

REPORT TO: CITY GOVERNANCE COMMITTEE – 18 AUGUST 2025

**REPORT ON: CHIEF EXECUTIVE'S SERVICE PLAN 2023 – 2028
PROGRESS REPORT FOR 2024-25**

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 210-2025

1.0 PURPOSE OF REPORT

To update elected members on progress made during financial year 2024/25 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 second annual progress report in relation to this Service Plan and it covers performance for financial year 2024/25. 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 Plans for 2024/25 and for 2025/26 can be found on pages 10 and 11.

5.2 14 out of the 17 (82%) indicators in the plan have improved or been maintained since the last progress report and 15 of the 17 (88%) are on target or within the 5% target threshold.

5.3 The service continues to make good progress towards the key priorities during the second year of the plan with 15 of the 35 (43%) actions now complete. Ownership of one action has been transferred to Corporate Services. A further 16 (48%) actions are on schedule for completion by the due date, 15 of these are 50% or more complete. The one action which is currently behind schedule is not within the full control of the Council. Developments in relation to a digital NEC are being driven by Transport Scotland. There are three new actions added as a result of the Best Value Thematic report agreed at Scrutiny Committee on 25 June 2025, these are the actions showing as less than 20% (red).

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

5 AUGUST 2025

ANDREA CALDER
HEAD OF CHIEF EXECUTIVE'S SERVICE



Chief Executive's Service

Performance Report 2024/25

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).

A revised Performance Management Framework (2025/28) was approved at City Governance Committee in April and is being deployed across all service areas. The framework identifies which strategic plans are in scope and sets out standards for performance reporting.

The third annual report was prepared on the **Council Plan** setting out progress during 2024/25 and considered by the City Governance Committee in June 2025. The next six-monthly progress report for 2025/26 (Year 4) will be considered by Committee later this year.

The third annual report on the City Plan is also being prepared and will be considered by the Dundee Partnership in September 2025. This will subsequently be reported to the City Governance Committee in October 2025.

Best Value

A report by the Accounts Commission on their findings on a best value thematic review of the Council's progress with transformation stated "The transformation programme is well resourced and there are planned improvements in the development of new transformation projects with clear criteria being set and new monitoring arrangements for them. The council has robust officer-led governance arrangements in place through its Transformation Board". An improvement action plan sets out how the Council will respond to the three recommendations and details what action we will take, identifies the responsible officers and dates for implementation. The agreed actions to respond to the recommendations have been added to this service plan and progress will be monitored and reported on through this Service Plan until complete. The first update on progress with the recommendations will be provided in the next mid-year service plan report around November 2025.

Fairness

The eighth 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 23 June 2025 (Report No. 191-2025).

The report reflected the work undertaken by the Dundee Partnership aimed at addressing poverty and its wider societal impacts on our communities. The annual report tracked performance with the indicators set in the Fairness Plan, compared to the previous 3 years, and compared to the year 3 target. It also included progress made on each of the actions in the Plan during 2024/25. It showed that the Dundee Partnership continues to take extensive action to reduce poverty and mitigate the impact experienced by families, children, individuals, and communities. Within the report, the summary of the Fairness and Child Poverty Plan performance by priority theme reported that, overall, 24% of the performance indicators in the Fairness Plan are on or within 5% of the target. Furthermore, it reported that 72% of performance indicators have improved over the previous year.

In their report in April 2025, the Co-Chairs of the Fairness Leadership Panel stated "People are starting to notice what we are trying to achieve here in Dundee. The respected Joseph Rowntree Foundation studied our work and produced a briefing called [Alternative voice: inclusive decision-making empowering Dundee's community](#). As a result, we recently attended a national conference held in Dundee to highlight our approach and encourage other areas to commit to genuinely listening to and collaborating with local experts from experience".

The **Fairness Leadership Panel** held its third Annual Conference in November 2024. These conferences help the Panel share key issues they have focused on over the past year and hear from a cross section of sectors about current issues and concerns. The importance of the subject was reflected in the excellent attendance from local communities; local and neighbouring councils; NHS and Public Health; local employability services; third sector organisations and charities; local housing associations; Scottish Government; Social Security Scotland; faith communities; further education; and the Arts. There were also representatives from funders, the Robertson Trust and the National Lottery; and the local Northwood Charitable Trust.

Efforts continue to support communities who are experiencing the worst impacts of the ongoing cost-of-living crisis that is exacerbating all aspects of poverty in our disadvantaged communities. The Child Poverty/Employability Pathfinder has expanded from Linlathen to Mid-Craigie, Douglas and Stobswell West, supporting the development of multi-agency advice hubs. Despite economic challenges, the number of Living Wage accredited employers in Dundee continues to grow, supporting efforts to reduce in-work poverty. The take up of free school meals continues to rise and a pension credit uptake campaign secured £2.8 million for Dundee citizens. Schools are sensitively providing stigma-free access to cosy clothes and food larders and proposals to embed a welfare rights service for Care Experiences Young People have been agreed and are being implemented. The What Matters to You Initiative is operating in 3 communities and is to be expanded to all wards including Community Cafes and a Make it Happen Fund.

In 2024/25 the capital element of the Community Regeneration Fund was transferred to Communities to manage. The Dundee Partnership Team (DPT) continues to coordinate and administer the revenue element of the fund. A total of £448,779 was allocated, with £3,447 remaining. The allocations from March 2024 to March 2025 are made up of:

- 129 Small Grants totalling £250,038.
- 34 Youth Inclusion grants totalling £198,741.

Equalities

The Council's 2025-29 Mainstreaming Equality Report (122-2025) was approved by City Governance Committee on 21 April 2025 (Article XI of the minute refers).

Overall, Dundee City Council made good progress in mainstreaming its equality outcomes for 2021-2025 into its everyday practice. Of the 87 individual specific actions, 78 have been fully completed with the remaining nine actions having a completion rate of between 40% and 85%. These outstanding actions have been incorporated and will be progressed within the new 2025-2029 plan.

In developing the proposed equality outcomes and action for 2025-2029, the Council consulted with key equality groups from across the city and specific feedback was provided. This feedback has helped shape the outcomes and actions. The Council will continue to meaningfully engage with relevant stakeholders and individuals with protected characteristics, to ensure that we achieve our outcomes as set out in this plan.

The proposed new Equality Outcomes for 2025-2029 include data and equalities information, inclusive communication, lived experience, council workforce and education.

Communications

The past six months have seen a continued focus on delivering impactful and inclusive communications, both in the way information is conveyed and, in 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 over 94,000 users – a 6% increase in the past six months alone. For context, the equivalent figure in 2020/21 was around 67,000. Core platforms are Twitter, Facebook, LinkedIn and Instagram, but TikTok and BlueSky are also supported and WhatsApp has been established as a broadcast channel.

Around half a million pages are viewed on the corporate website every month. The website newsroom run by the communications team is one of the most popular areas of the site, with almost 200,000 page views over the past year.

The winter 24/25 phase of the tourism focused 'Put Dundee on Your Map' delivered excellent, cost-effective visibility. It resulted in around 6.1 million impressions and almost 2 million completed video views. Engagement (not including video views) has also grown over the past year and has surpassed expectations and industry standards. The final planned phase of the campaign has been launched for summer 2025.

Good progress has been made on public engagement. A budget consultation exercise held in November and December 2024 received 3571 responses – more than treble the previous year's total. A number of other consultations, ranging from school estate changes to leisure and culture services, have also been promoted.

Other major communications campaigns included supporting the development of the Drumgeith Community Campus and Greenfield Academy, raising awareness of the Dundee Climate Fund and various elements of the Take Pride in Your City/Community campaign, as well as continued signposting to ongoing Cost of Living support. The page set up as a single source of Cost-of-Living help has now been viewed 54,678 times.

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. Use of the On The Move Version has grown significantly in recent months, reaching numbers of employees not seen since the early days of the Covid pandemic. An average of 33,700 On the Move page views were recorded per month in 2024/25, compared with 16,000 over the previous 12 months. Total page views per month averaged 120,000 – the equivalent of more than 17 page views per employee per month. A redesign of OneDundee will be launched soon.

Transformation

The service continues to promote the Transformation Programme in several ways. A Sharepoint site has been set up to provide general information, theme and project details, resources, documents and latest news. Updates on the programme and how employees can get involved have also been shared via the Chief Executive's video blog.

Actions from the Internal Audit report on 'Service Design and Business Improvement' have been progressed over the past six months. These actions include reviewing our approach to project management, including the development of a project life cycle and a review of our approach to benefits identification and realisation and how resource transformation projects moving forward, including training.

Trackers are now in place for all transformation projects that are in progress. A skills and training document has been prepared to capture the core skills that project sponsors may wish to consider when identifying project team members and the resources, support and/or training available to address any knowledge gaps. A Transformation Programme delivery timeline has been created, and work is ongoing to revise our Service Design methodology.

A review of the Transformation Programme governance has been undertaken and agreed. This follows the establishment of thematic boards empowering lead officers to deliver transformational change at pace while ensuring effective governance and consistency of reporting.

National Entitlement Card in Dundee Update

At the end of year 2024/25, there were 85,036 citizens in Dundee with an NEC smartcard, an increase of 2,587 from 2023/24. 79% of Under 22s have an NEC card for 5-21-year-old free bus travel, which has increased from 75% from last year. Over 10 million free bus journeys have been taken by the U22s residents of Dundee since the scheme began in 2022. In our annual survey of Dundee young people, over 1,300 respondents told us how free bus travel is positively impacting them, with 79% telling us they use the bus at least once the week, including 62% who use it most days, and 34% using bus travel everyday with their pass. As a result of free bus travel, 90% 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 supporting and developing their independence, increasing the time they spend with family and friends, increasing leisure and learning activities, and increasing the indoor and outdoor activities they take part in.

National Entitlement Card Programme Office (NECPO)

The National Entitlement Card (NEC) is Scotland's National Smartcard, offering access to many public services across the country for all 32 local authorities. The NECPO team collaborated with Young Scot and the Improvement Service to support the development and launch of the YS Mobile App in February 2025. Available on both Apple and Android platforms, the app enables Young Scot members to engage with services such as discounts, rewards and competitions. The app includes a digital version of the Young Scot NEC, allowing user to access offers across Scotland and find discounts relevant to their location or travel plans. Although the YSNEC must be linked to the app, the app itself does not provide access to free bus travel. Replacement cards can also be requested directly from the app.

NECPO supported Transport Scotland's initiative to modernise ferry concessionary travel by introducing smart ferry vouchers, initially rolled out in Orkney and Shetland. These digital vouchers are stored on the National Entitlement Card and Young Scot National Entitlement Card, replacing previously issued paper vouchers. The digital system removes the need for physical vouchers, reduce the risk of losing them and enables easier advance booking of ferry journeys. While initially focus has been on Orkney and Shetland, discussions are underway with Transport Scotland to explore future expansion to the Clyde and Hebridean Isles.

The Card Management System and Card Production Bureau contracts have been extended to October 2027. This extension provides continuity and stability during the final two years of the current agreements, ensuring the necessary time to engage with key stakeholders and collaboratively define the scope for future procurement exercises.

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 2024/25 has been published and is available at: <https://scottishcities.org.uk/wp-content/uploads/2025/07/SCA-Annual-Report-2024-25-1.pdf>.

Chief Executive's Service Overview

Service Priorities are aligned to the Council Plan priorities below:



Key Performance Indicators Summary 2024/25

Status of Key Performance Indicators compared to our Targets

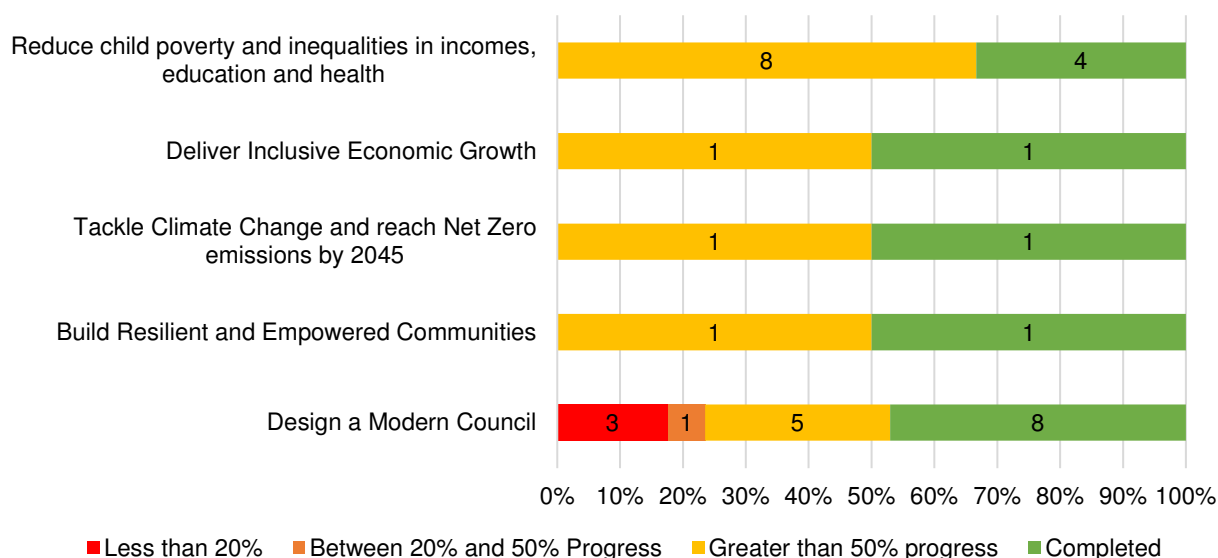
	Best compared to target	Furthest away from target
 12 on target	Number of engagements on Facebook per month (99.5% above target)	% of employees who have had 'Quality Conversation' reviews (18.9% below target)
 3 within 5% of target	% of the Fairness and Child Poverty Plan Indicators Improving (63.6% above target)	% of stage 1 complaints responded to within target or agreed extended timetable (Council) (18.2% below target)
 2 more than 5% from target	Percentage of under 22s saying they did more as a result of the free bus scheme (42.9% above target)	Number of Citizens with NEC smartcard (4.1% below target)

Annual Trend of Key Performance Indicators

	Most Improved PI's	Most Deteriorated PI's
 14 Improving and Maintaining	Number of engagements on Facebook per month (↑103%)	Percentage of Council Plan Performance Indicators that are maintained or improving (↓11.8%)
 3 Deteriorating	% of equality outcomes actions completed (↑66.7%)	Average daily website page view numbers (↓3.5%)
	Average number of workdays lost through sickness absence per FTE employee in CEXs (↑62.5%)	Number of living wage accredited employers based or headquartered in Dundee (↓1.6%)

What Action Will We Take?

Service Plan Actions



Actions which have been completed in the year 2024/25:

- Take up of National Entitlement – Under 22s NEC card for free bus travel
- 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
- Deliver on the Mainstreaming Equalities Report Action Plan
- Ensure new software is developed and implemented to manage the complaint handling procedures and reporting requirements
- Provide training and quality assurance for the corporate complaints system.
- Publish Community Profiles using Census and related data
- Update and publish a new Performance Management Framework
- Promote take up of free bus travel on the NEC for all eligible groups
- Publish a new About Dundee using the latest census data and launch with census briefings and training

Actions which are currently overdue:

- Work with partners to explore a digital NEC (50% complete, due 1st April 2025)

Update on Progress on Previously Highlighted Areas for Improvement

The performance indicators below were highlighted as areas for improvement in the [Mid-year Progress Report](#) which was approved at the City Governance Committee on 8 January 2025. The table outlines the progress made on each highlighted indicator.

Area for Improvement	Progress Made
% City Plan indicators improving or maintained	The % of City Plan indicators which are improving or being maintained has increased from 63% to 67% over the last year. Performance is now above target. At the time of writing this report, the City Plan Annual Report was being prepared and may be subject to change as City Plan indicators are updated.
Number of living wage accredited employers based or headquartered in Dundee	At the end of the financial year 2024/25, there were 126 accredited living wage employers in Dundee who have collectively uplifted over 2,000 staff to the real living wage. These employers collectively employ over 43,600 people who are covered by a Living Wage commitment. The target for living wage accredited employers in Dundee has been reviewed by the Dundee Partnership and has changed to a more realistic and achievable number given the huge challenges in relation to the Cost of Living.
Level of Engagement with City marketing campaigns	Performance has increased significantly over the last year. From just under 90,000 in 2023/24 to just under 120,000 in 24/25. The figures reflect the Put Dundee On Your Map city marketing campaign plus engagement with native content on One City Many Discoveries' Meta social media channels (link clicks and content interactions via Facebook and Instagram). The focus of the Put Dundee on your Map campaign, under the tagline Do It All in Dundee, has switched to video views which are not recorded as "engagements" under this measure. More than 2.5million video views were recorded. The cost-effective delivery means the campaign burst has now exceeded respective targets across all audiences. This has been achieved despite a 50% reduction in the campaign budget.

Areas for Improvement 2025/26 and Improvement Action Plan

Area for Improvement	Planned improvement activity	Lead Officer	Target Completion Date
% of stage 1 complaints responded to within target or agreed extended timetable (Council) (18.2% below target)	Response times have improved from 70.7% (2023/24) to 81.8% (2024/25) over the last year however, performance remains below target. A new complaints system has been implemented and training delivered to	Senior Policy Officer	March 2026

	investigating officers. The process upgrades should support performance improvement and response time trends will be monitored closely.		
% of employees who have had 'Quality Conversation' reviews (17% below target)	The number of quality conversations undertaken with employees within the service has increased from 68.4% (2023/24) to 73% (2024/25) over the last year. The Service Management Team will review completion rates monthly and take any action required to ensure every employee is provided the opportunity to have this dialogue with their line manager.	Head of Chief Executive's Service	March 2026
Percentage of Council Plan Performance Indicators that are maintained or improving (11.8% deterioration)	Although still above target, the number of indicators improving or being maintained has fallen from 77% to 68% over the last year. This is mainly due to many of the indicators being subject to higher targets in year 3 of the Council Plan. Council Leadership Team will continue to review performance of Council Plan indicators regularly and take action to address areas where performance is deteriorating.	Head of Chief Executive's Service	March 2026

Detailed Updates by Priority Theme

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

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

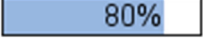
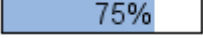
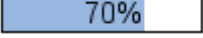
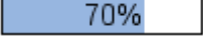
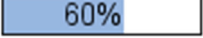
ACTION PROGRESS SYMBOLS AND STAGES EXPLAINED	
	Unassigned – The action has been created on the system but hasn't yet had the required relevant officers assigned to it.
	In Progress - Action is progressing well, on target for achieving all objections set in the initiation phase. 20% - The task is defined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



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

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
✓	% of the Fairness and Child Poverty Plan indicators improving	40%	52%	72%	44%	46.5%	↑	↑	Eighteen 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	39%	60%	100%	100%	100%	↑	↑	All outcome actions from our 2021-25 EQ Mainstreaming Report have been completed. Our new 2025-2029 Mainstreaming Report was agreed on 21 April 2025.
⚠	Percentage of age 5-21 population provided with an NEC Card	67%	75%	79%	82%	86%	↑	↑	At the end of 2024/25, there were 24,302 under 5–21-year-olds with an NEC card which includes free bus travel out of a total 5-21 population of 30,721 (from most recent National Records of Scotland mid-year population estimate for 2023). This is an increase from 23,107 at the end of 2023/24.
✓	Percentage of under 22s saying they did more as result of the free bus scheme (attended educational, healthy, or social activity)	57%	82%	90%	63%	66.5%	↑	↑	From a survey of 1392 responses, 1307 had an NEC for free bus travel. Out of these 1307 young people, 90% said they were able to do more because of it.

	Action Title	Progress Bar	Due Date	Latest Update
✓	Improve access for BSL users in Dundee	100%	30-Sep-2024	Completed July 2024
✓	Take up of National Entitlement – Under 22s NEC card for free bus travel	100%	30-Apr-2026	Completed September 2024
✓	Deliver on the Mainstreaming Equalities Report Action Plan	100%	31-Mar-2025	The current Equalities Mainstreaming Action Plan to 2025 has now been completed and a new Plan for 2025-2029 was agreed by Committee in April 2025.

	Action Title	Progress Bar	Due Date	Latest Update
	Publish Community Profiles using Census and related data		31-Oct-2024	Census Profile produced along with a ward summary, presented to extended CLT session in June 2025. Poverty Profile 2025 produced was presented alongside the Fairness Action Plan report at Committee in June 2025.
	Implement identified areas for improvement of the Integrated Impact Assessment procedures and carry out regular reviews of IIAs		01-Apr-2026	The Community Planning Team, within the Chief Executive's Service are currently working in collaboration with IT to update the online tool and guidance and streamline processes to meet legislative requirements.
	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)		01-Apr-2026	This year's impact survey was well promoted on the Council's social media channels and was directly shared throughout schools by the Education service. As a result, it had a higher number of responses (1392) than the previous year's (1292). The feedback collected gave a useful insight into the impact of free bus travel with a mixture of quantitative and qualitative data.
	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		31-Mar-2027	The Linlathen Local Fairness Initiative continues to mature with services and community activities expanding. Work has commenced to deliver on the commitment to external wall insulation as a major measure to reduce fuel poverty. The employability approach that proved successful in Linlathen is now being extended to Mid-Craigie and Douglas. Progress in the Stobswell West Local Fairness Initiative is accelerating following a Columba 1400 planning event and the appointment of a co-ordinator for the year 2025/26. The first drop-in session for local people to access benefits /employability/housing and other advice and support was held in the Dundee International Women's Centre on 30 May.
	Promote uptake of free period products		31-Mar-2028	Demand remains high for access to products across community premises. Promotion of premises is made available via the website. Revised guidance has been made available to schools highlighting process for provision.
	Jointly facilitate the work of the Dundee Fairness Leadership Panel and convene annual Fairness Leadership Panel conferences.		31-Mar-2028	The Fairness Leadership Panel's report was published in April 2025. All of its recommendations were endorsed by the Dundee Partnership Management Group and the City Governance Committee on 21 April. These were included in Fairness and Child Poverty Action Plan that was approved by Committee in June 2025.
	Develop a longer-term emergency food approach based on the Cash First principles to promote financial security to prevent ongoing food need		31-Mar-2027	As part of the Cash First approach, 18 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.

	Action Title	Progress Bar	Due Date	Latest Update
				In addition, from June 2024 to present, Faith in Community Dundee's Cash First coordinator has separately delivered Cash First orientated signposting training to frontline staff and volunteers across a range of public and third sector organisations.
	Produce annual Fairness and Child Poverty progress reports		31-Mar-2028	The Annual Local Child Poverty and Fairness Action Plan Progress Report for 2024/25 was approved by City Governance Committee on 23 June 2025.
	Maintain the Provision of Period Products		31-Mar-2028	In 2024/25, 420,000 individual product pieces have been provided within community premises and schools within budget. Provision of period products within communities remains steady with access available in schools and across all localities. Demand remains high across deprived communities in particular from community centres and libraries and via the food network. A new provider has been operating the home delivery service, and this has led to an improved, more efficient service.



Delivering Inclusive Growth and Community Wealth Building

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term	Long Term	Latest Update
		Value	Value	Value	Target	Target	Trend	Trend	
	Level of engagement with city marketing campaigns	88,021	89,325	119,996	97,043	101,895			Reflects the Put Dundee on Your Map city marketing campaign plus engagement with native content on One City Many Discoveries' Meta social media channels. The focus of the Put Dundee on your Map campaign, under the tagline Do It All in Dundee, has switched to video views which are not recorded as "engagements" under this measure. More than 2.5million video views were recorded. The cost-effective delivery means the campaign burst has now exceeded respective targets across all audiences. This has been achieved despite a 50% reduction in the campaign budget.
	Number of living wage accredited employers based or headquartered in Dundee	122	128	126	126	131			At the end of 2024/25, there were 126 accredited Living Wage employers in Dundee, who have collectively uplifted 2,128 staff to the real Living Wage. These employers collectively employ 43,627 staff who are covered by a Living Wage commitment. While this a decrease from the previous year, it is up from two years ago.

	Action Title	Progress Bar	Due Date	Latest Update
	Implement the next phase of the city marketing campaign	100%	31-Mar-2024	Completed March 2024.
	Increase the impact of the Dundee Living Wage City campaign	85%	31-Mar-2028	Living Wage Week was celebrated in November 2024 with events highlighting new and existing accredited employers. Work has begun on a new three-year Living Wage Action Plan. An engagement survey was issued to strengthen relationships with accredited employers. Initial engagement has also started with care providers in Dundee.



Tackle Climate Change and Reach Net Zero Emissions by 2045

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	Number of Citizens with NEC smartcard	78,613	82,449	85,036	88,638	93,070			The number of Dundee citizens with an NEC card has increased by over 2,500 over the past year.

	Action Title	Progress Bar	Due Date	Latest Update
	Promote take up of free bus travel on the NEC for all eligible groups	100%	01-Apr-2025	A wider accessibility project is planned with NEC partners in financial year 25/26.
	Work with partners to explore a digital NEC	50%	01-Apr-2025	Transport Scotland have progressed to consultation looking to develop a digital concession in the future. It is not yet known if this will be incorporated into the NEC scheme. Discussions are ongoing and are driven by Transport Scotland. This action will be extended to 31 March 2027.



Building Resilient and Empowered Communities

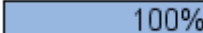
	Action Title	Progress Bar	Due Date	Latest Update
✓	Improve inclusivity in our corporate communications.	100%	31-Mar-2024	Completed January 2024.
▶	Co-ordinate and administer the Community Regeneration Fund	95%	31-Mar-2028	By 31st March 2025, £448,779 of the CRF budget had been allocated. This is 99.2% of the annual budget (now consisting of 100% Revenue funds). The allocation for financial year 2025/26 is £452,226.

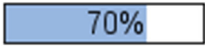
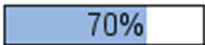
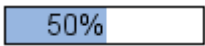


Designing a Modern Council and Transformation

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
✓	% City Plan indicators improving or maintained	63%	63%	67%	67%	68%	↓	↓	At the time of preparing this report, the annual City Plan progress report is also being drafted. The position being reported within this report may change once all City Plan indicators have been updated. Any change will be reflected retrospectively in the mid-year service plan progress report for 2025/26.
✓	Percentage of Council Plan Performance Indicators that are maintained and improving	54.6%	77.3%	68.2%	67%	68%	↓	↑	The Council Plan Annual Report 2024/25 was approved by the City Governance Committee on 23 rd June 2025. This was the third annual report and performance was measured against year three targets, many of which have increased from year two.
✓	Average daily website page view numbers	13,299	16,843	16,258	14,662	15,395	↓	↑	Website visitor numbers have exceeded the target for the past 3 years.
✓	Number of engagements on Facebook per month	19,203	20,800	42,229	21,171	22,230	↑	↑	Following data collection issues in first half of the year, engagement was much higher during the second half of the year, averaging at 72,771 per month during this period. There was high engagement on particular topics

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
									including the Council's response to Storm Eowyn, and items relating to Drumgeith Community Campus.
	Number of Social Media Followers	76,348	85,646	90,901	84,000	88,200			The number of followers on social media continues to increase year on year.
	% of FOI requests where response sent to Information Governance within 10 days (CEXs)	85.3%	95.1%	96.8%	100%	100%			In 2024/2025 Chief Executive Services received 63 Freedom of Information requests. We responded to 61 within the target of 10 working days (internal target). All however are within the 20 working days target for FOI responses.
	% of stage 1 complaints responded to within target or agreed extended timescales (Council)	82.4%	70.7%	81.8%	100%	100%			During 2024/25, there were 687 Stage 1 complaints. 66.8% (459) were closed within the target of 5 days. A further 15% (103) of Stage 1 complaints were closed within extension.
	% 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	2.7	5.64	2.1	3	3			The annual average number of working days lost through sickness absence was 2.1, which is a significant improvement on the 2023/24 position. However, there was a deteriorating trend at the end of 2024/25, with Q4 having an average of 3.43 days.
	% of employees who have had 'Quality Conversation' reviews	n/a	68.4%	73%	90%	90%		n/a	This is the second year of the new annual process being deployed across services. This is discussed regularly at management team meetings and monitored monthly at team level.

	Action Title	Progress Bar	Due Date	Latest Update
✓	Complete review and implement changes to the structure and operation of the Dundee Partnership	 100%	31-Dec-2023	Completed December 2023.
✓	Embed the culture of regular performance reporting and use of Pentana across the Council	 100%	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	 100%	31-Mar-2024	Completed October 2024.
✓	Develop real time monitoring data e.g., active travel and city centre footfall	 100%	01-Apr-2024	Completed July 2024.
✓	Provide training and quality assurance for the corporate complaints system.	 100%	31-Mar-2027	There are regular Handling Complaints Training sessions offered to staff throughout the year via MyLearn, the sessions are aimed at new complaints investigators, as those who already handle and investigate complaints, as a refresher workshop. We have integrated the quality assurance checks into the regular activities of the Corporate Complaints Review group, where members of the group carry out regular peer reviews of complaints for their departments. Regular quality checks of complaints that took more than 40 days to close are also carried out as part of our Complaints Improvement Plan.
✓	Ensure new software is developed and implemented to manage the complaint handling procedures and reporting requirements	 100%	31-Mar-2024	New Corporate Complaints software hosted on Granicus Firmstep platform was launched on 1st April 2025 in line with the annual complaints reporting period of 1st April - 31st March. All new complaints are now recorded on the new system. Key staff received training on how to use the system. Council wide communications have been shared to ensure all staff are aware of the change. No new complaints are being recorded on the old system.
✓	Update and publish a new Performance Management Framework	 100%	31-Oct-2024	The Performance Management Framework (2025-28) was approved by City Governance Committee on 21 April 2025. There is an active communications strategy in place to promote and deploy the framework across the Council. Guidance was developed and issued to all services.

	Action Title	Progress Bar	Due Date	Latest Update
	Publish a new About Dundee using the latest Census data and launch with census briefings and training	 100%	31-Dec-2024	Two new statistical documents have been produced which cover the latest Census and poverty related data in Dundee. The 2025 Poverty profile is now published on the Dundee Partnership's Fairness webpage on the Dundee City Council website. A census report comparing 2022 with 2011 for Dundee and key information for Ward areas is complete and has been published this on the website alongside the poverty profile.
	Promote the use of the new Local Government Benchmarking Framework dashboard across the Council	 90%	31-Mar-2026	A link to the dashboard was included in LGBF Benchmarking report 2023/24 which was approved by Councillors. Dundee Performs, which includes a link to the dashboard, has been highlighted as an example of good practice by the Improvement Service. A new statement is now included in Annual Governance Statement self-assessment on the use of benchmarking, reflecting the SPI's requirement for benchmarking as a means for continuous improvement.
	Promote applications for national awards (in particular, the COSLA Excellence Awards and Scottish Public Service Awards)	 90%	30-Jun-2028	This action is an ongoing task so has not been marked as completed. Teams have however been encouraged to apply for the external awards. In December 2024 the Local Fairness Initiative was recognised as a finalist in the Scottish Public Service Awards in the Voluntary Sector Partnership category. The COSLA Excellence awards have launched for 2025 and nominations are being submitted in all 5 categories.
	Ensure service budgets are actively monitored and agreed savings delivered	 70%	31-Mar-2028	Agreed savings delivered and regular monitoring of budgets in place.
	Continue to monitor financial impacts on cultural organisations, we support financially	 70%	31-Mar-2028	Annual process in place for information gathering on financials, visitors, funding and recovery plans. Monitoring 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	 50%	30-Apr-2026	Since the last update, change fund applications have been approved in relation to LACD Review and the Support Services Review. Change fund monies have also been approved to support the transformation projects being undertaken by SOLACE/IS. The output from this national work will be considered alongside the council's own Transformation Programme. All Transformation Board members have been asked by the Chief Executive to consider how the change fund could be best used in order to deliver new transformation opportunities.
	Lead the next phase of the Transformation Plan to Design a Modern Council.	 40%	31-Mar-2027	Following the publication of an Internal Audit of Transformation in April 2024, the majority of recommendations have now been met i.e., benefits tracking, programme timeline and skills/training identification. Work is ongoing to progress the recommendation in relation to service design. The

	Action Title	Progress Bar	Due Date	Latest Update
				Accounts Commission have now published the report on their thematic review of the council's approach to transformation. The review represents the third year of Audit Scotland's revised approach to best value. This balanced report does not highlight any significant risks and commends the governance approach in place. The three recommendations focus on financial savings associated with transformation, benefits tracking and increasing awareness of the programme for elected members and the public. The latter will be addressed by including more detail in the 'Design a Modern Council' section of the Council Plan six monthly and annual reports. Discussions are ongoing regarding the approaches to be taken to meet the remaining two recommendations. .
	Expand the use of Power BI across the Council	40%	31-Mar-2025	This action is now an IT action and has been removed from the Chief Executive's Service Plan.
	Review arrangements for reporting of financial savings linked to the transformation programme to more clearly show how the programme supports the budget setting.	0%	31-Dec-2025	New action agreed on 25 June 2025 to address the recommendations in the Best Value Thematic Review on Transformation. First progress update will be given in the mid-year Service Plan Progress Update Report.
	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	0%	31-Dec-2025	New action agreed on 25 June 2025 to address the recommendations in the Best Value Thematic Review on Transformation. First progress update will be given in the mid-year Service Plan Progress Update Report.
	Continue to roll out the new approach to benefits tracking to ensure benefits trackers are compiled at the start of new transformation projects.	0%	31-Mar-2026	New action agreed on 25 June 2025 to address the recommendations in the Best Value Thematic Review on Transformation. First progress update will be given in the mid-year Service Plan Progress Update Report.