

REPORT TO: CITY GOVERNANCE COMMITTEE – 20 NOVEMBER 2023
REPORT ON: SERVICE PLAN FOR CORPORATE SERVICES 2023-27
REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES
REPORT NO: 234-2023

1 PURPOSE OF REPORT

1.1 To present the Service Plan for Corporate Services Development for the period 2023-27.

2 RECOMMENDATIONS

2.1 It is recommended that Committee approve the attached service plan.

3 FINANCIAL IMPLICATIONS

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

4 BACKGROUND

4.1 Following the Council adopting the City Plan 2022-32 (Article II of Policy and Resources Committee on 26 September 2022, Report No 255-2022, refers) and agreeing its new Council Plan for 2022-27 on 5 December 2022 (Article II of Policy and Resources Committee on that date, Report No 280-2022, refers) individual service plans require to be 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.

4.2 The Corporate Services Service Plan sets out the strategic direction for the service for the next five years (financial years 2023-27) 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.

4.3 Corporate Services is responsible for Corporate Finance, Customer Services, IT, Democratic and Legal Services, Human Resources and Business Support.

4.4 The key priorities within the Council Plan that Corporate Services contribute to are:

- increasing the percentage of 16-19-year olds participating in education, employment or training;
- prioritising welfare support grants to children and families;
- maximising apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice;
- delivering an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs;
- increasing the percentage of Dundee City Council procurement spent with Dundee based organisations;
- working with Scottish Government on a Local Democracy Bill to further empower councils and local communities;
- delivering options to balance the Council's budget each year;
- rolling out a digital transformation programme;
- delivering a programme of service redesign reviews to embed the digital and community empowerment changes;

- rolling out hybrid working across the Council;
- increasing digital learning, teaching of new working methods and developing the skills of our employees; and
- increasing the uptake of modern and graduate apprenticeships.

5 CORPORATE SERVICES SERVICE PLAN

5.1 The key priorities for Corporate Services over this five-year period will be closely aligned with the priorities set out in the Council Plan 2022-27:

- reducing child poverty and inequalities in incomes, health, and education;
- delivering inclusive economic growth;
- tackling climate change and achieving net zero emissions by 2045;
- building resilient and empowered communities; and
- designing a modern Council transformation programme for financial sustainability.

5.2 The Corporate Services Service Plan sets out the programme of work and improvement activity within City Development. It sits alongside other key documents including the Medium-Term Financial Plan, People Strategy, Digital and IT Strategies, Risk Register, and Workforce Plan.

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

5.4 For this Service Plan, the first performance report will be presented in December 2024, and will cover performance for the first half of financial year 2023/24.

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 and are in agreement with its content.

8 BACKGROUND PAPERS

8.1 None.

Robert Emmott
Executive Director of Corporate Services

20 November 2023



Corporate Services

SERVICE PLAN

2023-2027



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FOREWORD

This Plan sets out how Corporate Services will support the delivery of the 2023-27 Council Plan in delivering the five priority areas for the Council as set out below.



Corporate Service contributes to 12 specific outcomes in the Council Plan as follows:

Reducing child poverty and inequalities in incomes, education, and health by:

- increasing the percentage of 16–19-year-olds participating in education, employment, or training; and
- prioritising welfare support grants to children and families.

Delivering inclusive economic growth by:

- maximising apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice;
- delivering an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs; and
- increasing the percentage of Dundee City Council procurement spent with Dundee based organisations.

Building Resilient and Empowered Communities by:

- working with Scottish Government on a Local Democracy Bill to further empower councils and local communities.

Designing a Modern Council by:

- delivering options to balance the Council's budget each year;
- rolling out a digital transformation programme;



- delivering a programme of service redesign reviews to embed the digital and community empowerment changes;
- rolling out hybrid working across the Council;
- increasing digital learning, teaching of new working methods, and developing the skills of our employees; and
- increasing the uptake of Modern and graduate apprenticeships.

Many of the services provided by Corporate Services are central support functions to the council's service areas. However, there are also several direct services provided to the public.

The Service is responsible for:

- Corporate Finance;
- Customer Services and IT;
- Democratic and Legal Services; and
- People Services

Our vision is to be a trusted service which provides professional, innovative, and dynamic services to support other Council services, deliver significant frontline services to the public and support elected members in carrying out their role.

This Service Plan sets out how Corporate Services is organised, the legislative framework that underpins our work and our plans for 2023-27.

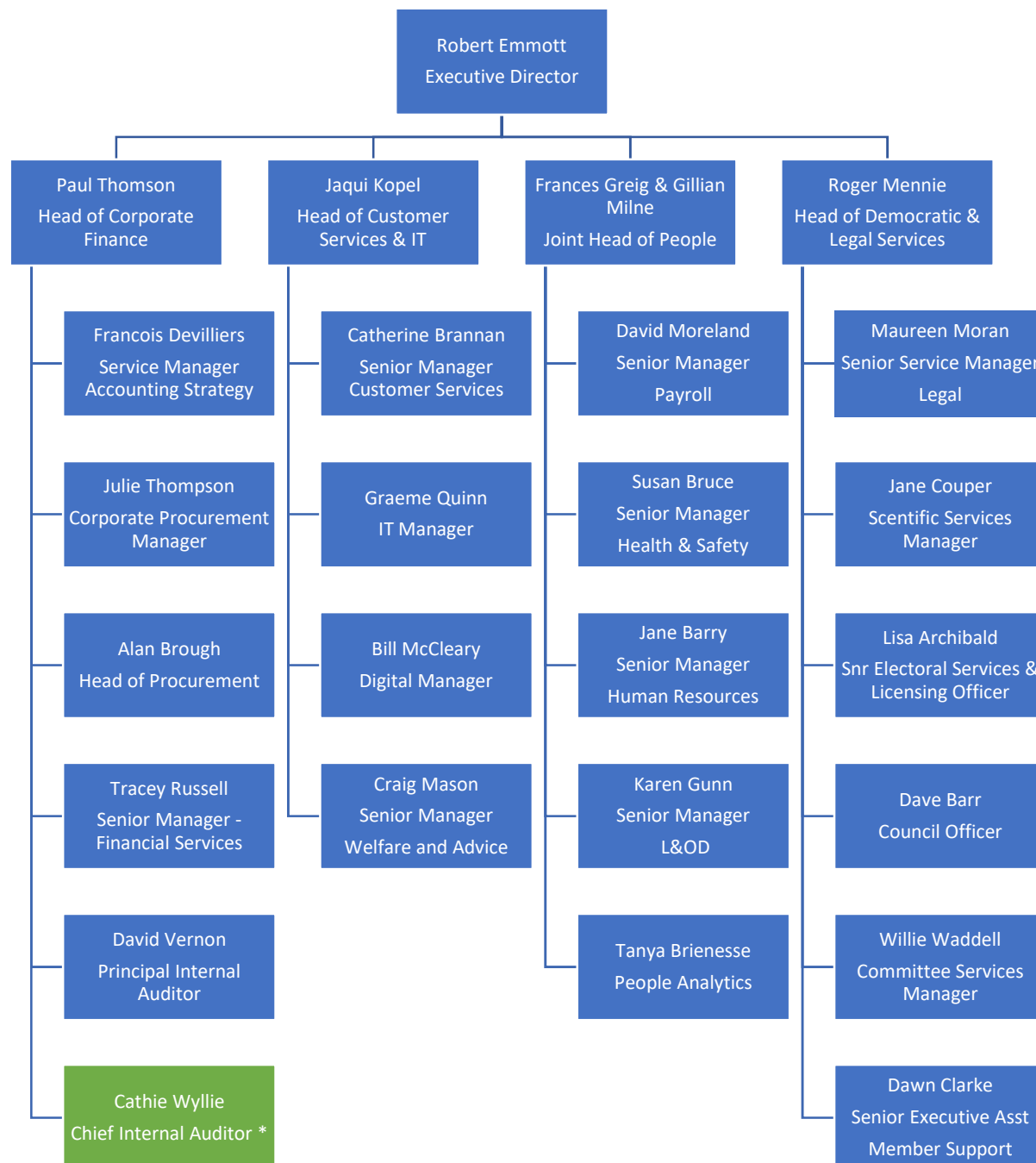
RECENT ACHIEVEMENTS

Since the development of the 2021-24 Service Plan Corporate Services achievements include: effectively managing the Council's resources including the setting of the Council budget; reviewing the Capital Plan; delivering Fuel Well 3; the successful administration of the Council Elections; the development of a new People Strategy, the Strategic Workforce Plan, and the development of the Council's Digital Strategy.

The delivery of these, whilst maintaining core services reflects the dedication of staff and the resilience in systems and services.



CORPORATE SERVICES STRUCTURE



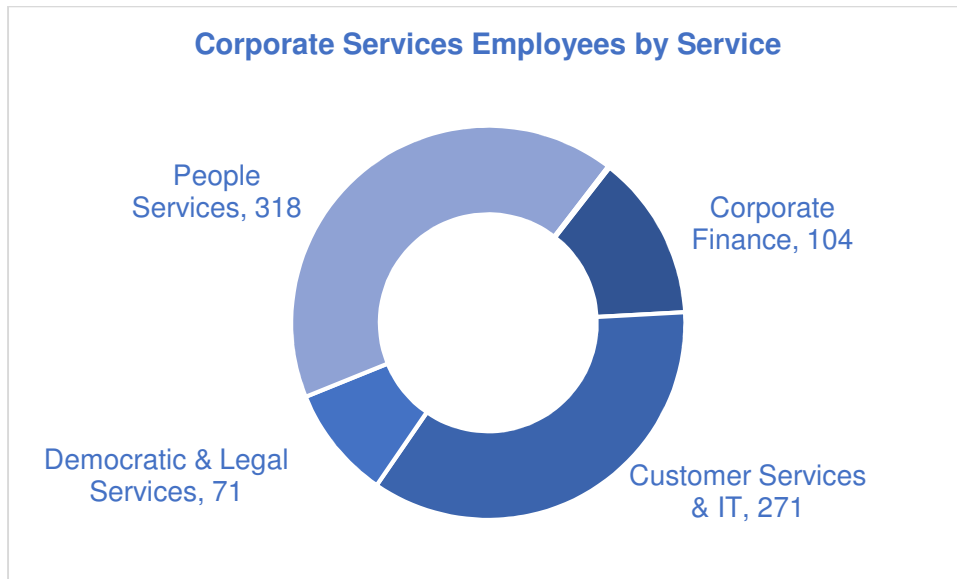
* The Chief Internal Auditor service is provided by Angus Council.

Need a box for Corporate Business Support – Kerry Gethins



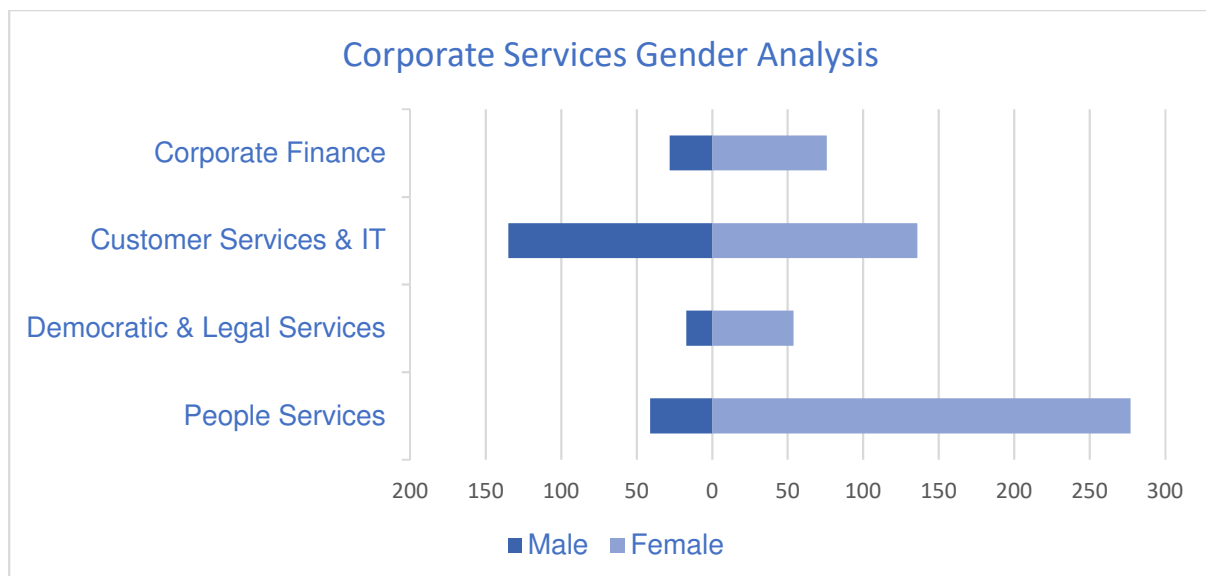
STAFFING PROFILE

As of September 2023, Corporate Services comprised 764 employees managed by the Executive Director of Corporate Services over four service areas as shown below.



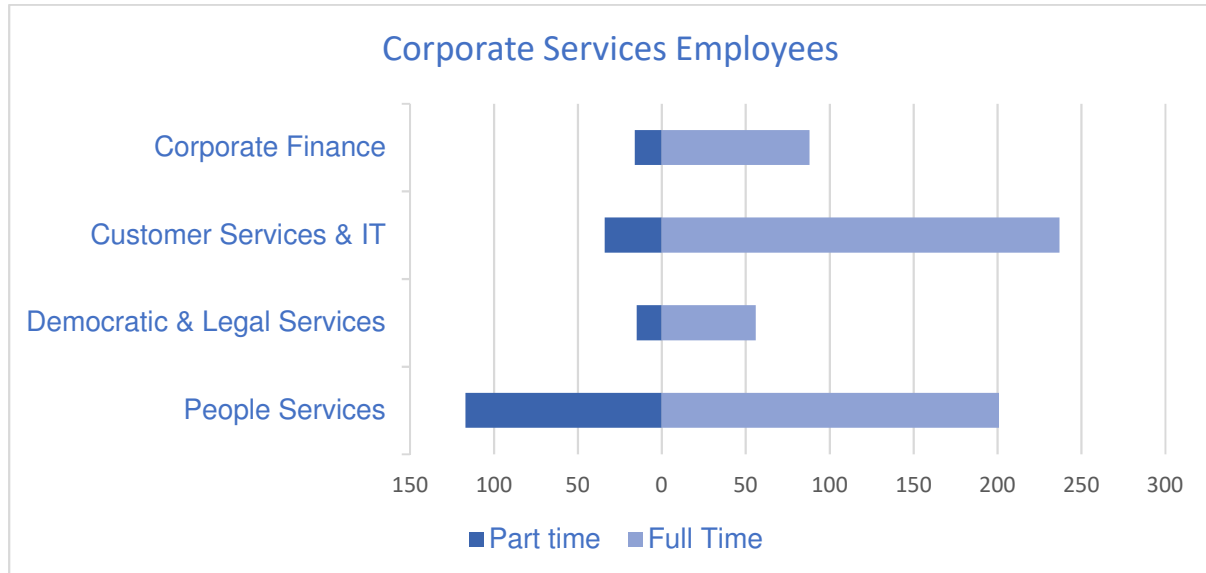
It is important for Services to have gender diversity in the workplace as this can have a positive effect across the whole organisation. Having an inclusive workforce culture can boost morale and opportunity and can attract applicants supporting recruitment. Corporate Services has 543 female employees and 221 male employees showing a gender split of 71% female to 29% male.

The gender split over all 4 services is shown in the charts below. There is a more even division of males and females in Customer Services and IT with the other services showing a gender split in favour of women. It is important especially with front facing services that we have a diverse workforce to support a range of clients, service users and general members of the public.

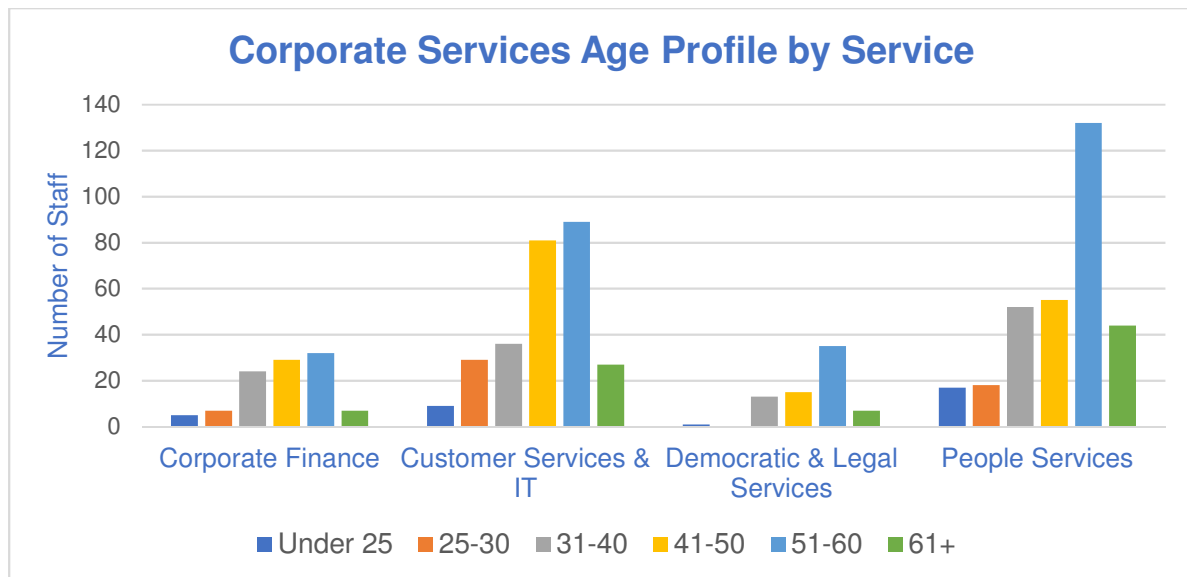




Dundee City Council recognises that to deliver positive outcomes for the people of Dundee, we must value our employees and ensure they have a positive work life balance regardless of gender. Corporate Services, due to the type of services provided, can support flexible working practices, including more recently supporting employees to work from home through Flexible Working Policies. Corporate Services' split for full time versus part time is shown below.



Corporate Services also has an ageing workforce with 49% of employees being over 50 and only 11% of employees 30 or under. Corporate Services has a responsibility to create opportunities and develop the young workforce and there are many exciting initiatives to recruit young people to rebalance the employee age profile. Succession planning is required to identify new skills for the future, and to transfer existing skills and knowledge from those who are coming to the final stages of their career.





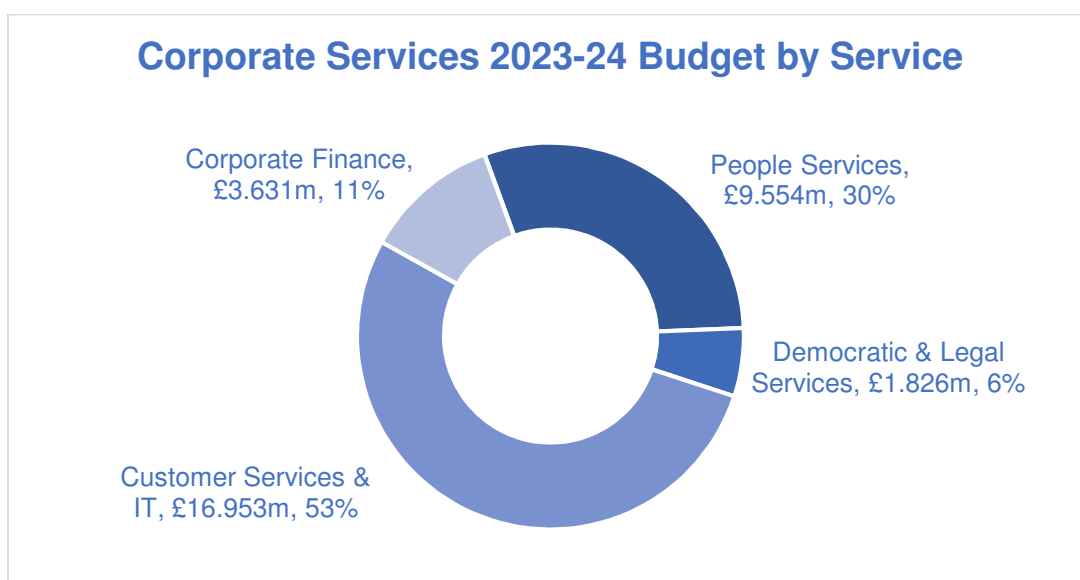
OUR BUDGET

Local government continues to operate in a challenging financial environment. The Council's medium-term financial outlook is uncertain, particularly around future levels of government grant support, future pay awards and a range of demand-related service pressures.

Budgets are approved each year for both Capital and Revenue purposes. Capital budgets allow for expenditure on the creation or enhancement of assets. Revenue budgets allow for expenditure and income on day-to-day operational activities, such as employee costs, or supplies.

The Council's Provisional Revenue Budget for 2023-26 was set out to Policy & Resources Committee in report 75-2023 on 23 February 2023. The gross budget for Corporate Services in 2023/24 totals £31.964million.

There is also an allocation of capital of £12.567m for IT provision within the Capital Plan. The charts below set out the revenue budget for each service. £90% (£28.822m) of which relates to staffing.



WHAT WE DO

The majority of services provided by Corporate Services are central support functions to the council's service areas, however there are also a number of direct services provided to the public and these are detailed in the individual sections below.

Our vision is to be a trusted service which provides professional, innovative, and dynamic services to support other Council services, deliver significant frontline services to the public and support elected members in carrying out their role.

CORPORATE FINANCE

The Corporate Finance Service has five separate sections which provides a range of services and functions which include:

- **Accounting Strategy**



The team is responsible for the Council's financial planning and reporting function and has responsibility for managing the Council's core financial system. It prepares the Council's revenue budget and Capital Plan and ensures appropriate monitoring of both. The team also provides financial advice and assistance to Elected Members and Council services to assist them with planning and decision making. The team also coordinates and submits financial returns and grant claims to various bodies, including the Scottish Government.

- **Financial Services and Investment**

Responsible for providing a range of Financial Services to Dundee City Council and its partners. The service is delivered through the following key areas which regularly review processes to provide continuous improvements and best practice: Treasury Management, Banking Services, Tayside Pension Fund investment, Tayside Pension Fund administration, Income Control, Cashiers and making payments to all suppliers.

- **Internal Audit, Corporate Fraud, Risk Management, and Insurance**

The Internal Audit Service is a statutory function and a fundamental element of the Council's governance and assurance framework. Guided by the philosophy of adding value, it aims to bring a systematic and disciplined approach to evaluating and improving the effectiveness of the organisation's business processes through the provision of an independent, objective assurance and consulting activity. The Service operates in accordance with the mandatory Public Sector Internal Audit Standards which encompass the principles fundamental to the professional practice of internal auditing within the public sector and its purpose, authority and responsibility are formally defined in an Internal Audit Charter. The Service includes a Corporate Fraud Team, responsible for the detection and prevention of corporate fraud, including for example, potential cases relating to Council Tax discounts and exemptions, Council Tax Reduction Scheme, tenancy, employees, procurement, blue badges, and licensing. It also includes Risk Management which has responsibility for coordinating the approach to risk management across the Council.

The insurance team are responsible for ensuring that the Council's assets are adequately and effectively insured through a combination of commercial insurance and a self-insurance programme, arranging insurance for Dundee City Council to meet its legal liabilities and provision of advice and guidance to services on insurance and operational risk management issues. It deals with all insurance claims made against Dundee City Council and pursues recovery of costs against third parties who have caused damage to Council property.

- **Procurement**

The Corporate Procurement Team is a centralised procurement service for all Council departments. This is further supported by facilitating supplier and contract reviews, procurement card administration, purchasing system (Civica) training, conducting tenders, and establishing supplies, service and works contracts that deliver best value. The section helps deliver financial savings for the council through contract arrangements and secures Community Benefits for the council. It provides easily understood procurement procedures and professional procurement guidance and advice, ensuring compliance with council Standing Orders and with applicable Scottish and UK procurement rules and legislation.

CUSTOMER SERVICES AND IT

Customer Services and IT provide the following services:



- **Council Tax**
Billing and collection of Council Tax, (including Domestic Water and Sewerage charges on behalf of Scottish Water)
- **Housing Benefit**
Administration of Housing Benefit and Council Tax Reduction, Free School Meals, School Clothing Grants and Educational Maintenance Allowance.
- **Non-Domestic Rates**
Administration and collection of Non-Domestic Rates
- **Sales Ledger**
Provision of a full sundry debt service, responsible for the billing, collection, and recovery of all other council invoices to maximize cash flow to enable Dundee City Council to continue to provide services to our customers.
- **Council Advice Services**
The provision of support and assistance with issues including money advice, debts, benefits, and energy.
- **Digital Strategy**
Responsible for leading on the development and implementation of the Council's Digital Strategy.
- **Information Technology (IT)**
Responsible for the provision of all Dundee City Council's information processing and computing facilities.
- **Customer Services**
Delivering a customer facing service on behalf of different departments within the council.
- **Corporate Debt**
Responsible for the collection and recovery of warranted Council tax debt and Council house rent arrears.

DEMOCRATIC AND LEGAL SERVICES

Democratic and Legal Services consists of:

- **City Chambers**
Responsible for civic and ceremonial events held within the City.
- **Committee Services**
Responsible for the preparation of Agendas, Papers and Minutes for Council Committees and Working Groups as well as for various external bodies including the Tay Road Bridge Joint Board, the Tayside Valuation Joint Board, the Tayside Contracts Joint Committee, Dundee City Health and Social Care Integration Joint Board, Leisure and Culture Dundee and the Tay Cities Region Joint Committee.
- **Electoral Services and Licensing**
Responsible for processing applications and dealing with complaints in relation to Civic Government and Liquor Licensing. In addition, responsible for production of the



Register of Electors and the organisation of City Council, Scottish Parliament, and Westminster Parliament Elections.

- **Legal Services**

Responsible for the provision of legal services, including conveyancing, litigation, and advice, to the Council, Council Committees and Council Services. Also responsible for the City Archives, the Registration of Births, Deaths and Marriages and for Data Protection and Freedom of Information.

- **Members' Services**

Responsible for providing a comprehensive secretarial and administrative support service to the Lord Provost and City Councillors,

- **Tayside Scientific Services**

Who acts as Public Analyst, Food Examiner and Agricultural Analyst and provides chemical and microbiological tests of food, water and consumer products to Dundee, Angus, Perth & Kinross and Fife Councils as well as to the Private Sector.

PEOPLE SERVICES

Working in partnership with Council Services to deliver a professional service, this service aims to develop and implement policies and practices which value Council employees, treating them fairly, consistently, with respect and with health, safety, and well-being in mind.

The outcome will be that we have a workforce that is planned for, recruited, developed, and retained. To meet this outcome our support services will be deployed effectively, fully utilised applying working practices that are constantly improving to create capacity and resilience for the future.

People Services have the following sections which provide a range of services as detailed below.

- **Corporate Business Support**

Corporate Business Support follows a strategic and operational model. The operating model works to the following priorities:

- to create a flexible yet consistent service that can better meet each service's specific needs as well as corporate needs
- to consolidate resources across departments
- to identify and eliminate duplication of effort and inefficient working practices
- to establish a culture of sharing best practice and continuous improvement

- **Payroll**

The Senior Manager for Business Support is also responsible for managing Payroll. The Payroll Team administers the salaries and expenses for approximately 6,800 monthly and weekly paid City Council employees and for 870 employees of several external organisations. In addition, the team provides support to all services in the administration and maintenance of the Resource link HR System.

- **Health and Safety**

The Council's strategic health and safety aim is to provide and maintain a health and safety culture in which the opportunities for accidents and occupational ill-health are minimised by the effective management of health, safety, and welfare. This is overseen by the Corporate Health & Safety Plan for 2018 – 2022 whose targets feed into the performance indicators in the Corporate Services Service Plan.



- **Human Resources**

Human Resources plays a key strategic role in supporting services by promoting best practice in people management and providing professional advice and guidance on all people matters including recruitment and selection, health, and well-being, pay and grading, HR policy development, trade union consultation, managing change process.

- **Learning and Organisational Development (L&OD)**

L&OD is responsible for promoting a workplace learning culture that strongly reflects Dundee City Council values. The service responds to statutory requirements such as Health and Safety including qualifications required by professional regulatory bodies. Organisational development is major area of the work of the service. Members of the team have a range of skills across the various elements, systems thinking, design methodology, transformational change approaches, analytics and technology and digital learning, as well as learning and development. We have a role in policy development and contribute to overall people strategies.

- **Youth Employability**

Employability Services for Young People are also provided, including work placements, training within the Council and with external employers, apprenticeships and under and post graduate programmes.



KEY STRATEGIES

Corporate Services has responsibility for the development and implementation of the following strategies:

Strategies in place	Outcomes	Agreed	Next Review
Medium Term Financial Strategy	Sustainable financial future for the Council with consideration of implications for Council Tax	September 2023	September 2024
Capital Plan	Vision for next 5 years which allows capital planning to be prioritised	November 2022	January 2024
IT Strategy	Our IT vision - placing Dundee's ambition to be leaders in innovative digital service delivery at the heart of what we do.	February 2019	January 2024
Procurement Strategy	To ensure Best Value and Best Procurement Practice. Taking a corporate approach to optimise benefits realisation and community benefits	April 2023	March 2024
Digital Strategy	The aim of Dundee as a digital Council is to: Deliver for our citizens by providing them with greater digital choice and efficiencies in service through digital optimisation. Uniting the city through digital innovation and smart city infrastructure. Improve the day to day lives of our citizens by using digital technologies to enhance the inclusion, health, and wellbeing of all in the city.	April 2023	April 2024
People Strategy	The Strategy aims to address the challenges being faced by providing a coherent and consistent approach to ensuring a skilled, flexible, high performing, motivated, and well managed workforce. This is underpinned by the Strategic Workforce Plan 2023-2027	December 2022	March 2027
Tayside Pension Fund Investment Strategy	Sustaining a fully funded scheme in keeping with actuarial valuation and where practical, maintain a stable employers contribution rate.	April 2023	April 2024
Tayside Pension Fund Funding Strategy	Maintain stable employer contribution rates at reasonable cost; manage employers' liabilities effectively; maximise the income from investments within reasonable risk parameters.	March 2023	March 2024
Risk Management Strategy	Regular review of risk registers and risk appetite to ensure appropriate awareness of issues.	August 2023	August 2024



KEY DRIVERS FOR OUR SERVICE

There are a number of factors and legislation which directly influence the work carried out by the Service on a day-to-day basis, the most significant of which are:

Local Government and Housing Act 1989 which makes provision in respect of the members, officers and other staff and the procedure of local authorities.

The Local Government (Scotland) Act 1973 which makes provision with respect to local government and the functions of local authorities in Scotland including financial administration.

The Local Government (Scotland) Act 1975 which makes further provisions in respect of local government finance in Scotland.

The Local Government etc. (Scotland) Act 1994 which created the current unitary authorities in Scotland.

Freedom of information (Scotland) Act 2002 which made provision for the disclosure of information held by Scottish public authorities.

The Local Government in Scotland Act 2003 which includes the duty to secure Best Value and proper accounting practice and Prudential Borrowing.

The Equality Act 2010 The Act placed a general equality duty on public authorities to pay due regard to the need to: eliminate discrimination; advance equality; and foster good relations across the range of protected characteristics. The general equality duty expanded the range of those protected under equality legislation to include the following protected characteristics of age, disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation. The equality duty also covers marriage and civil partnerships, with regard to eliminating unlawful discrimination in employment.

The Data Protection Act 2018 which is the United Kingdom's implementation of the General Data Protection Regulation



SERVICE PRIORITIES

This plan describes how the priorities for Corporate Services described in the Council Plan 2022-27 will be achieved. This Corporate Services Service Plan introduces additional (to the plans referred to above) performance measures for each specific service area. These performance indicators and key projects support the 12 Corporate Services priorities. They are designed to accompany and compliment the first-tier performance measures.

PERFORMANCE FRAMEWORK

The performance framework consists of:

- Key performance indicators and projects already agreed by the Council in the Council Plan, City Plan and Fairness Commission Action Plan;
- Additional measures to the above so that all Corporate Services are contained within a performance framework (including statutory and regularity indicators); and
- Quality performance indicators from the Local Government Benchmarking Framework (LGBF). The plan therefore links Council priorities with service area activities and the associated performance measures and projects.

Taken from Priorities, any measures/actions in relation to and providing evidence where they sit within each area. Each indicator will provide 3 years' worth of data from baseline with target. This will allow opportunity to changing of targets if too low or ambitious. Actions will provide the priorities it falls within, the desired outcome of the action and the risk. If possible, actions will be in relation to an indicator measure and risk.

RISK MANAGEMENT

The service has a risk register, which is aligned with this plan and follows the Council's Risk Management Improvement Plan process.

WORKFORCE PLANNING

Workforce Planning will 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. Our service will achieve this by implementing a robust workforce plan in Corporate Services in the first year of this service plan. Our People and Workforce Strategy will be reviewed and refreshed to take account of the Council's recovery plan to assist with decision making as we continue to modernise the Service and the Workforce. Corporate Services has a responsibility to create opportunities and develop the young workforce and there are many exciting initiatives to recruit young people to rebalance the employee age profile. We will lead on the implementation of youth employability and develop programmes for school placements, apprentices, graduates, and trainees.



INDICATORS

KPI Definition	Baseline 2019/20	Target Baseline 2019/20	Actual 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Frequency
Gender pay gap	101.51	102.00	100.34	101.00	101.00	101.00	101.00	Annual
Cost of collecting Council Tax per dwelling	£12.04	£8.32	£6.92	£6.92	£6.92	£6.92	£6.92	Annual
In year Council Tax collection rate	94.20%	93%	95.15%	95%	95%	95%	95%	Annual
Non-Domestic Rates collection rate	97.65%	98%	93.33%	94%	95%	96%	97%	Annual
Creditor payments in under 30 days	98%	95%	94%	95%	95%	95%	95%	Monthly/Annual
Payment of local creditors in under 14 days	96%	90%	78%	90%	90%	90%	90%	Monthly/Annual
Variance between capital budget and actual expenditure	-20%	5%	-45%	5%	5%	5%	5%	Annual
Cost of Pension Fund administration per member.	£34.55	£30.00	£31.64	£30.00	£30.00	£30.00	£30.00	Annual
Average number of days taken to process new claims.	11	14	14	14	14	14	14	Monthly/Annual
Pension Fund investment performance relative to benchmark.	0.31%	0%	6.5%	0%	0%	0%	0%	Annual
Days lost per FTE (Teaching staff)	6.97	6	6.18	6	6	6	6	Monthly/Annual
Days lost per FTR (Local Government staff)	13.22	10	16.27	15	14	13	13	Monthly/Annual



ACTIONS

Strategic Priority	What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Designing a modern council	Update the Long-Term Financial Strategy.	Ensure that resources are directed towards Council Priorities.	Executive Director	March 2024
Designing a modern council	Identify further areas where participatory budgeting can be used.	Provide opportunities to ensure resources are allocated based on the priorities of local residents.	Executive Director	March 2024
Designing a modern council	Implement the Corporate Services Workforce Plan	Ensure that we have the right people to enable the delivery of Council priorities.	Executive Director	March 2027
Designing a modern council	Deliver the Our People Strategy	Developing the culture, leadership, organisation, and engagement with employees to create our workforce for the future including service redesign and being an employer of choice. Increase learning and development opportunities linked to succession and workforce planning.	Joint Head of People	March 2027
Designing a modern council	Review the Hybrid working policy		Joint Head of People	March 2024
Designing a modern council	Continue to promote learning and development to grow the organisation		Joint Head of People	March 2027
Designing a modern council	Review terms and conditions of service.		Joint Head of People	March 2025
Designing a modern council	Implement updated practices to support wellbeing and attendance.		Improve the Health and Wellbeing culture of the organisation including improved attendance.	Joint Head of People
Reducing child poverty and inequalities in incomes, education, and health	Ensure that our young people are supported with Employability opportunities in Dundee and across the Tay Cities.	Increase youth employment within the city.	Joint Head of People	March 2027
Designing a modern council	Review Health and Safety Policy corporately and in Services to reflect new ways of working	Ensure that Council Services are delivered safely	Joint Head of People	March 2024



Strategic Priority	What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Delivering a modern council	Manage revenue and capital budgets in light of monitoring information.	Ensure the Council remains in a sustainable and affordable financial position.	Head of Corporate Finance	Ongoing monthly monitoring
Delivering inclusive economic growth	Community Wealth Building	Maximise the benefits to the local economy of the Council's procurement activity	Head of Corporate Finance	March 2027
Designing a modern council	Complete the implementation of asset management plans for services	The asset management base is effectively managed and supports the Council through recovery and beyond by contributing to the achievement of strategic objectives and priorities.	Executive Director	March 2024
Designing a modern council	Review new models of operational front-line work in light of changes in priorities following review of Council and City plans.	Ensure that services continue to represent Best Value to our communities and support citizens.	Head of Customer Services and IT	March 2027
Designing a modern council	Evaluate changing city poverty profiles and ensure service specification meets changing needs at city and ward levels.		Head of Customer Services and IT	March 2027
Designing a modern council	Refresh the IT Strategy	Ensuring that Dundee City's ambition to be leaders in innovative digital service delivery at the heart of what we do.	Head of Customer Services and IT	January 2024
Designing a modern council	Deliver the General Election	Ensure the smooth delivery of the next election to the UK parliament which is due no later than January 2025.	Head of Democratic and Legal Services	January 2025
Designing a modern council	Develop long term plans for Tayside Scientific Services	Ensure that the public sector and private sector have access to high quality, reliable, responsive, and resilient Public Analyst, Food Examiner and Agricultural Analyst services and chemical and microbiological tests of food, water, and consumer products	Head of Democratic and Legal Services	March 2025