for completion by the due date.

6 POLICY IMPLICATIONS

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

7 CONSULTATIONS

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

8 BACKGROUND PAPERS

- 8.1 None.

Robin Presswood
Executive Director of City Development

Dundee City Council
Dundee House
Dundee

RP/JB/KM

16 July 2026



City Development Service Plan Update 2023 - 2028



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ROBIN PRESSWOOD - EXECUTIVE DIRECTOR OF CITY DEVELOPMENT

Update

This Service Plan sets out the key priorities for the coming five years, providing a more detailed overview of the work of the three services which comprise City Development – Sustainable Transport and Roads; Design and Property; and Planning, Economic Development and Regulatory Services and is aligned with the priorities set out in the Council Plan 2022-2027:

- Deliver Inclusive Economic Growth
- Build Resilient and Empowered Communities
- Transition Net Zero
- Design a Modern Council
- Communications

City Development manages the Council's corporate property portfolio and lead a number of important statutory functions including Planning, Building Standards, Environmental Health and Trading Standards. We have the enviable reputation as having one of the greenest Council vehicles fleets, led by our Fleet Team, and we are setting new records for attracting investment in active and sustainable travel. Our multi-disciplinary approach, with strong in-house Architectural Services and City Engineer have a long track record of success, with a common goal of creating jobs, raising the quality of life and improving the environment in the city

The Service Plan incorporates a Workforce Plan to ensure that we have the right people, in the right place, at the right time and who have the right skills, knowledge and attitudes to provide services confidently, competently and in partnership.

City Development leads the transformation of the city's economy, built environment and transportation. We lead the £1.6 billion redevelopment of Dundee's Waterfront, work with the business community to increase employment, support people into employment through Discover Work, market opportunities through Invest in Dundee, and implement a range of projects and initiatives to respond to the challenges facing the city centre.

Dundee's economy continues to develop despite the challenges of the pandemic. We work closely with both local Universities and Dundee and Angus College, and they support development into a skills and tech led economy with world-class research in sectors such as Life Sciences. Growth in tourism and low carbon industries ensure that there are job opportunities for those without Higher Education qualifications, and our employability programmes are supporting significant numbers of clients back into the workplace.

The £700m Tay Cities Region Deal Programme Management Office (PMO) is hosted by Dundee City Council as the Accountable Body. It sits within City Development. The Deal will transform the Region's economy with investments targeted across a range of sectors and initiatives.

We Benchmark against other Local Authorities, develop digital platforms and increase the transparency and accessibility of City Development held data, all driving forward continuous service delivery improvement.

PRIORITIES ARE ALIGNED TO THE COUNCIL PLAN PRIORITIES BELOW



KEY PERFORMANCE INDICATORS SUMMARY 2025/2026

Status of Key Performance Indicators compared to our Targets

Best Compared to Target	Furthest Away from Target
Percentage of Category 1 potholes repaired within target time	Median Earnings of Total Resident Workers as a Percentage of Scottish Average
Number of publicly accessible EV charge points	Number of workless households in Dundee.
Cost of maintenance per km of roads	Proportion of people earning less than the Living Wage
Number of road and safety defects per annum	
Proportion of internal floor area of operational buildings in satisfactory condition	

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

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

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JAMES MULLEN - HEAD OF SUSTAINABLE TRANSPORT & ROADSUpdate

The Sustainable Transport & Roads service is responsible for ensuring the safe movement of goods and people allowing for economic and social development within the city.

As part of this responsibility the service undertakes management and maintenance of the Council's transport assets which include vehicles, roads, street lighting, car parks and traffic signals, to ensure safe and efficient access to users.

The service's core objectives are aligned to delivering a transition to sustainable forms of transport including an increase in active travel and low carbon transport. The service is delivering these objectives through promotion of low carbon transport, smart mobility and sustainable travel options, and building the associated infrastructure to support the requirements of future transport networks.

Sustainable Transport and Roads indicators show generally positive performance across road safety, maintenance, active travel and EV infrastructure.

Category 1 pothole repairs remain strong, with 96% completed within target timescales. Road condition has also improved, with the proportion of the network that should be considered for maintenance treatment reducing from 28.5% to 26.3%, however, this still remains a significant proportion of the network and highlights the need for continued investment.

The number of publicly accessible EV charge points has increased significantly from 230 to 405 following completion of the Bell Street Green Transport Hub.

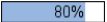
Active travel as a proportion of trips to work has increased, and journeys to work by public or active transport have risen from 31% to 36%. Although this remains below target, Transport Scotland funding is supporting design work to improve active travel infrastructure and deliver bus priority measures on key strategic transport corridors identified in the Council's approved Sustainable Transport Delivery Plan.

Key achievements include the completion and opening of the Bell Street Green Transport Hub in December 2025, alongside significant progress on sustainable transport projects, including the transformation of Union Street, which is now underway and due for completion later this year.

While traffic accidents declined overall in 2025/2026, reaching the goal of zero serious injury casualties by 2050 will require continued focus and investment among stakeholders. The 20mph programme is now 50% complete and will reach 60% completion once the current year's zones are delivered.

The tables below provide an update on progress towards targets and the actions being undertaken within the Division.

Traffic Light Icon	Indicator	2024/25 Value	2025/26 Value	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note
✔	Percentage of Category 1 potholes repaired within target time	94.5%	96%	96%	90%	↑	↑	
✔	Percentage of the road network that should be considered for maintenance treatment.	28.5%	26.3%	26.3%	27%	↑	↑	2025/2026 SRMCS Survey
✔	Statutory Undertakers' performance	98%	90%	90%	90%	↓	↓	
✔	Number of road and safety defects per annum	13,984	12,379	12,379	13,984	↑	↑	
✔	Cost of maintenance per km of roads	£15,606.00	£14,616.00	£14,616.00	£15,000.00	↑	↑	
✔	Number of road accident casualties	136	121	121	Annual Decrease	↑	↑	
✔	Public EV Charging (KwH)	2,852,198	2,234,117	2,234,117	2,000,000	↓	↓	
▶	Number of publicly accessible EV charge points	230	405	405	450	↑	↑	
▶	Percentage of journeys to work made by public or active transport	31%	36%	36%	40%	↑	↑	

Status Icon	Action	Progress Bar	Due Date	Latest Note
	Provide an enhanced active travel and cycle network (Broughty Ferry to Monifieth)		01-Apr-2026	Project Complete
	Deliver the creation of a low carbon multi-modal transport hub in the northeast quadrant of the city centre		31-Mar-2028	Project Complete
	Reduce the number of casualties from road accidents.		31-Mar-2026	Progress will be reported to Committee on an annual basis as part of the Annual Road Safety Report.
	Expand the rollout of "safer school streets" initiative		31-Mar-2027	Action now complete. Active Travel Officers continue to support School Streets with a variety of behaviour change measures at the 13 schools which are taking part.
	Maintain road conditions at a steady state.		31-Mar-2028	
	Expand the provision of electric vehicle charging infrastructure		31-Mar-2028	Contract for additional EVIF on-street chargers to be retendered later in the year

AREAS FOR IMPROVEMENT 2025/2026 AND IMPROVEMENT ACTION PLAN

Action/PI to be Improved	Planned improvement activity	Lead Officer	Target Completion Date
Percentage of journeys to work made by public or active transport	Further development of cycle route infrastructure and bus priority measures as identified in the Sustainable Transport Delivery Plan 2024-2034.	Head of Sustainable Transport & Roads	2034
Cost of maintenance per km of roads	Maintain expenditure to under £15,000 per km per annum.	Road Maintenance Partnership Manager	2027/2028



NEIL MARTIN - HEAD OF PROPERTY & DESIGN

Update

- Continuing the property rationalisation programme to reduce the number of properties occupied by the Council.
- As the lead on supporting commercial activity for the Council, we have a key role to play in bringing new attractions and developments across the city. We will work to secure investment and create jobs to enhance the urban and natural environment of the city.
- Explore opportunities for co-location of Council operations and investigate shared service provision with neighbouring local authorities.
- To maximise efficiency and savings of operational properties through strategic asset management planning.
- Complete letting of James Thomson House office development at Site 6 by securing tenants for ground floor use.
- Support private sector to develop waterfront sites.
- To continue to implement compliance auditing and monitoring of the Council's property maintenance and health and safety workloads.
- The efficient management of the Council's commercial property portfolio to maximise revenue and capital income.
- The development of the Council's land and property assets to promote economic development and job creation within the city.
- Development of energy and carbon management to reduce, and decarbonise energy and water use across its non-domestic operational property estate in line with local and national climate commitments

Traffic Light Icon	Indicator	2024/25	2025/26	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note
		Value	Value					
	Annual emissions from energy use in the Council's property estate in tonnes of CO2 equivalent (tCO2e)	19,174	17,713.05	17,713.05	17,853			The emission from the Council's operational property estate in 2025/26 decreased by 7.6% compared to previous year. The closure of Braeview Academy and Craigie High School continued reduction in the UK grid electricity emission factor and energy efficiency works including efficient heating control has contributed to the reduction. As a full year of data for Drumgeith Campus is not yet available, electricity use and associated emissions will vary results next year. This year's data includes emission from Council EV fleet charging.
	Annual emissions from water use in the Council's property estate in tonnes of CO2 equivalent (tCO2e)	271	72.49	72.49	100			Target has been reduced from 300 tCO2e to 100 tCO2e, as carbon accounting was aligned this year with the Scottish Public Bodies Climate Change Duty (PBCCD) methodology for consistency with other Scottish local authorities and the Council's Sustainability Team. Using PBCCD recommended emission factors resulted in a 73.2% reduction in reported emissions from water use. Previous factors were outdated; applying current DESNZ factors would give emissions of 106 tCO2e (61% lower than last year). However, we are using PBCCD factors for consistency, which are lower due to Scottish Water's more gravity-fed infrastructure. Water consumption across the Council's property estate

Traffic Light Icon	Indicator	2024/25 Value	2025/26 Value	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note
								increased by 9.8% year-on-year, and a review is being carried out to ensure future reduction..
✓	Percentage of commercial properties let versus the total available properties within the Council portfolio	93%	92%	92%	91%	↓	↓	Minimum market direction change
✓	Proportion of operational buildings that are suitable for their current use.	86.22%	86.91%	86.91%	83%	↑	↑	
✓	Proportion of internal floor area of operational buildings in satisfactory condition	81.03%	90.94%	90.94%	88%	↑	↑	

Status Icon	Action	Progress Bar	Due Date	Latest Note
✓	Completion of the remaining development areas within site 6	100%	31 Mar 2028	James Thomson House handover completed. Ground floor units currently being marketed.
✓	Develop a Local Flood Risk Management Plan	100%	30 Jun 2025	Dundee Local Flood Management Plan approved at December 2022 Committee. Angus Council are lead authority and have published Cycle 2 on their website.
▶	Replace Current Asset Management System	20%	31 Mar 2028	Consultant report on market options complete, now looking at tender process and documentation.

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GREGOR HAMILTON - HEAD OF PLANNING & ECONOMIC DEVELOPMENT

Update

- Increase the number of people in Dundee in work to the Scottish average, with a focus on skills development to meet demands on the jobs market and supporting individuals through employability initiatives, recognising existing levels of deprivation across the city will make this challenging
- Progress continues to be made in implementing the long-term City Centre Strategic Investment Plan with a range of public and private investments. The establishment of the City Centre Business Improvement District will bring further investment to support the city centre over the next five years.
- Building on the success of V&A Dundee, we continue to work with partners to take forward proposals for Eden Scotland and improved tourism infrastructure on Dundee Waterfront and elsewhere in the city.
- The review of the Dundee Local Development Plan is progressing in compliance with the Planning (Scotland) Act 2019 and aligned with National Planning Framework 4, supporting sustainable growth and climate objectives.
- Regulatory Services deliver a range of statutory functions including Food Safety, Health and Safety of Commercial Premises, Public Health (which includes Air Quality and Contaminated Land), Environmental Compliance, Civic & Alcohol Licensing, and Trading Standards. Trading Standards protect public health, particularly with young persons, by ensuring local retail premises comply with the requirements of age-restricted sales of tobacco and vaping products.
- Construction is one of the key local sectors and house building numbers is a key measure of how effective we are. By ensuring sufficient land is allocated and appropriate permissions are granted we aim to support the delivery of our target of 480 houses completed each year through support from colleagues across the service.
- The delivery of projects through the Tay Cities Region Deal continues, with the major new development of the Life Sciences Innovation Hub at the Technopole being completed in 2025.

Traffic Light Icon	Indicator	2024/25 Value	2025/26 Value	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note
	% working-age people in employment	69.1%	71%	71%	73.5%			This indicator has been the subject to ongoing monitoring by the Inclusive Economic Growth SLG since the pandemic due to a worrying decline in recent years. Actions to grow the economy and support people back into work have been progressed and it is positive to note that in the last year there has been an increase in this area, albeit the current rate remains below target
	Median Earnings of Total Resident Workers as a Percentage of Scottish Average	91%	87%	87%	96.8%			Median earnings continue to trail the National average by 13 percentage points, reinforcing the need to continue to attract and catalyse quality jobs and invest in skills provision needed to enable Dundee residents to compete in the labour market.
	Total no jobs in tourism sector	9,000			8,700			The data source is NOMIS / Business Register and Employment Register. Data for 2025/26 is unavailable
	Youth unemployment rate (16-24)	28.9%	16.9%	16.9%	18.7%			These figures are based on a small sample size and should be treated with caution. While the year-on-year reduction in Youth Unemployment is welcome, it is unclear whether this is a statistical anomaly or an actual downward trend. Nevertheless, through the Discover Work Employability Pathway the Council and partners have dedicated resources to support young people back into the labour market and

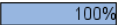
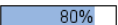
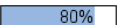
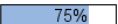
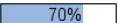
Traffic Light Icon	Indicator	2024/25 Value	2025/26 Value	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note
								will continue to prioritise this alongside delivery of the Step Change for Young Dundonians Youth Participation Improvement Plan.
	Percentage of requests for a building warrant responded to within 20 working days	82%	86%	86%	100%			
	People securing and progressing into employment through the Employability Pathway	725	435	435	450			Based on information available in April 2026, the following high-level summary of impact can be provided for the period 01/04/2024-31/03/2026: • 2513 Customers Supported • 1160 (725 + 435) Customers Supported into Positive Destinations ○ 273 into Further / Higher Education ○ 32 into a Modern Apprenticeship ○ 823 into Employment ○ 32 into Self-Employment There is a known data lag with reporting positive destinations, including employment outcomes, due to the need for evidence to be provided and any positive destination being verified. Additional verified outcomes will be reflected in the cumulative totals in future reports.

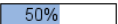
Traffic Light Icon	Indicator	2024/25 Value	2025/26 Value	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note
	Percentage of dangerous building incidents responded to within 24 hours	100%	100%	100%	100%			
	Number of workless households in Dundee.	14,300	12,000	12,000	8,145			There is a time lag in the availability of this data via Nomis. The figures are also based on a small sample-based survey and should therefore be treated with caution. Reducing the number of workless households in the City is a key priority for the Discover Work Employability Service. This is done through addressing the employability needs of individuals and adopting a whole family approach where appropriate and where resources allow.
	Visitor numbers to Dundee (000s)	1,418		1418	1,058			2025/26 STEAM data not yet available.
	Total number of house completions	390	448	448	430			Housing completions exceeded the target with delivery across a variety of tenures and locations, including both social sector and private rented accommodation.
	Number of Business gateway start-ups per 10,000 Population	19.5	18.9	18.9	19.68			There was a small decrease in the number of business gateway start-ups in Dundee in 2025/26, although the contract target for Tayside was met. Performance of the contract is regularly monitored.

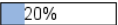
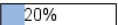
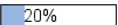
Traffic Light Icon	Indicator	2024/25 Value	2025/26 Value	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note
	Proportion of people earning less than the Living Wage	12	13	13	10.3			The provisional proportion of people earning less than the living wage reported in the ONS Annual Survey of Hours and Earnings 2025 was 13% in Dundee. The family group average from these provisional figures is 12.4%, and Dundee is ranked 3rd in the family group (same as 3rd last year), and 15th nationally (down from 10th last year).
	Town vacancy rates	19.8%	20.3%	20.3%	11.1%			The Dundee City Council SLAED Indicator Return template for 2025/26 stated that the town centre vacancy rate in Dundee City stood at 20.3%. The data source for this performance indicator was shown as Experian. Overall vacancy rate has increased due to key closures in Murraygate ie M&S and High Street. Wellgate vacancy is 35% and Overgate has had significant investment and currently sitting at 8%. The City Centre Strategic Investment Plan acknowledges that there is an over-supply of retail floorspace in Dundee and supports alternative uses for existing retail premises to address this. As most retail property is in private ownership, the Council's role is to facilitate change though regulatory processes.
	New business health and safety intervention visits - percentage achieved	100%	100%	100%	60%			

Traffic Light Icon	Indicator	2024/25	2025/26	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note
		Value	Value					
	Trading Standards Business advice requests - % of requests completed within 14 days of receipt	99.25%	100%	100%	95%			
	Consumer complaints - % completed within 14 days of receipt.	89%	92%	92%	90%			
	Extent to which the planned programme of Trading Standards inspection work (high risk) was completed	100%	86%	86%	92.3%			Staffing challenges led to reduced officer availability for visits. Measures to address this are being implemented.
	% of communicable disease cases and outbreaks investigated within 48 hours of being brought to our attention	100%	100%	100%	100%			All reports attended to within timescale.
	Percentage of food safety and food hygiene complaints and advice requests receiving a response within 48 hours	100%	100%	100%	97%			All service requests were responded to within the timeframe.
	Percentage of food safety inspections completed for risk rated food premises, as per the Food Safety Scotland's Food Law Code of Practice (Scotland).	96%	91%	91%	87%			A total of 807 Food Law Rating Scheme programmed inspections were carried out during 2025/26, achieving an inspection rate of 91%. Measures to address staffing challenges are being progressed.

Traffic Light Icon	Indicator	2024/25	2025/26	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note
		Value	Value					
	Percentage of serious health & safety accidents receiving a response within 48 hours	100%	100%	100%	97%			All reports were assessed within time.
	Percentage tobacco sellers subject to a test purchase operation	10.7%	11%	11%	10%			
	Percentage of tobacco sellers given advice	100%	99%	99%	20%			
	Percentage of Nicotine Vapour sellers test purchased	10.2%	11%	11%	10%			
	Percentage of Nicotine Vapour sellers given advice	100%	100%	100%	20%			

Status Icon	Action	Progress Bar	Due Date	Latest Note
	Identify surface water drainage solutions for key brownfield sites across the city.		31 Mar 2025	Continued partnership working with Scottish Water, reviewed hotspots across the city with possible prioritised actions for improving sewer flow. Few of the brownfield sites sit in public ownership.
	Delivery of business & investor support and engagement across the city.		31 Mar 2027	Council funded Business Gateway Tayside service is meeting all performance targets for support to start-ups and growth businesses. Economic Growth Team has facilitated investment enquiries and is engaging with key companies through its relationship management approach. Financial support through the Dundee Business Growth and Innovation Grant (BGIG) continued to be available in 2025/2026.
	Support our Key City Growth Sectors		31 Mar 2027	A range of work is being undertaken to support sector growth. This includes a focus on digital including digital skills which are benefitting from a £4m investment across the region through the Tay Cities Deal Skills Programme. Tay Cities Deal investment supported the Life Sciences Innovation Hub at the Technopole which was completed in Spring 2025. Development of a Life Sciences Innovation District is underway overseen by a Board that will build upon the Tay Cities Deal investment to unlock further life sciences sector growth in Dundee. Through UK Shared Prosperity Funding the Council has supported investment in equipment for the new hub and a proof-of-concept fund.
	Increase the number of start-ups and SMEs in the city and support their expansion		31 Mar 2027	Business Gateway Tayside Service continues to meet or exceed performance targets. UK Shared Prosperity Funding is being used in 2025/2026 to provide digital support to SMEs, provide grant support (Dundee Business Growth and Innovation Grant); and provide SME skills support via D&A College. Two Community Advisers have also been employed using UKSPF to offer outreach support to start-ups and SMEs
	Increase and enhance employment pathways, in particular supporting around 11,000 unemployed or economically inactive people towards job seeking and 16–19-year-olds into positive destinations		31 Mar 2027	A new Employability Pathway programme commenced on 1 April 2024 following a successful outcome to Discover Work's Challenge Fund 2024-2029, which resulted in funding award to All in Dundee – a consortium of Third Sector Employability Providers led by ENABLE Works in partnership with Apex Scotland, Barnardo's, Helm, One Parent Families Scotland, Street League, Volunteering Matters.

Status Icon	Action	Progress Bar	Due Date	Latest Note
				In addition, the Council's Corporate Employability Review concluded with a new approach agreed for the delivery of Council employability support. The Council's new approach was to complement the outcome of the Challenge Fund and further support the vision and goals outlined in the Discover Work Strategy & Action Plan 2022 – 2027. All in Dundee has committed to flexibility, with a desire to deliver services in partnership with the Council including the 'Collaborative and Coordinated' aspects of the Challenge Fund. •
	Deliver the Tay Cities Deal and the Dundee projects supported by the programme.		31 Mar 2032	CyberQuarter and Life Sciences Innovation Hub are the major Dundee projects where capital works have been completed. Under the Culture and Tourism Programme, work on Discovery Point Transformed is progressing and HMS Unicorn Project Safe Haven will bring forward its business case for approval in the next year. Approval has been secured under the Skills Programme for Targeting Hidden Talent, a Dundee led and regionally delivered project offering pre-employability support in some of the region's most deprived communities and it commenced delivery from April 2026. A call for new projects under the Reshaping the Deal workstream closed in March and submissions are in the process of being evaluated.
	Continue to grow the number of jobs within Dundee Waterfront		31 Mar 2027	Construction of the new James Thomson House is now complete. In February 2026, it was announced that Thorntons Law had signed a lease for the top three floors of the building becoming the company's new HQ. N-Able are progressing interest in first and second floors of the building. Marketing of the two-ground floor commercial units is progressing with viewings being conducted. The station unit has also been let.
	Delivery activities that support the recovery of the City Centre and support the development and delivery of a future City Centre Strategy for the 2020 – 2050.		31 Mar 2050	The City Centre Business Improvement District will be established on 1 May 2026 following the successful ballot. Union Street environmental improvement works are underway.

Status Icon	Action	Progress Bar	Due Date	Latest Note
				Planning for a busy summer of events in the City Square and Slessor Gardens is underway.
	Incorporate the 20-Minute Neighbourhood concept into the forthcoming the Local Development Plan		31 Mar 2027	Consultations on Call for Sites and Call for ideas completed by 31 March 2026. Officers now considering these for incorporation in the Proposed LDP.
	Review Dundee Local Development Plan		31 Mar 2028	LDP Evidence Report was approved at Committee in November 2025.
	Identify additional affordable housing sites.		31 Mar 2028	This is being considered through the review of the LDP. Call for Sites consultation complete 31 March 2026.
	Help reanimate vacant places in the city centre and other retail areas		31 Mar 2027	New Openings retail units have opened, including The Works, Overgate; Wendy's, Reform Street; The Enchanted Rooms, Whitehall Crescent; and Riddochs (formerly Casa) and Machair Bakery, Nethergate. The Business Improvement District ballot was successful and will run for a 5-year term.