



City Chambers  
DUNDEE  
DD1 3BY

12th June, 2026

Dear Colleague

You are requested to attend a MEETING of the **CITY GOVERNANCE COMMITTEE** to be held in the Council Chamber, City Chambers, City Square, Dundee and also to be held remotely on Monday, 22nd June, 2026 following the meeting of the Children and Families and Neighbourhood, Housing and Communities Committees called for 5.00pm.

The meeting will also be livestreamed to YouTube. Members of the Press or Public wishing to join the meeting as observers should follow this link [www.dundee.gov.uk/live](http://www.dundee.gov.uk/live) or alternatively they may attend in person.

Should you require any further information please contact Committee Services on telephone (01382) 434228 or by email at [committee.services@dundee.gov.uk](mailto:committee.services@dundee.gov.uk).

Yours faithfully

GREGORY COLGAN

Chief Executive

## **AGENDA OF BUSINESS**

### **1 DECLARATION OF INTEREST**

Members are reminded that, in terms of The Councillors Code, it is their responsibility to make decisions about whether to declare an interest in any item on this agenda and whether to take part in any discussions or voting.

This will include all interests, whether or not entered on your Register of Interests, which would reasonably be regarded as so significant that they are likely to prejudice your discussion or decision-making.

### **2 COUNCIL PLAN 2022/2027 – PROGRESS REPORT FOR 2025/2026 - Page 1**

(Report No 126-2026 by the Chief Executive, copy attached).

### **3 FAIRNESS AND LOCAL CHILD POVERTY ACTION PLAN – ANNUAL REPORT FOR 2025/2026 - Page 85**

(Report No 140-2026 by the Chief Executive, copy attached).

**4 LOCAL GOVERNMENT BENCHMARKING FRAMEWORK PERFORMANCE INDICATORS  
2024/2025 - Page 129**

(Report No 125-2026 by the Chief Executive, copy attached).

**5 NON DOMESTIC RATES DISCRETIONARY AND HARDSHIP RELIEF POLICY - Page 179**

(Report No 121-2026 by the Executive Director of Corporate Services, copy attached).

**6 HEALTH AND CARE (STAFFING) SCOTLAND ACT 2019 – STATUTORY ANNUAL  
REPORT - Page 185**

(Joint Report No 135-2026 by the Executive Director, Dundee Health and Social Care Partnership and Interim Executive Director of Children and Families Service, copy attached).

**7 PROCUREMENT SOURCING STRATEGY APPROVAL FOR DIGITAL TO PHYSICAL MAIL  
DELIVERY SERVICE - Page 213**

(Report No 130-2026 by the Executive Director of Corporate Services, copy attached).

**8 HMRC INCREASE TO BUSINESS MILEAGE RATE (AN23-2026)**

Reference is made to Agenda Note AN97-2013 – Casual User Mileage Rate which was approved by the Policy and Resources Committee on 19th August, 2013 (Article XI refers). Approval was given to increase the casual user mileage rate to 45p per mile from 1st September, 2013, as a result of the effective implementation of the Staff Travel Plan. This rate reflected the rate set by HMRC for the Approved Mileage Allowance Payment (AMAP).

On 21st May, 2026, the Chancellor of the Exchequer announced a revision to the AMAP rate, the first increase in over 15 years, with the new rate set at 55p per mile, effective from 6th April, 2026.

It is, therefore, recommended that Dundee City Council increase the business mileage rate to 55p per mile and backdate this rate to 6th April, 2026, in line with HMRC's Approved Mileage Allowance Payment. This rate would apply to both officers and elected members reimbursement claims.

Leased car mileage rates are not impacted by this change as these are paid in line with HMRC Advisory Fuel Rates which are issued every 3 months.

The financial implications of this increase, based on mileage submissions for 2025/26, is estimated at circa £100,000 in a full financial year. Officers will continue to ensure the optimum use of the Council's Staff Travel Policy to ensure that mileage is only claimed where this is necessary.

The Executive Director of Corporate Services has confirmed that the costs associated with implementation of this revised rate will be monitored closely and where these costs cannot be contained within existing approved budgets then provision will be released from the General Contingency Fund to meet this. Any costs associated with staff funded from the Housing Revenue Account will require to be funded separately from this budget. The appropriate adjustments will be made to future years budgets as part of the 2027/28 budget setting process.

**9 RECESS SUB-COMMITTEE – ESTABLISHMENT (AN24-2026)**

It is reported that the Council's Recess commences on 4th July, 2026 and ends on 15th August, 2026.

To facilitate the smooth, continuous conduct of the Council's business, it is proposed that a Recess Sub-Committee of the Council be set up to deal with matters of an urgent nature which the Chief Executive or Head of Democratic and Legal Services believe cannot wait for the next ordinary meeting of the Committee concerned during that period and that its operating arrangements be as follows:-

- (i) Membership - 5 members of the Administration, 3 members of the Labour Group and 1 member of the Liberal Democrat Group.
- (ii) Chair - Leader of the Administration or nominee.

- (iii) Substitutes - in terms of Standing Order No 45(3) it shall be competent for substitutions to be intimated and effected for individual meetings.
- (iv) Quorum - 3 members.
- (v) Dates - to be arranged when required.
- (vi) Remit - to deal with any urgent business arising during the recess period.
- (vii) Power - full delegated powers to deal with business laid before it.

Notwithstanding the above, it may be necessary in view of its quasi-judicial nature to arrange meetings of the Personnel Appeals Sub-Committee.

**The Committee may resolve under Section 50(A)(4) of the Local Government (Scotland) Act 1973 that the press and public be excluded from the meeting for the undernoted items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3, 6 and 9 of Part I of Schedule 7A of the Act.**

**10 TENDER APPROVAL FOR OPPORTUNISTIC PRIVATE MARKETS ASSET ALLOCATION  
– INVESTMENT MANAGEMENT SERVICES**

**11 CONTRACT FOR SERVICES**

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**ITEM No ...2.....**

**REPORT TO:** CITY GOVERNANCE COMMITTEE – 22 JUNE 2026  
**REPORT ON:** COUNCIL PLAN 2022-2027 - PROGRESS REPORT FOR 2025/26  
**REPORT BY:** CHIEF EXECUTIVE  
**REPORT NO:** 126-2026

**1.0 PURPOSE OF REPORT**

1.1 To provide the fourth annual progress report on the Council Plan 2022/2027.

**2.0 RECOMMENDATIONS**

2.1 It is recommended that Committee:

- a notes the progress made in 2025/26;
- b remits the report to the Scrutiny and Audit Committee for further consideration; and
- c remits the Council Leadership Team to monitor progress and implement improvements as necessary to deliver the outcomes agreed.

**3.0 FINANCIAL IMPLICATIONS**

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

**4.0 BACKGROUND**

- 4.1 The [Council Plan 2022-2027](#) was agreed by the Policy and Resources Committee on 5 December 2022 (article II of the minute refers). The Council Plan 2022 - 2027 is the strategic plan for Dundee City Council as a corporate entity. It aims to set out the main corporate approaches, priority targets and actions, and key strategies for the purposes of public accountability on delivering on our priorities.
- 4.2 In line with the Council's performance management framework, the City Governance Committee receives an annual and six-monthly progress report on the Council Plan. The annual report (attached at appendix 1) aims to capture progress during 2025/26 on the Plan's main priority themes, actions, and targets. The mid-year report due in late 2026, will also include some annual data for 2025/26 not available for this report.
- 4.3 The report tracks performance with the indicators set in the plan, compared to the previous 2 years, and compared to the current year targets. It also includes progress made on each of the actions in the Plan.
- 4.4 Each service also sets out in more detail how they aim to support the delivery of the City and Council Plan priorities within their Service Plans being brought forward to Committees after summer recess.
- 4.5 Key strategic partners, Dundee Health & Social Care Partnership and Leisure and Culture Dundee, both make significant contributions to the delivery of the City and Council Plan priorities. They have separate reporting and governance arrangements but will bring forward reports to City Governance Committee to note their progress as appropriate.

**5.0 PERFORMANCE AND PROGRESS SUMMARY**

5.1 The Council Plan annual report shows the Council is focused on tackling its key priorities as well as contributing to those agreed in the Dundee Partnership's City Plan 2022/2032. It is building on over a decade of transformation in the city's economy and quality of life in

neighbourhoods. The increased focus on reducing child poverty and inequalities and tackling climate change addresses two areas from the evaluation on the previous Plan and the Council's Best Value Audit.

- 5.2 The summary of Council Plan performance by priority theme in the table on Page 7 of the main report shows that, overall, 68% of the 22 performance indicators in the Council Plan are on or within 5% of the target. This is an increase from 64% of performance indicators that were on or within 5% of the target in last year's 2024/25 annual report. The Deliver Inclusive Economic Growth including Community Wealth Building theme has seen the Council now within 5% of the target for 100% of its performance indicators. The table also shows that 68% of performance indicators have improved over the previous year, the same as 68% of performance indicators in last year's annual report.
- 5.3 The purpose of this type of reporting is to ensure focus on delivering the levels of improvement on key measurable outcomes. The Council Leadership Team reviews all areas to ensure all plans help towards the priority outcomes. Looking across the total number of indicators in the appendix, the most improved indicators and the areas for improvement are noted below. The areas for improvement on Page 9 will be a focus during the next year to get on track towards the target.
- 5.4 The summary of progress on the 43 actions in the Council Plan for the Council's 5 priorities shows that 36 actions are now over 50% complete or completed. 5 actions have been completed during 2025/26.
- 5.5 Appendix 1 attached is the full report setting out in detail our progress and includes the following sections:
- An introduction by the Leader of the Council and Chief Executive and Background (pages 3 - 6).
  - An overall summary of performance, and areas for improvement (pages 7-12).
  - A section on each theme covering priorities, a performance scorecard, and some key highlights and activity for the next six months:
    - Reduce child poverty and inequalities in incomes, education, and health (pages 13-27).
    - Deliver inclusive economic growth including community wealth building (pages 28-39).
    - Tackle climate change and achieve net zero by 2045 (pages 40-53).
    - Build resilient and empowered communities (pages 54-66).
    - Design a modern council (pages 67-80).

## **6.0 POLICY IMPLICATIONS**

- 6.1 The progress presented in this report and all actions will make an impact on achieving the priorities and outcomes set out in the Council Plan 2022-27 report. The Integrated Impact Assessment (IIA) for previous years' reports continues to be accurate. Article II of the Minute of the Policy & Resources Committee on 5 December refers to the original report and IIA.

## **7.0 CONSULTATIONS**

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

## **8.0 BACKGROUND PAPERS**

None.

GREGORY COLGAN  
CHIEF EXECUTIVE

DATE: 1 JUNE 2026

ANDREA CALDER  
HEAD OF CHIEF EXECUTIVE'S SERVICES



# Dundee City Council Plan 2022-2027

Annual Progress Report 2025-26



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# Introduction

## by the Leader of Dundee City Council and the Chief Executive

This fourth annual progress report shows the Council is making steady progress on delivering on its Council Plan 2022-2027 objectives.

Together with the Dundee Partnership we are working to shape our future and improve the lives of the people who live, work and learn here. We are a caring city and tackling the root cause of poverty head on remains one of the biggest challenges we face, especially as the cost-of-living crisis continues to significantly affect many of our citizens.

We are **reducing child poverty and inequalities in incomes, education and health** by working to give every young person the best start in life. Closing the attainment gap is a key part of tackling the effects of child poverty and attainment levels in literacy and numeracy for our primary school pupils continues to improve to a level now above the Scottish average. We have won national awards for innovative approaches. In 2025, the city's Local Fairness Initiative in Linlathen won the Cosla Excellence SOLACE Best Team Award while What Matters To You was successful in the Strengthening Communities and Local Democracy category. We are working with communities in the North East and East End Wards to develop a whole family approach, ensuring that families get the support they need, where and when they need it.

We are **delivering inclusive economic growth** to create jobs and opportunities for all by keeping Dundee in the spotlight as a place to invest. In March, Dundee marked seven years as a living-wage city. There are approximately 120 Living Wage accredited employers headquartered in Dundee, collectively employing over 43,000 workers. Visitor numbers to the city have also increased for another year to 1.42m, bringing in £333m to the local economy. The Community Wealth Building Strategy's Action Plan has been agreed and is in progress, and we lead the way in local procurement, being the local authority with the highest proportion of local spend in Scotland. Key employment opportunities are being created through both major development projects and the expansion of industrial activity across the city, supporting job growth and benefiting communities facing the greatest challenges.

We are **tackling climate change** and making Dundee greener. We are consulting on plans for a nature network, which would create a connected network of green spaces and habitats across the city, enhance biodiversity while supporting climate resilience and community wellbeing. We launched our Air Quality Action Plan in November to improve public health and create a cleaner local environment for our citizens. We have also agreed our new Waste and Recycling Action Plan 2026/30, setting out a roadmap towards a waste-free Dundee.

We are **building resilient, empowered communities**. The past year saw Drumgeith Community Campus and Greenfield Academy officially opened. The campus is popular with pupils and local groups alike with state of the art facilities and a full programme of evening and weekend activities. The campus is delivering real benefits for the east end of the city by expanding access to services, improving facilities and supporting at risk individuals to help reduce inequalities and improve lives. The transformation of community services in Kirkton is well underway. Locals are embracing the new library and community facilities at the hub, and we are continuing to work with people in Kirkton in an ongoing effort to build a new community facility. The Community Benefits Programme continues to support local projects, several of which are benefiting from the community wishes initiative. The Capital Neighbourhood Fund has already allocated over £600k for local people to decide how to improve local community spaces and facilities.

Local government continues to face a very challenging situation. Once again, the Council has achieved a balanced budget, but we need to **Design a Modern Council** that can be sustainable for the long term. We continue with plans to rationalise our properties and redesign some services to be leaner yet able to meet people's needs. In living our values, and striving to deliver on our key priorities, we will be open and honest. We will let the data on performance targets and progress on our plans speak for themselves. Through progress reports on this Plan, and our other key plans, we will show our commitment to be inclusive, innovative and constantly learning about where we can improve.



**Councillor Mark Flynn**  
Leader of Dundee City Council



**Gregory Colgan**  
Chief Executive

# Background

Dundee City Council fully endorsed the shared vision for our city set out in the Dundee Partnership's City Plan 2022 – 2032. This reflects a consensus in the city which we can all work towards and is set out as follows:

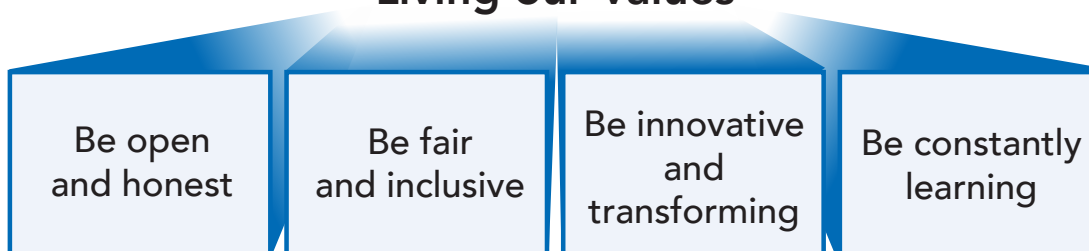


To achieve the vision, the Council Plan 2022-2027 sets out a commitment to focus on five strategic priorities for the life of the five-year plan and how the Council aims to support delivery on these. Underpinning this is our bold and ambitious culture to encourage everyone at Dundee City Council to live our values and deliver on these priorities.

The strategic priorities are:



### Living our Values



Over the life of this 5-year plan, the aim is to make sure we can report on the social transformation of the city in the same positive terms as the economic transformation. Dundee, like many urban areas, has major social challenges to overcome. It is also clear that the pandemic and the cost-of-living crisis has exacerbated the challenges faced by the city.

At this stage in the year some of the annual data for 2025/26 is not available yet. Where this is the case, the report uses the most recent annual data available. For these measures where annual data is not available for 2025/26, these figures will be updated in the mid-year progress report when the 2025/26 data has become available.






Over the life of the plan, targets were set in year one (2022/23), year three (2024/25), and year five (2026/27).

# Progress Summary 2025-2026

Table 1 (below) shows that, overall, 68% of the 22 performance indicators in the Council Plan are on or within 5% of the target. This is an increase from 64% of performance indicators that were on or within 5% of the target in last year's 2024/25 annual report. Within the Deliver Inclusive Economic Growth including Community Wealth Building theme, the Council is now within 5% of the target for 100% of its performance indicators.

The table also shows that 68% of performance indicators have improved over the previous year, the same as 68% of performance indicators in last year's annual report. All themes have achieved improvement in at least 67% of their performance indicators, with the exception of Build Resilient and Empowered Communities which has a lower improvement rate of 20%, although 80% of indicators within this theme are on target.

**Table 1:**

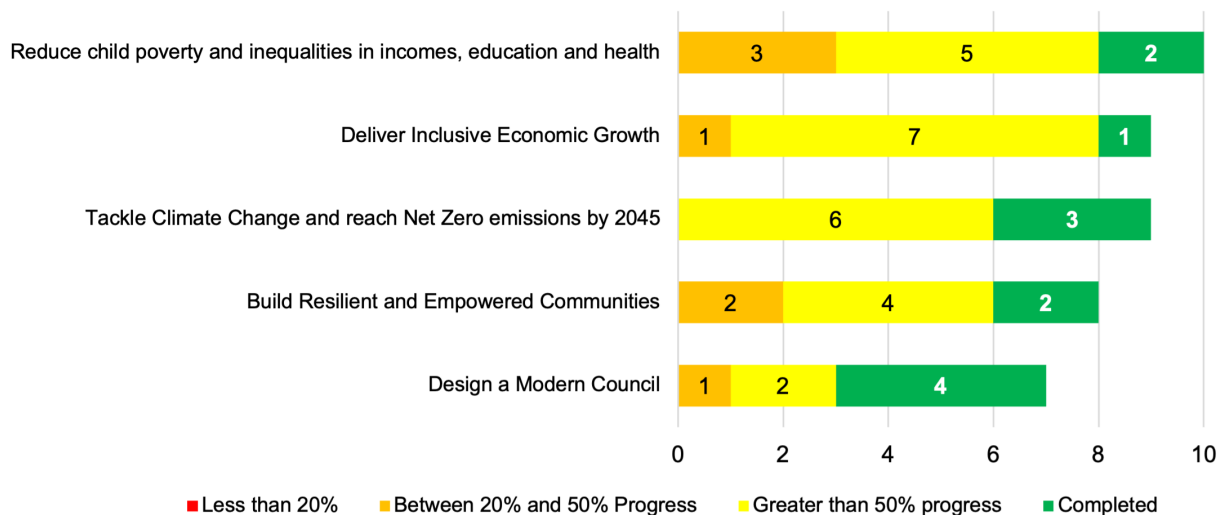
Priority Theme	Within 5% of target	Improved over previous year	Total Indicators
 Reduce Child Poverty and Inequalities in Incomes, Education and Health	3 (50%)	4 (67%)	6
 Deliver Inclusive Economic Growth including Community Wealth Building	4 (100%)	4 (100%)	4
 Tackle Climate Change and achieve Net Zero Carbon Emissions by 2045	2 (50%)	3 (75%)	4
 Build Resilient and Empowered Communities	4 (80%)	1 (20%)	5
 Design a Modern Council	2 (67%)	3 (100%)	3
<b>TOTAL</b>	<b>15 (68%)</b>	<b>15 (68%)</b>	<b>22</b>

Graph 1 (below) shows that all actions are in progress, which means someone has been assigned, briefed and already taken some steps towards achieving an action plan or the target. The percentage complete is a self-assessment of the progress on priorities in each theme and is defined in the Table 2 below. Responsible officers are advised to use the following definitions to help assess percentage complete. Twelve actions are now complete, including five which have been completed during 2025/26.

**Table 2:**

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.
100%	Action has been completed, and objectives have been achieved.

**Graph 1: Council Plan Actions progress**



The following sections on the five Council Plan themes highlight the activities completed or those where we are making considerable progress this year as well as the actions which need more progress.

# Areas for Improvement and Improvement Action Plan

The table below outlines progress on previously highlighted areas for improvement, and highlights areas for improvement in the year ahead based on the performance indicators furthest away from the target and with no improvement on the year before.

Performance Indicator to be Improved	Indicator Performance and Planned Improvement Activity	Status/Target Completion Date	Lead Officer & Service
Annual emissions from energy use in the council's property estate in tonnes of CO2 equivalent (tCO2e).	<b>This indicator was previously highlighted in the Mid-Year Progress Report</b> , due to being above the target. However, new data since this last report shows a significant improvement in this indicator, which has decreased by 8% between 2024/24 and 2025/26. It is now within 5% of the current year target. Because this indicator has decreased and is now within close proximity of the target, it no longer needs prioritising as a highlighted area for improvement. However, work will continue to reduce the emissions from the Council's property estate through the Net Zero Transition Plan.	<b>Completed</b> Improvement shown.	Head of Design & Property

Performance Indicator to be Improved	Indicator Performance and Planned Improvement Activity	Status/Target Completion Date	Lead Officer & Service
Average Total Tariff for SIMD1.	<p><b>This indicator was previously highlighted in the Mid-Year Progress Report.</b></p> <p>Available analysis highlights variation in attainment across SIMD Quintile 1, with outcomes strongly influenced by stage of leaving. Pupils who remain in school to S6 attain complementary tariff points in line with, or above, the Virtual Comparator, demonstrating that retention in the senior phase is a key factor in improving outcomes for young people from the most deprived areas.</p> <p>Planned improvement activity includes:</p> <ul style="list-style-type: none"> <li>• Continue to improve senior phase pathways, including access to a broader range of qualifications and flexible curriculum options that meet learners' needs, increase staying on rates and raise attainment.</li> <li>• Continue to target support at the lowest attaining 20% through focused literacy, numeracy and attainment interventions within the senior phase.</li> <li>• Continue to strengthen partnership working with colleges, training providers and employers to improve progression pathways and increase the proportion of young people entering sustained positive destinations.</li> <li>• Use Insight and school level data more rigorously to identify where attainment for SIMD Quintile 1 learners is strongest and replicate effective practice across schools.</li> </ul> <p>The Annual Education Plan and individual School Improvement Plans contains further improvement actions.</p>	<p><b>30th September 2026</b></p> <p>The date above will be when next year's data will be available for comparison to show if there has been improvement.</p>	Head of Education, Children & Families

Performance Indicator to be Improved	Indicator Performance and Planned Improvement Activity	Status/Target Completion Date	Lead Officer & Service
Town Vacancy Rate.	<p><b>This indicator was previously highlighted in the Mid-Year Progress Report.</b></p> <p>There is positive progress including the introduction of the City Centre Commercial Waste Project, which has significantly reduced the clutter of trade bins on streets, and encouraging better recycling. There is strong partnership approach in relation to Youth Diversionary Activity working with Dundee Youth Network, Anti- Social Behaviour Team and Police Scotland. The Business Improvement District (BID) has been approved, with city centre businesses overwhelmingly voting to create a £2.4 million, five year programme focused on cleaner streets, enhanced maintenance, safety, and coordinated events and marketing. These achievements build on to the City Centre Strategic Investment Plan, and the city centre is well positioned to accelerate momentum and reposition the city centre as a cleaner, safer, and more vibrant destination helping attract investment and fill vacant shops.</p>	<p><b>30th September 2026</b></p> <p>The date above will be when next year's data will be available for comparison to show if there has been improvement.</p>	<p>Head of Planning, Economic Development and Regulatory Services.</p>
Increase the percentage of waste recycled within the city.	<p><b>This indicator was previously highlighted in the Mid-Year Progress Report.</b></p> <p>Improvement in the city's recycling rate has been identified as a key priority following its recent deterioration. In response, the Waste Team has developed and published an updated Waste Strategy and Action Plan for 2026–2030. This strategy outlines a series of key actions, including initiatives linked to the Take Pride in your City Campaign, aimed at driving improvements and achieving long-term sustainability goals.</p>	<p><b>30th September 2026</b></p> <p>The date above will be when next year's data will be available for comparison to show if there has been improvement.</p>	<p>Head of Environment, Neighbourhood Services</p>

Performance Indicator to be Improved	Indicator Performance and Planned Improvement Activity	Status/Target Completion Date	Lead Officer & Service
<p>Increase the percentage of care experienced young people in positive destination.</p>	<p><b>This indicator is a new area for improvement highlighted in this report.</b></p> <p>The service is focusing on improving the attendance, attainment and positive destinations of young people in kinship care through several measures. This includes targeted support at home, in school and in the community, alongside enhanced pathways out of school into further education, training and employment. It also includes a strengthening of supported accommodation for all care leavers.</p>	<p><b>31st March 2027</b></p> <p>The date above will be when next year's data will be available for comparison to show if there has been improvement.</p>	<p>Head of Children &amp; Families Social Work and Community Justice, Children &amp; Families</p>



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

“Dundee will be a caring city which has tackled the root causes of poverty and delivered fairness in incomes, education and health.”

## Dundee Plans

The Council has several plans and strategies that are focused on reducing child poverty and inequalities in the city. These include:

- Local Child Poverty and Fairness Action Plan
- Children and Families and Chief Executive’s Service Plans
- Equalities Outcomes Action Plan 2025/29
- British Sign Language Plan 2024/30
- Our Promise 2023/26
- Discover Work Strategy & Action Plan 2022/2027
- Positive Destination Improvement Plan
- Local Housing Strategy 2026/2030

## Strategic highlights from last year

- Latest data shows that the improving trend of school attendance levels for all children and young people living in SIMD 1 is continuing. Attendance levels have been increasing per annum over the last 4 years and now sits at 87.9%.
- Take up of free school meals for children and young people in P1-S6 continues to show an improvement year on year. Over 59.5% of children and young people are accessing free meals, the highest ever level and significantly surpassing the target of 54%. The take up of free concessionary travel continues to increase, with 82.7% of 5–21-year-olds now having an NEC card which includes a free bus pass.
- Closing the poverty-related attainment gap is a key part of tackling the effects of child poverty. The attainment gap for both literacy and numeracy for primary school children has decreased between 2023/24 and 2024/25. However, senior phase attainment remains a key area for improvement as the 2024/25 average tariff score for school leavers living in the most deprived communities within the city was 563, a decrease of 30 points from 2023/24.

- 2025/26 saw the implementation phase of “A Step Change in Positive Destinations for Young Dundonians”. The plan explicitly aims to close the participation and destinations gap for young people from the most deprived communities, including SIMD1. Each secondary school now has a senior leader (Depute Head Teacher) designated as the Senior Responsible Officer for youth participation up to age 19. This role includes accountability for young people post school, not just leavers, which is critical for SIMD1 cohorts where drop off often happens.

## National Performance Framework (Aligning global, national and local aims)



## Actions completed 2025/26

- Deliver on the Mainstreaming Equalities Report Action Plan 2021/25.

## Actions due for completion 2026/27

**2026/27 is the final year of this Council Plan, and most actions in progress are due to be completed by March 2027. All actions are currently on schedule:**

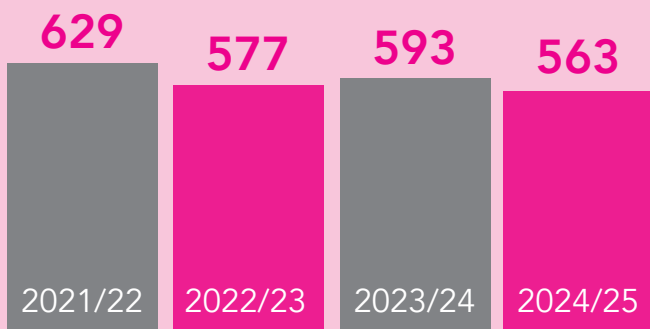
- Continue work to reduce the cost of the school day.
- Implement the recommendations of The Promise.
- Prioritise welfare support grants to children and families.
- Maintain momentum in energy efficiency and wall insulation programmes to reduce fuel poverty for children and families.
- Monitor Progress of the Local Fairness Initiatives to ensure support and engagement across council services, as well as implementing changes to services or policies, as appropriate.

82.7%  

Take up in Dundee of young people aged 5-21 using a National Entitlement Card for free bus travel.

59.5%

Take up of free school meals (includes pupils from P1-S6).



Average tariff score for pupils living in SIMD Quintile 1.

# Priorities in Action

## Income Maximisation for Children and Families

Income maximisation is a key mechanism that the Council and other public and third sector organisations can use to reduce poverty by providing people in Dundee additional financial gains to use for everyday costs. Importantly, it can leverage large social value for a much smaller proportion of cost. A social return on investment report by the Improvement Service showed that an overall social gain of £968,175 was levered from an investment of £31,000. This equates to £32 per £1 spent, emphasising excellent value and a model to be replicated going forward.

Council Advice Services in Dundee have successfully helped secure over £17 million in financial gains for people across the city in 2024/25. Compared to the previous year, there has been a 37% increase in the total amount of money put back into people's pocket. This is largely a result of increased collaborative partnership working and more proactive community engagement. Significant financial gains and benefit claims were made in several key areas over the past year, including:

- Maximising benefit uptake with Macmillan Cancer Support – over £2 million
- Working with Midwives and Health Visitors to identify and support people eligible for financial support – over £500,000
- Pension Credit Take-Up campaign – over £2 million
- Partnership work with GP surgeries – over £3 million

A further £4.2m and £2.2m of financial gains were secured through Brooksbank Centre and the Citizen's Advice Bureau respectively, adding up to a total of £23.4m of additional money for people in the city.

In addition, the Council's money advisers have been working with people who are struggling with debt, offering advice and assistance to help them regain financial stability. As part of the proactive community engagement efforts, Council Advice Services has been holding clinics directly in local communities. These clinics are available in several locations including Lochee Hub, Broughty Ferry Library, and St Mary's Community Centre. School linked welfare and benefits advice services continued in Morgan, Baldragon and Greenfield Academies throughout 2025/26, supporting families to maximise income, prevent rent arrears and avoid crisis situations such as homelessness or fuel poverty.

The 2025/26 Council budget allocated £500,000 for cost of living support, targeted at households experiencing financial hardship, including families with children.

The Council is dedicated to supporting customers remain in their tenancies via the Discretionary Housing Payment fund. In 2025/26, over £4m of Discretionary Housing Payments/Local Authority Hardship Fund Payments have been awarded to tenants.

**To help families and children the cost of school meals was frozen again in the 2026/27 budget.**

### Reducing the Cost of the School Day

Ongoing targeted mitigation work to reduce the cost of the school day (meals, transport, participation) continued during 2025/26, helping ensure children from low income households could fully access education. All Dundee schools have a Cost of the School Day action plan which are reviewed annually and integrated into school improvement strategies. The key city-wide pledges are:

- No child starts school without breakfast.
- No child misses P7 residential due to cost.
- Affordable school uniforms available (most schools have uniform shops).
- Leadership for Equity programme in development to enhance knowledge, awareness and improve practice.

School meal prices were frozen for the 2025/26 financial year, directly reducing daily household costs for families with children during the ongoing cost of living crisis. Most schools offer free breakfast through clubs, toast rounds, or snack boxes, and Swap shops, donations, and clothing grants are widely used.

### Local Fairness Initiatives

During 2025/26, the Local Fairness Initiatives (LFIs) sustained a highly targeted, place based approach to reducing poverty and inequality, with Linlathen continuing as the most developed locality. Delivery focused on income maximisation, reducing the cost of living, improving employability, strengthening wellbeing and simplifying access to support services. Key achievements included maintaining trusted, multi agency local access points for welfare and financial advice; supporting residents to progress towards and into employment through integrated employability pathways aligned with the Child Poverty Pathfinder; improving access to coordinated housing, health and family support; and strengthening community resilience through co produced wellbeing activity and resident led initiatives. The LFIs continued to operate as a system change model rather than a short term project, embedding co production, early intervention and partnership working, with learning from Linlathen informing wider approaches across Dundee.

During 2025/26, a major external wall insulation and whole house retrofit programme commenced in Linlathen, covering 121 properties. The project forms part of a wider programme to tackle fuel poverty and improve energy efficiency in high deprivation areas.

During 2025/26, the Local Fairness Initiative received national recognition for collaborative, place based working. This included winning the APSE Service Award for Best Collaborative Working Initiative and the COSLA Excellence Award (SOLACE Best Team) in 2025. The initiative was also shortlisted for COSLA Excellence Awards in Tackling Inequalities and Improving Health & Wellbeing.

## The Promise

Considerable progress is being made in Dundee to improve outcomes for care experienced children, young people and care leavers. Since implementation, 19 initiatives out of a total of 29 have been completed and the remaining 10 are making good progress. Key highlights to date include: A 14% reduction in the number of care experienced young people, from 375 in 2023 to 335 in 2025; The school attendance rate for care experienced pupils is now 82.8%, higher than the Local Government Benchmark Framework Family Group average of 80.5%; and the percentage of care experienced pupils achieving one or more awards at SCQF Level 4 or better has steadily increased from 73% in 2020–21 to 81% in 2024–25.

Work continues to strengthen the support provided by the New Beginnings Team to vulnerable parents and carers with babies and infants. Over the past year, 70% of referred babies were able to remain either at home in the care of their parent or with a kinship carer. Other initiatives to support parents and carers with babies and infants includes Alternatives Counselling helping people with emotional health concerns and Tayside Council on Alcohol assisting those who have previously had children removed from their care.

During 2025/26, Dundee continued delivery of relationship based, early intervention family support through Children's Services, supported by the £2m additional Children's Services investment built into the 2025/26 budget. This funding supported services that reduce escalation to statutory intervention, consistent with The Promise commitment to early help rather than crisis response.

LFIs are explicitly linked to the Child Poverty Pathfinder, aligning adult income stability with children with lived experience, an approach endorsed by The Promise.

Youth work programmes operating in deprived communities continued through 2025/26 (e.g. Positive Minds), enabling young people including care experienced young people to shape provision, gain confidence and achieve accredited learning. These programmes align with The Promise objective that children influence decisions affecting their lives, not just receive services.

There was a reduction in children living in temporary accommodation and children linked to homeless applications, with prevention activity and housing stability measures continuing into 2025/26. Stability of home environments is a direct enabler of Promise outcomes relating to safety, attachment and continuity.

All of this work reflects system reform, not isolated initiatives, and aligns strongly with national expectations for Promise deliver.

## Free Bus Travel for Under 22s

Under 22s have access to concessionary travel which includes a free bus pass. Dundee City Council has actively promoted the scheme through local communications, surveys and engagement with young people and families, alongside practical support to access National Entitlement Cards and partnership working with local bus operators to ensure ease of use.

By the end of 2025/26, there were 24,913 under 22-year-olds with an NEC card with the free bus travel on it, up from 24,309 at the end of 2024/25. That is 82.7% of the Dundee 5-21 population. Targeted local promotion and engagement have contributed to increased take up of under 22 concessionary travel in Dundee. This consistent promotion helped normalise free bus travel, increase awareness and reduce access barriers, and reinforce its role in supporting education, employment and social participation.

## Mainstreaming Equality

During 2021–2025, Dundee City Council achieved meaningful progress in mainstreaming equality by embedding equality and human rights more consistently into governance, planning and decision making, particularly through strengthened use of integrated impact assessments and closer alignment with the Council Plan. A substantial programme of actions across the seven equality outcomes was delivered or advanced, including improvements in workforce equality monitoring and reporting, wider promotion of Fair Work principles, strengthened partnership working across education, health, social care and community justice, and improved consideration of equality in transport and service access. The period consolidated equality as a core part of day to day Council activity rather than a standalone function. However, key challenges remain in relation to educational attainment gaps, health inequalities, poverty related disadvantage and Fair Work and improving outcomes in those areas are set out within the refreshed priorities and actions contained in the 2025–2029 Equality Mainstreaming Report.

The Equalities Mainstreaming Action Plan (2025-29) was approved at City Governance Committee in April 2025. The plan aims to strengthen and embed equality, diversity and human rights across all aspects of Dundee City Council's functions, building directly on progress and learning from the 2021–2025 period. New equality outcomes and actions have been agreed for 2025–2029, focused on ensuring equality is mainstreamed into governance, strategic decision making, service planning and delivery, rather than treated as a standalone activity, and confirms continued use of integrated impact assessments and the Fairer Scotland Duty to address socio economic disadvantage. It also aims to improve transparency and accountability through updated employee equality monitoring, gender pay gap reporting and evidence based use of workforce and service data, while supporting partnership working where equality outcomes cannot be delivered by the Council alone. Overall, the report seeks to deliver a refreshed, realistic programme of equality outcomes for 2025–2029 that responds to persistent inequalities identified during 2021–2025 and aligns equality delivery with the Council Plan and wider strategic priorities.

## Positive Destinations for Young People 16-19

Dundee has achieved consistently high and improving outcomes for young people entering positive destinations on leaving school, with outcomes supported by senior phase attainment and strengthened transition support. The proportion of school leavers entering an initial positive destination for the academic year 2024/25 remains high at 93.7%, although there has been a small decrease from 94.8% in 2023/24. This decrease reflects a trend in local authorities which are in Dundee's LGBF family group of councils that have similar characteristics.

Improvements in attainment at National 5, Higher and Advanced Higher have helped strengthen readiness for post school pathways. The number of young people achieving passes at National 5, Higher and Advanced Higher level has increased in Dundee. The pass rate at grades A–C for National 5s in Dundee has increased from 74.9% in 2024 to 77.0% in 2025, which is higher than the pre-pandemic 2019 pass rate of 74.9%. The pass rate at grades A-C for Highers increased from 70.3% in 2024 to 70.6% in 2025. The pass rate at grades A-C for Advanced Highers increased from 70.0% in 2024 to 73.4% in 2025.

Targeted work with partners has focused on reducing drop out, improving sustained participation, and developing a school–college–work experience model to better support young people requiring additional help at transition points. Taken together, the data indicates strong performance in supporting 16–19 year olds into education, employment or training, with ongoing work directed at further improving sustainability and equity of outcomes.

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. Elements of All in Dundee's service offer were scaled up during 2025/26. An Alternative Route Collaborative (ARC) is designed specifically to support young people who have engaged with Dundee City's offsite provisions, including Rockwell Learning Centre, PACE, or RISE. This was developed in direct response to findings of 'A Step Change in Positive Destinations for Young Dundonians'.

Other additional support was made available for young people and parents to enable their participation in further education, training, or employment. For example:



- Discover Together – 6-month paid placements for up to 8 unemployed or underemployed parents within NHS Tayside. Placements are paid above the Real Living Wage and offer family friendly working pattern to accommodate family commitments;
- Scottish Childminding Association (SCMA) Programme for Scotland's Childminding Futures - A programme to support up to 10 new childminders in Dundee with a training and induction package from SCMA, business start-up support from Business Gateway, and a Scottish Government Business Grant.




- Earn and Learn Opportunities - Up to 14 Modern Apprenticeship opportunities with partner organisations for young people not participating in employment, education, or training. This was developed in direct response to findings of 'A Step Change in Positive Destinations for Young Dundonians'.










Further information on performance of the Employability Pathway programme up to 31/03/2026, including a summary of customers supported (e.g. equalities data; characteristics; circumstances; locality by ward, community, data zone), will be included in a report for the City Growth & Infrastructure Committee later in the year. The information will be used to inform improvement activity - e.g. community and customer engagement activity as part of the 'Stakeholder Engagement Plan'.







## Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
<b>Reduce Child Poverty and Inequalities in Incomes, Education and Health</b>	1	3	3	6	4 (67%)

Most Improved PI's 	Most Deteriorating PI's 
Percentage of 5-21 population who have a free bus concession NEC smartcard.	Percentage of care experienced young people in positive destinations.
% Take up of free school meals entitlement P1 - S6.	Average Total Tariff for SIMD 1.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
		Data	Data	Data	Target	Target			
	Overall school attendance of all children and young people living in SIMD 1**.	87.0%	87.8%	87.9%	95.0%	96.0%			Latest figure is attendance from the start of academic year 2025/26 up to March 31st. Improving this indicator remains a key priority.










Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
	Average Total Tariff for SIMD 1*.	577	593	563	660	805			There have been different approaches to awarding in sessions since 2019/20. Comparisons of attainment between years should be treated with significant caution and do not allow for conclusions to be drawn on changes in education performance during this time. The next interim update due September 2026.
	Percentage of 16–19-year-olds living in SIMD 1 areas participating in positive destinations*.	84.1%	87.3%	87.3%	90%	93.5%			Skills Development Scotland published their participation measure 2025 in August 2025. This reported that 87.3% of 16-19 year olds in Dundee City living in SIMD Quintile 1 were participating in education, employment or training. The improvement between 2023 & 2024 has been maintained.
	Percentage of care experienced young people in positive destinations*.	71%	100%	84%	94%	96%			Most care experienced children are in positive destinations. This indicator can fluctuate due to a small number of care experienced children who are 16+. Key workers in the youth employability service are continuing to support Children and Young People across Dundee and support them into positive destinations.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
	% Take up of free school meals entitlement P1 - S6.	52.5%	58.6%	59.5%	54.0%	60.0%			This indicator measures take up of free school meals for all primary pupils and includes the P1-P5 group who have universal entitlement to free meals.
	Percentage of 5-21 population who have a free bus concession NEC smartcard.	75.2%	80.7%	82.7%	86.0%	91.0%			The high percentage of under 22s accessing concessionary travel has improved again in 2025/26 with 82.7% now possessing an NEC smartcard.

\* Data is a year behind i.e. latest figure data and current year target is for 2024/25







\*\* Latest figure data is March 2026. Current year target shown is target for 2025/26





### Performance Indicator Key

Status		Short Term Trend		Long Term Trend	
	More than 5% away from Target		Improving		Improving
	Within 5% of target		Maintaining		Maintaining
	On Target		Deteriorating		Deteriorating

## Progress on Key Actions




Status	Actions in the plan	Progress %	Due Date	Notes	Lead
✓	Deliver on the Mainstreaming Equalities Report Action Plan.	100%	31st March 2025	Equalities Mainstreaming Action Plan (2025-29) approved at City Governance Committee on 21 April 2025.	CEX
✓	Promote the uptake of concessionary travel scheme for young people, ensuring quick and easy access to entitlement.	100%	31st March 2027	Completed September 2024. This indicator will continue to be monitored and reported on via the service plan for the Chief Executive's Service.	CEX
▶	Continue work to reduce the cost of the school day.	93%	31st March 2027	A meeting with appropriate stakeholders was held in April 2026 to discuss and agree how all schools and nurseries can go further with their commitments to reducing the cost of the school day. Agreed actions are being taken forward and progress will be recorded and monitored.	CF
▶	Implement the recommendations of The Promise to deliver the Scottish Government's commitment to care for Scotland's most vulnerable children and give them the best possible childhood.	92%	31st March 2032	The Our Promise Annual Report, approved by Elected Members in November 2025, highlights progress over a range of areas. The next 3-year plan will be incorporated into the Children's Service Planning Partnership Plan 2026-29, where care experienced children and young people will continue to be a key priority with annual updates on progress.	CF
▶	Prioritise welfare support grants to children and families.	90%	31st March 2027	Collaborative working continues with school co-location work proving very successful. Income Maximisation gains from all schools includes access to the various welfare and fuel support grants available.	CS

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	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.	 90%	31st March 2027	An evaluation of the Linlathen Local Fairness Initiative (LFI), including key lessons, was completed and presented to the Child Poverty & Inequalities Strategic Leadership Group. The Stobswell LFI is fully into implementation phase with the drop-in established, employability support deployed and action progressing on support to people in private tenancies.	CEX
	Maintain momentum in energy efficiency and wall insulation programmes to reduce fuel poverty for children and families.	 70%	31st March 2027	The next phase in the Retrofit programme, Linlathen Phase 1, has been approved by Committee and works commenced in March 2026. Phases 2 and 3 will continue before progressing retrofit projects at Glenprosen, Lawton and Fleming Gardens Developments.	NS
	Build on the United Nations Convention on the Rights of the Child #MakeltRight campaign encouraging young people to know about their rights under the UNCRC, and for adults and the public sector to help safeguard those rights.	 43%	31st March 2027	An audit of where schools are in relation to the Rights Respecting Schools Award (RRSA) has been concluded and an officer has been assigned to support schools in progressing this. Almost all of Dundee schools have achieved Bronze RRSA Award. 15 schools have achieved Silver RRSA and four schools achieved Gold.	CF

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Deliver on the Mainstreaming Equalities Report Action Plan 2025/29.		31st March 2029	The Equality & Mainstreaming Report & Action Plan is discussed as a regular agenda item at the Corporate Steering Group Meetings and Council Leadership Team are updated on progress as appropriate.	CEX
	Expand our free early years education to all 1- and 2-year-olds, starting with children from low-income households.		31st March 2027	110 families with children under 3, who are not yet eligible for free early learning and childcare and who live in the North East and East End Wards of Dundee have engaged in the project between October 2025 and March 2026. Early Years Family Workers continue to take the opportunity to consult with families to gather their views, needs, and childcare preferences and will collate and analyse responses.	CF

CD-City Development, CEX-Chief Executive Services, CF-Children and Families, CS-Corporate Services, NS-Neighbourhood Services

### Action progress symbols and progress percentage explained

	<p><b>In Progress</b> - Action is progressing well, on target for achieving all objections set in the initiation phase.</p> <p><b>20%</b> - The task is defined and agreed by relevant partners/stakeholders.</p> <p><b>40%</b> - Necessary tasks planned and implementation in early stages.</p> <p><b>60%</b> - Number of key actions achieved/agreed process or improvement taking shape or in place or underway.</p> <p><b>80%</b> - Majority of actions achieved/ agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule.</p>
	<b>Overdue</b> – Action is still progressing; however, it has exceeded its due date.
	<b>Completed</b> - Action has been completed, and objectives have been achieved.



# Deliver Inclusive Economic Growth and Community Wealth Building

“Dundee will have a strong, creative, smart and sustainable city economy with jobs and opportunities for all.”

## Dundee Plans

- The Tay Cities Region: Prospectus for Regional Growth 2025/2035
- Dundee City Centre Events Strategy 2024/29
- Dundee Tourism Strategy 2025/30
- Discover Work Strategy and Action Plan 2022/2027
- Dundee Local Development Plan
- City Centre Strategic Investment Plan 2050
- Waterfront Masterplan 2001/2031
- Community Wealth Building Strategy 2025/30
- Economic Vision and Action Plan

## Strategic highlights from last year

- Significant external funding to support inclusive economic continues to be managed by the Council. During 2025/26, Dundee City Council used UK Shared Prosperity Fund (UKSPF) and Tay Cities Regional Deal investment to support inclusive economic growth through business support, employability, regeneration and capital investment. UKSPF was deployed to provide digital and grant support to SMEs, deliver business growth and innovation funding, support skills development through Dundee & Angus College, and fund community outreach advisers to widen access to start up and business support. In parallel, Tay Cities Regional Deal funding continued to support employability programmes, and wider economic regeneration activity.
- The Bell Street Hub, a £14.4 million Levelling Up funded project became partially operational during 2025/26 with the re-opening of the refurbished parking facility and core transport infrastructure. The hub has transformed the former Bell Street multi storey car park into a Green Multi Modal Transport Hub, supporting sustainable travel, electric vehicle infrastructure and active travel facilities. The ground-floor green travel facility will open during 2026. The project has attracted significant national and sector specific attention through construction, sustainability and transport media and was shortlisted for a COSLA Excellence Award in the “Building Towards a Just Transition” category.

- Latest data available (for 2024/25) shows Dundee has 9,000 jobs within the tourism sector. The Waterfront developments continue to contribute to the City's economic growth by attracting and retaining major employers, tourism growth and construction and supply-chain activity.
- Employability services continued to support residents into positive destinations during 2025/26, with targeted support for young people, care experienced leavers and those furthest from the labour market through the Discover Work partnership and employability pathway approach.

## National Performance Framework

(Aligning global, national and local aims)

### The UN Sustainable Development Goals



### The National Performance Framework



A globally competitive, entrepreneurial, inclusive and sustainable economy



Thriving innovative business with fair and quality jobs for everyone



Open connected and make a positive contribution internationally

### Council Plan Key Priority



Deliver Inclusive Economic Growth (including Community Wealth Building)

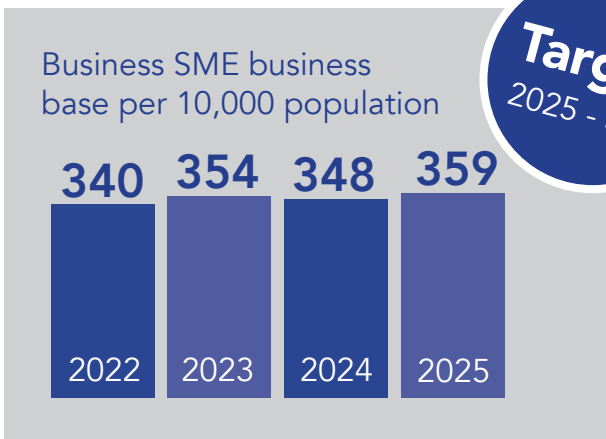
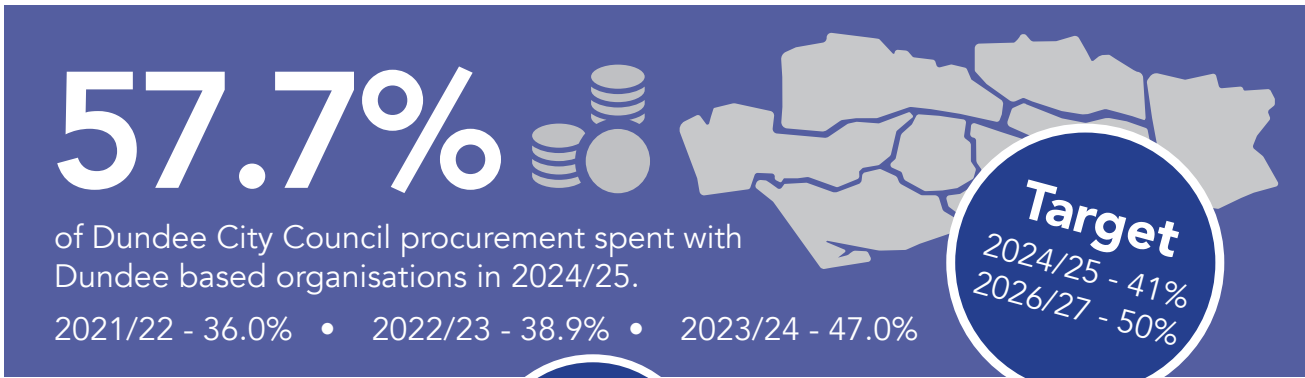
## Actions completed 2025/26

- Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs.

## Actions due for completion 2026/27

**2026/27 is the final year of this Council Plan, so most actions in progress are due to be completed by March 2027. All actions are currently on schedule:**

- Continue to raise the profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to businesses, investors, developers and visitors.
- Increase the number of start-ups and SMEs in the city and support their expansion.
- Maximise apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice.
- Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations.
- Continue to grow the number of jobs within Dundee Waterfront.
- Increase and enhance employment pathways, in particular supporting around 11,000 economically inactive people towards job seeking and 16–19-year-olds into positive destinations.
- Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre.



**Target**  
2025 - 372



# Priorities in Action

## Long-term City Centre Investment Plan to deliver a vibrant City Centre

This work has been driven through delivery of the City Centre Strategic Investment Plan (CCSIP) 2050, which provides the strategic framework for regeneration activity and has enabled the Council to progress both visible public realm improvements and longer term development proposals.

Work to permanently transform Union Street into an accessible pedestrianised space co-designed in collaboration by Dundee City Council, the Walk, Wheel and Cycle Trust and UNESCO City of Design with input from the public and key stakeholders began in February 2026. This city centre project has been awarded more than £1 million of funding from the Scottish Government, with a tender worth nearly £1.9 million for Tayside Contracts approved by the Council in 2025. The project will also provide improved crossings over Nethergate to the north and Yeaman Shore to the south. Union Street will be transformed into high-quality, accessible, level public space with seating, shelters, a public events space, planting, cycle parking, space for outdoor eating and drinking and new and improved lighting.

During 2025/26, several other key developments reached completion or opening, demonstrating tangible investor confidence and progress against the City Centre Strategic Investment Plan (CCSIP) objectives. These include the completion of the BT Headquarters on West Marketgait, the opening of a major new city-centre event and culture in venue LiveHouse, and the opening of new major retail stores in the Overgate Centre, including the flagship store Frasers.

Housing delivery and repurposing of underused sites is also a core pillar of the CCSIP increasing the number of people living in the city centre and supporting local businesses. On the Murraygate, 31 flats above ground-floor retail have been completed while at Trades Lane, a 28 flat residential development at the Seagate corner has also been completed. Further residential properties are still under construction are underway at Thorter Row, Gellatly Street. These developments contribute directly to the plan's ambition to reposition the city centre as a mixed-use location rather than a retail-only environment.

The Scottish Government's Vacant & Derelict Land Investment Programme awarded £695,000 towards the ongoing Lochee Placemaking Project, Lochee being another potentially vibrant hub in the city. This will support work to improve and unlock a number of vacant sites along Lochee High Street. Further Scottish Government investment will allow the addition of a major new water and drainage system in the High Street to allow development of social housing.

## Waterfront Development

Significant investment activity continued at the Waterfront during 2025/26, with the £26m James Thomson House on Site 6 of the Central Waterfront delivering additional Grade A office space. Construction activity has generated wider community benefits, including employability support and opportunities for local suppliers, aligning Waterfront delivery with the Council's inclusive growth and community wealth building objectives. Ongoing demand for this type of accommodation provides evidence of the Waterfront's role in supporting economic confidence and inward investment.

Construction is underway to deliver new homes at the corner of Dock Street and Gellatly Street, the former Department for Work and Pensions building. The building is being converted and extended to provide 49 affordable apartments. The development by Hillcrest Homes brings a vacant city centre building back into use for housing.

## Promoting The City

During 2025/26, Dundee City Council continued to progress a coordinated programme of activity to promote Dundee as a vibrant, accessible and investable city. The Council has actively promoted the city by successfully securing and publicising significant external investment aligned to regeneration and economic growth objectives. Confirmation that Dundee would receive £20 million through the Community Regeneration Partnership during 2025/26 has provided a clear mechanism for progressing projects that enhance the city centre, support reuse of vacant buildings and strengthen cultural and commercial activity. Funding announcements and associated project updates have reinforced Dundee's capacity to attract national investment and deliver complex regeneration programmes, supporting confidence among partners, investors and stakeholders.

The Council has also taken steps to promote city centre vitality through partnership based initiatives and stakeholder engagement. This has included ongoing work with businesses on proposals for a Business Improvement District (BID), support for major cultural and retail openings, and promotion of activity and events aimed at increasing footfall and improving perceptions of the city centre. Evidence of delivery includes completion of major developments, increased cultural programming and continued engagement with city centre stakeholders.

Latest Scottish Tourism Economic Activity Monitor (STEAM) figures revealed that visitor numbers to the city have increased again to over 1.4 million, bringing in £333 million for the Dundee economy last year. The new Dundee Tourism Strategy 2025/30 was developed by Dundee's Tourism Leadership Group with the ambition to make Dundee Europe's best emerging city break destination by 2030.

Dundee has been named the 'best city in the UK for a spring day out'. A survey by train company LNER analysed 88 of the most populated towns and cities in the UK across a range of environmental and activity-based factors. These include historical weather data, the amount of green and blue space, alongside land and woodland cover, and the number of walking trails in each location. The Times has highlighted locations across Britain that the paper said were "vibrant, full of potential and relatively affordable".

According to the publication, “The City of Discovery has a buzz that belies its size thanks to a 25,000-strong student population breathing life into its pubs, music venues and weeknight nightlife, alongside the opening of the V&A Dundee and regeneration of the waterfront.”

**More visitors are attracted to the city, with the latest data showing that Dundee welcomed 1,418,000 visitors during the last year.**

Dundee came top within Scotland in a list of best cities to move to as a graduate. Ranking took place based on a range of factors including average wage, job availability, rent costs, utilities and the average cost of a meal. Across the whole of the UK, Dundee ranked second in the top cities to start a graduate career as well as second in most affordable cities for a post-University career.

It is estimated that the 37th European Cetacean Society (ECS) Conference generated more than £1.6 million in direct economic benefit for Dundee and the wider region as over 750 marine science experts travelled to Dundee for the five-day event in April. LiveHouse hosted the main conference programme, with workshops at venues across the city centre, allowing delegates to engage with and experience the city throughout the event.

### Supporting Start Up Businesses and SMEs

Business Gateway Tayside Service continues to meet or exceed performance targets providing a core entry point for advice and support to new businesses across Dundee. The positive position reported in last year’s annual progress report has been improved with an additional 50 new business start-ups compared to last year. There are now over 3,500 businesses in Dundee employing less than 250 people.

UK Shared Prosperity Funding has been used during 2025/26 to deliver digital support to SMEs, grant funding through the Dundee Business Growth and Innovation Grant, skills support for SMEs via Dundee & Angus College as well as dedicated outreach support through two Community Advisers working directly with start-ups and SMEs.

### Employment pathways for unemployed people and 16-19 positive destinations

During 2025/26, Dundee City Council continued to progress work to improve employment pathways for unemployed people and support young people aged 16–19 into positive destinations, in line with the Discover Work Strategy and Action Plan 2022–2027. Further progress was made with the implementation of a single, coordinated Corporate Employability Service, aimed at simplifying access to employability support and strengthening partnership delivery through the Discover Work Local Employability Partnership.

All in Dundee, a consortium of Third Sector Employability Providers led by ENABLE,

continues to work in partnership with Apex Scotland, Barnardo's, Helm, One Parent Families Scotland, Street League, Volunteering Matters to increase and enhance employment pathways for unemployed Dundonians.

The Employability Pathway programme, delivered through Discover Work and third-sector partners, continued to support people to progress into employment, education or training, with 75% of participants achieving a positive outcome. Additional No One Left Behind funding enabled elements of the employability offer to be scaled up, including specialist support for those facing barriers to work. For young people aged 16–19, progress continued against the Positive Destination Improvement Plan, including the establishment of Improvement Groups within secondary schools and off-site learning settings, alongside continued delivery of apprenticeships, paid placements and initiatives such as Career Ready, supporting young people to move towards positive destinations.

**75% of 992 employability pathway customers progressed into employment, education, or training.**

### Community Wealth Building



During 2025/26, the Council has continued to progress Community Wealth Building in line with the 2025-2030 Strategy and Action Plan. Community Wealth Building principles are increasingly embedded within mainstream Council activity, supported by governance and performance monitoring arrangements. A central focus has been on maximising the economic and social value of public investment, strengthening the local economy, and ensuring that communities benefit directly from Council spend.




Procurement has been a key delivery mechanism for Community Wealth Building, with continued improvement in local and regional spend and targeted activity to strengthen the local supply chain. Supplier development activity, including Meet the Buyer events, has supported local businesses to access public-sector opportunities, while community benefits and Fair Work requirements have been embedded within contracts and major capital programmes. The Community Wishes approach has further strengthened delivery by connecting contractors with local communities to support community-led projects, ensuring visible and place-based benefits from Council procurement activity.

Dundee is performing best in Scotland in terms of procurement spend on local enterprise, for 2025/26 the percentage of total spend was 58%. While the recent figures represent a significant success, it is important to note that the Council's local spend has seen a notable increase during the 2023–2025 period, largely driven by major construction projects such as the Drumgeith Community Campus and Greenfield Academy. These large-scale contracts have had a substantial impact on local economic activity and procurement statistics that will be challenging to maintain next year.

## Performance Scorecard










Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
<b>Deliver Inclusive Economic Growth</b>	3	4	0	4	100%

Most Improved PI's 	Most Deteriorating PI's 
Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations.	n/a
Visitor numbers to Dundee (,000s).	n/a
SME Business base per head of 10,000 working age population.	n/a




Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
		Data	Data	Data	Target	Target			
	Increase the percentage of all 16-19-year participating in positive destinations*.	89.4%	90.5%	91.3%	92.0%	94.0%			Skills Development Scotland Published their Annual Participation Measure for 2025 in August 2025. It reported that 91.3% of 16-19 years olds in Dundee were participating in Education, Employment or Training. 68.4% were in education, 19.7% were in employment and 3.1% were in training or development.


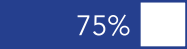






Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
✓	Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations*.	38.9%	47.0%	57.7%	41.0%	50.0%	▲	▲	2024/25 data shows Dundee is exceeding Council Plan target. Dundee is also exceeding LGBF benchmark, as our family group average is 33.4%. Spend Data for 2025/26 available in June 2026.
▲	SME Business base per head of 10,000 working age population Businesses.	353.8	347.6	359.4	372	400	▲	▲	Latest data shows 3,530 businesses with fewer than 250 employees in Dundee (ONS UK Business Data 2025). An increase from 3,470 the previous year.
✓	Visitor numbers to Dundee (,000s) *.	1,249	1,357	1,418	752	1,058	▲	▲	Latest visitor numbers from STEAM Report 2025. Data is for 2024 calendar year.





\* Data is a year behind i.e. latest figure data and current year target is for 2024/25

Performance Indicator Key					
Status		Short Term Trend		Long Term Trend	
	More than 5% away from Target		Improving		Improving
	Within 5% of target		Maintaining		Maintaining
	On Target		Deteriorating		Deteriorating

### Progress on Key Actions




Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs.	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	30th November 2024	Completed July 2025. A comprehensive action plan focusing on key activities across the 5 pillars of Community Wealth Building was presented to City Governance Committee in June 2025.	CS
	Increase the percentage of care experienced young people in positive destinations.	<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%	31st March 2032	Young people referred to Employability service are offered bespoke 1:1 support to address their needs and aspirations and an action is created for each individual young person. Key workers continue to provide support to sustain their positive destination.	CF
	Continue to raise the profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to businesses, investors, developers and visitors.	<div style="width: 77%;"><div style="width: 77%;"></div></div> 77%	31st March 2027	A new marketing campaign "It's a Dundee thing" is underway on meta and Sky ads promoting the city as a great destination. This will run to July/ August 2026.	CD

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Increase the number of start-ups and SMEs in the city and support their expansion.		31st March 2027	Business Gateway Tayside Service continues to meet or exceed performance targets. UK Shared Prosperity Funding has been used to provide digital support to SMEs, provide grant support (Dundee Business Growth and Innovation Grant); and provide SME skills support via D&A College. 2 Community Advisers have also been employed using UKSPF to offer outreach support to start-ups and SMEs.	CD
	Increase and enhance employment pathways, in particular supporting around 11,000 economically inactive people towards job seeking and 16–19-year-olds into positive destinations.		31st March 2027	Elements of All in Dundee's service offer were scaled up during 2025/26 including an expansion of a specialist service known as Individual Placement and Support (IPS), developed to support people with severe and enduring mental health problems to secure and sustain employment and an Alternative Route Collaborative (ARC) designed to support young people who have engaged with Dundee City's offsite provisions.	CD
	Maximise apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice.		31st March 2027	All secondary schools are actively involved in partnering with 'Career Ready' a programme connecting young people aged 15 to 18 to workplace opportunities, which includes a mentoring program and paid internships within the Council.	CS
	Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations.		31st March 2027	Procurement spend with Dundee based suppliers continues to increase. The Procurement Team continue to engage with local suppliers. Another successful Meet the Buyer Tayside Event was held on 3 March 2026 with 290 individuals attending on the day and 35 companies exhibiting.	CS

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Continue to grow the number of jobs within Dundee Waterfront.		31st March 2027	In February 2026, Thorntons Law committed to a lease for the top three floors of the new James Thomson House becoming the company's new HQ. Marketing of the two-ground floor commercial units is now commencing with viewings being conducted.	CD
	Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre.		31st March 2027	Key developments in progress include Union Street pedestrianisation works, Murraygate streetscape redesign, and completion of the Bell Street Green Transport Hub, all improvements which will enhance the city's vibrancy.	CD

CD-City Development, CEX-Chief Executive Services, CF-Children and Families, CS-Corporate Services, NS-Neighbourhood Services

### Action progress symbols and progress percentage explained

	<p><b>In Progress</b> - Action is progressing well, on target for achieving all objectives set in the initiation phase.</p> <p><b>20%</b> - The task is defined and agreed by relevant partners/stakeholders.</p> <p><b>40%</b> - Necessary tasks planned and implementation in early stages.</p> <p><b>60%</b> - Number of key actions achieved/agreed process or improvement taking shape or in place or underway.</p> <p><b>80%</b> - Majority of actions achieved/ agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule.</p>
	<b>Overdue</b> – Action is still progressing; however, it has exceeded its due date.
	<b>Completed</b> - Action has been completed, and objectives have been achieved.

# Tackle Climate Change and Achieve Net Zero by 2045



“Dundee will be a greener city, made up of strong communities where people feel empowered, safe and proud to live.”

## Dundee Plans

The Council has several plans and strategies that will be focussed on tackling climate change and reaching net zero by 2045. These include:

- Dundee Climate Action Plan
- Net Zero Transition Plan 2024/30
- Local Area Energy Plan
- Local Heat and Energy Efficiency Strategy
- Local Heat and Energy Efficiency Delivery Plan 2024/28
- Air Quality Action Plan 2025/29
- Biodiversity Action Plan 2020/30
- Open Space Asset Management Plan 2024/29
- Local Food Growing Strategy
- Regional Transport Strategy
- Sustainable Transport Delivery Plan 2024/2034
- Waste and Recycling Strategy Action Plan 2026/30

## Strategic highlights from last year

- The new Green Transport Hub in Bell Street is now up and running, fully fitted with a new state of the art cycle hub run by Angus Cycle Hub CIC, and car park with EV charging points powered by the building's own solar panel and battery storage.
- Dundee City Council's New Waste and Recycling Strategy 'Towards a Waste Free Dundee 2026-2030' was approved by committee, with a comprehensive set of actions and performance measures to improve the Council's recycling rate, reduce waste volume across the city, and promote positive behaviours within the city's communities.
- The Council's longstanding achievement of retaining external accreditation for beautiful spaces in eight locations across the city has been extended for another year. Seven locations across the city have retained their Green Flag status, and Broughty Ferry Beach was successful in retaining its Keep Scotland Beautiful's Beach Award.

- The Council's administration of Scotland's first council-led green participatory budget fund, the Climate Fund, has been successful, with the 3rd round of funding totalling approximately £107,000 being delivered to 6 community-led climate change projects across the city.
- Environmental upgrade works are being delivered across the city in all wards, with key developments including the reopening of revamped Longhaugh Park, and future works in the pipeline from £1.5m investment in Camperdown Park, and £160,000 on new features for the Eliza Street Pocket Park in Stobswell. Approximately £0.5 million has been invested in play areas throughout the city during 25/26 with the majority of funding coming from the Scottish Government's Play Renewal scheme.

## National Performance Framework

(Aligning global, national and local aims)

### The UN Sustainable Development Goals



### The National Performance Framework



We value, enjoy, protect and enhance our environment

### Council Plan Key Priority



Tackle Climate Change and reach Net Zero emissions by 2045

## Actions completed 2025/26

- Expand the rollout of 'safer school streets' initiative.

## Actions due for completion 2026/27

**2026/27 is the final year of this Council Plan, so all remaining actions in progress are due to be completed by March 2027. All actions are currently on schedule:**

- Develop and implement a Net Zero Transition Plan and Carbon Budget for DCC.
- Deliver Scotland's first council-led green participatory budgeting initiative – Dundee Climate Fund.
- Embed a Cycle Network Plan within the Local Development Plan.
- Provide further opportunities for pedestrianised areas, pocket-parks and support empowered communities to be partners and leaders on local plans and initiatives to develop biodiversity, local food growing and community spaces.
- Deliver the action plan to reduce waste, and reuse or recycle more.
- Support the Scottish Government's plans to invest £500 million nationally over the next 5 years to support walking, wheeling and cycling infrastructure.

Dundee City Council's Carbon emissions in 2024/25 were:

**25,374** tCO<sub>2</sub>e

2022/23 - 24,130 tCO<sub>2</sub>e • 2023/24 - 26,419 tCO<sub>2</sub>e



**Target**  
2024/25-24,359  
2026/27-21,984

Dundee City Council's property energy consumption:

2023/24 - 19,482 tCO<sub>2</sub>

2024/25 - 19,174 tCO<sub>2</sub>

2025/26 - 17,713 tCO<sub>2</sub>



**Target**  
2025/26-16,960  
2026/27-16,111

**35.1%**



Household waste recycling rate; and an all-time low of 1% of household waste going to landfill.

**Target**  
2024/25-41%  
2026/27-47%



**28**

Community Projects have been funded with approximately £750,000 from the Climate Fund.

# Priorities in Action

## Net Zero Strategies

Dundee City Council's Net Zero Transition Plan outlines the Council's organisational approach and emissions reduction programmes to achieve its goal of becoming a net-zero organisation by 2038. It includes key actions structured around four themes of Net Zero Emissions, Climate Resilience, Engagement and Circular Economy and implements a carbon accounting process that will embed delivery across all our Services. The most recent update report showed that the Council has reduced its total carbon emissions by around four percent in the last reporting year of 2024/25 and a total reduction of 55% since reporting began. This decrease has been driven largely by a reduction in energy use across Council buildings and improvements to fleet performance.

In addition to the Council's Net Zero Transition Plan, the Local Heating and Energy Efficiency Strategy (LHEES) and the Local Area Energy Plan (LAEP) were both approved by councillors in April 2024 and September 2024 respectively and will complement each other to support the city in delivering its 2045 net-zero target.

The LHEES identifies opportunities for energy efficiency improvements, heat decarbonisation and priority areas suited for developing heat networks for buildings across Dundee. The LHEES Delivery Plan outlines 39 deliverable actions in relation to: stakeholder engagement; overarching actions; heat decarbonisation; fuel poverty; energy efficiency; and heat networks. It has identified five prioritised heat network zones; City Centre, Baldovie, Caird Park, Ninewells Hospital and Lochee. There has been significant momentum on the heat network vision driven by external funding, detailed technical studies, delivery model exploration, and active engagement with NHS Tayside, Universities, Industry, and District Network Operators to shape network development and future infrastructure needs.

The LAEP provides an understanding of the nature, scale, rate, and timings of changes needed for the transition to a net zero energy system within Dundee by 2045. It takes a whole energy systems approach, so while it has an integral relationship with the LHEES, it has a wider focus. It outlines actions and route maps for its implementation to improve energy efficiency, decarbonise heat, maximise rooftop PV and storage, reduce and decarbonise transport, and ensure network resilience.

## Improving Air Quality

The annual Air Quality report in June 2025 showed Air Quality in Dundee had met all the targets in the six locations where it continuously monitors nitrogen dioxide (NO<sub>2</sub>) and 11 locations where it continually monitors particulate matter (PM). There are also 83 locations where less reliable but less costly passive diffusion tubes (PDTs) are used. The annual concentration levels have remained below pre-pandemic levels and have decreased further in many locations. These improvements are likely to be because of the proactive introduction of cleaner vehicles to fleets ahead of the implementation of the Low Emission Zone (LEZ). This has included the investment in modernising bus fleets, supported by Scottish Government grant funding with the aim of improving air quality not only within the LEZ but also along the arterial routes served by these buses. Similarly other commercial operators upgraded their fleets in preparation of the LEZ's introduction.

Enforcement of the Dundee LEZ scheme commenced on 30 May 2024 following the conclusion of the two-year grace period. From this date, owners of non-compliant vehicles that were identified through the automatic number plate recognition (ANPR) cameras as being driven on a road within the LEZ area would be issued a Penalty Charge Notice.

A new Air Quality Action Plan was approved by City Governance Committee in November 2025 and outlines the actions to deliver on further improvements to the city with (where possible) timescales, delivery organisations, funding sources, and target reductions in pollutants have been detailed for each action plan measures.

## Sustainable and Active Travel

The new Green Transport Hub on Bell Street has partially opened following its transformation from the previous multi-storey car park. This began with the re-opening of the car park in December 2025 which has now been enhanced with additional electrical vehicle chargers supported by a solar panel array on the roof with a battery storage system.

Following this, Angus Cycle Hub CIC has now moved into the ground floor of the refurbished building, providing affordable access to bikes for Dundee residents, 24-hour secure bike parking and storage, a state of the art bike and cycle service centre, a regional bike reuse centre, and an indoor bike skills park. With these new developments, alongside enhanced landscaping with active travel routes designed with consideration of future active travel connections and development, the facility is believed to be one of the first of its kind in Scotland at this scale, creating a flagship destination for active travel, skills development and community cycling and was nominated for the COSLA Awards 2025.

Data from the Walking and Cycling Index Dundee shows 28% of residents in Dundee cycle, and 12% cycle at least once a week. Both of these figures have maintained from the previous index in 2023. A key positive is that 49% of residents now think cycling safety in their area is good; up from 40% in 2023. Likewise, 71% of people think walking and wheeling safety in their local area is good; an increase from 64% in 2023. It also highlighted how Walking, wheeling and cycling in Dundee prevents almost 400 serious long-term health conditions each year, creates £127 million for the local economy, and saves 5,700 tonnes of greenhouse gas emissions.

The report highlighted key sustainable transport projects in Dundee, including completed construction on both the Bell Street Hub and the Broughty Ferry-Monifieth Active Travel Project; progressing design work on Sustainable Transport Corridors on both Lochee and Arbroath Road as well as Eden Connections, connecting Eden project with the City Centre, Waterfront and neighbouring areas; and Strathmartine Connections, creating new and improved active travel routes through the park connecting schools and the neighbourhood to the Green Circular and future active freeway on Macalpine Road.

Dundee City Council was awarded £745,000 in grant funding from Transport Scotland to develop designs for the Lochee and Arbroath Road Sustainable Transport Corridors. This new design will integrate previous concepts for active travel and bus priority. These are two of the City's six key strategic corridors with development of concept designs for high-quality Active Freeways aimed to encourage more people to walk, wheel and cycle. These two routes in particular were identified by the Tayside Bus Alliance as being key bus corridors that would benefit from bus priority measures.

Dundee City Council has previously received a number of awards for its drive to net zero through its use of electric vehicles (EVs). To build on these successes and strengthen the city's position as a leader in electric vehicle (EV) innovation, Dundee City Council has committed to a major agreement with Evolt Charging, part of SWARCO Smart Charging, to manage, operate and expand Dundee's EV charging network, making Dundee one of the first local authorities in Scotland to secure a long-term partnership with a private charge point operator. As well as taking over the responsibility for existing EV charging infrastructure, Evolt will help drive plans to include a new rapid charging hub in the north of the city and expanded infrastructure at council depots to support the fleet electrification strategy.

### Reduce waste, and reuse or recycle more

The recycling rate in Dundee has decreased from 36.6% in 2023 to 35.1% in 2024. Landfill remains low with just 1% of all residual waste going to landfill and the remainder being used to provide energy through the Council's energy from waste facility. However, improvement in the city's recycling rate has been highlighted as a key area for improvement. Dundee's main waste management challenges, which continue to include high recycling bin contamination, low recycling participation among residents in flatted properties, and widespread reliance on general waste bins. In response to these challenges, a key recycling initiative was launched in October 2025. 'Recycling: Let's Sort It' aimed to boost recycling and encourage the people of Dundee to use Council resources such as the [Dundee MyBins App](#) and the [A-Z Recycling Guide](#) to sort their waste and put the right item in the right bin.

**35.1% of household waste was recycled in Dundee in 2024, down from 36.6% in 2023.**

Dundee's new Waste and Recycling Strategy 'Towards a Waste Free Dundee 2026-2030' prioritises increasing recycling rates, reducing the volume of waste sent for disposal, and fostering long-term waste behavioural change. These aims have been defined by actions and performance measures have been set to measure success. The strategy also focuses on fly tipping, litter, and street cleanliness, with objectives aligned to those of the Take Pride action plan which has already been delivering actions such as an ongoing programme of Community Clean Up events across the city, with clean ups taking place in the City Centre, West End, Strathmartine, and Lochee. Also launched as part of Take Pride in Your City was a high school litter initiative to tackle litter and raise recycling awareness at the city's secondary schools by providing litter picking equipment, reviewing bin provision and ongoing advice, enabling school communities to lead their own events and activities which focus on litter and recycling. This concerted effort in tackling littering

and improving the streetscene environment has been reflected in the most recent LEAMS (Local Environmental Audit Management Audit Scheme) score which has seen an improvement by 3% on the previous year and now stands at 86.2% for 25/26.

Dundee City Council's PAS 100 quality standard Discovery Compost is produced by the Council from the garden waste taken from brown bin collections, the same materials brought to the city's recycling centres and from green waste produced from local parks and commercial landscapers; this helps to minimise our carbon footprint as well as making a valuable product.

### Supporting Biodiversity

In 2025/26 along with other local authorities Dundee City Council received Nature Restoration Funding from the Scottish Government. The Council was awarded a total of £184,000. As in previous year seven locations in the city successfully retained a Green Flag award in 2025/26 through external accreditation by Keep Scotland Beautiful. Broughty Ferry Beach was successful in achieving the Keep Scotland Beautiful's Beach Award and retaining an excellent standard of bathing water quality, as measured by SEPA. Dundee continues to maximise biodiversity within the city through the Biodiversity Action Plan, which is currently under review.

Projects funded by the Nature Restoration Fund during 2025/26:

- **Stobswell Community Project** – working in partnership with the RSPB this project focussed on community inspired and locally delivered 'on the ground' biodiversity improvements, such as the new wildlife garden at the Boomerang Community Centre.
- **Bird boxes in schools** – working in partnership with Dundee Eden this initiative focussed on installing bird boxes at or nearby all primary schools in Dundee supporting local bird populations and connecting young people with nature
- **City wide biodiversity planting** – Unused ground at Western Cemetery has been planted with bulbs and fruit trees, and building on previous success, additional sedum planting. Throughout the city spring bulbs have been introduced to provide early forage for pollinators while remaining practical to maintain. A previous area of annual planting has been converted into a native meadow making it more attractive to biodiversity. Broughty Ferry Local Nature Area has also benefited from native wildflower planting.
- **COVID memorial garden** - designed with climate-resilient, wildlife-friendly planting and interpretive signage to inspire residents and visitors alike.
- **Barnhill Rock Garden** - collaboration with the Friends group restored two connected ponds by installing new electrical connections and pumps. This reversed stagnation, improved water quality, and enhanced habitat value, supported by new pollinator-friendly planting following vegetation clearance.
- **Controlling invasives** – revenue from the Nature Restoration Fund has enabled the Council to continue controlling invasive species.
- **Trees** – a tree survey along the railway corridor will enable a risk-based management approach rather than wholesale removal, balancing safety with habitat retention.

- **Nature Network consultation** – the funding supported public consultation events and a communication campaign about Dundee’s emerging Nature Network, the results of which will inform the Biodiversity Action Plan.

In addition to projects supported by the NRF the Council continues to implement environmental improvements which enhance the city’s greenspaces for people and biodiversity, examples of which include the installation of infrastructure at Dawson Park’s sunken garden which will also welcome tree planting and natural planting. Additional funding from the Trees for Cities campaign has enabled further tree planting at Baxter Park and Templeton Woods. Tree and bulb planting were also carried out at Rosebank Park.

Approximately £107,000 was allocated to six projects through the third round of the city’s Climate Fund with three projects specifically benefiting the city’s biodiversity, namely Campy Growers, Creative Gardens and Dawson Park Community Garden (Scottish Association for Mental Health).

### Pedestrianisation, pocket parks & empowered communities

Environmental improvement is a key focus in the city centre, including the pedestrianisation of Union Street, and design work to improve the Murraygate is progressing. Key developments are also happening in Stobswell where over £160,000 of funding from Transport Scotland will be used to install new facilities at the Eliza Street Pocket Park, which has been developed with input from local people, and Camperdown Park which will receive a total of £1.5m from the UK Government’s Pride in Place Fund to be used to deliver significant investments, including renewal of the park’s main play zones, improvements to park entrances, and future proofing of infrastructure. In addition, a number of play parks have benefited from an investment of approximately £0.5million during 25/26, funded by a variety of sources, not least the Scottish Government’s play renewal funding. Those playparks which have seen this investment are Longhaugh and Pitairlie, with play upgrades at Dudhope Park, Fairbairn Street, Kinpurnie Place, Moncur Crescent, Lawton Road, Rosebank Street and Lochee Park.

There are also a significant number of ward-based actions progressing to create and maintain outdoor spaces for communities to enjoy and make use of:

**Strathmartine** - Further funding has been secured for improvements to Keswick Greenspace, including support from the Future Woodlands Trust for tree planting. Engagement and consultation took place over the summer, with children and young people identifying priorities for the site. This led to a successful £120,000 application to the Community Facilities Fund to install a BMX pump track, with work expected to begin next year. Young people from local primary schools also worked with the V&A Design Museum to design potential play equipment and seating for the greenspace. Engagement with St Mary’s Local Management Group supported joint work with Dundee City Council and Scottish Water, resulting in practical upgrades to St Mary’s Community Centre.

**Lochee** - In Dryburgh, learners involved in the Dryburgh 4 Change group have continued developing a business plan linked to aspirations for a community park. A new pocket park on Lochee High Street has been completed following consultation with local people and includes seating, planting and public art.

**Coldside** - Work has continued on the development of Hilltown and Clepington Road play parks, with designs progressing and delivery planned in the coming months. Local partners have been involved in the development of Play Week and Green Health Week activity. Ongoing engagement has also highlighted community concerns around park maintenance, dog fouling and use of shared spaces, which have been raised through local forums and discussions with council services.

**Maryfield** - Activity has focused on biodiversity and greenspace projects, including work at Stobsmuir Ponds, Wolseley Street and Baxter Park. These projects have involved local schools and community groups, alongside support for community garden activity and outdoor space use around Arthurstone Library.



**East End** - Monthly Climate Cafés have been established with a focus on the Dighty corridor, bringing together environmental groups and local residents. Estate walkabouts have taken place in partnership with Housing Associations, alongside local activities such as litter picks supported by the Finmill Family Group.




**North East** - Engagement has continued around the Dighty Connections Project, with DCC officers and SEPA attending community settings to seek local input on improving the Dighty Water. Several Neighbourhood Capital Fund applications have been approved, supporting inclusive outdoor spaces, community gardens and play park improvements.










**The Ferry & West End** - Local Community Planning Partnership environmental subgroups have met during the early months of this year. Meetings have been well attended and have focused on developing shared actions to support improvements to local greenspaces and partnership working.

## Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
<b>Tackle Climate Change and Reach Net Zero Emissions by 2045.</b>	0	2	2	4	3 (75%)










Most Improved PI's 	Most Deteriorating PI's 
Annual emissions from energy use in the council's property estate in tonnes of CO2 equivalent (tCO2e).	Increase the percentage of waste arising recycled within the city.
Reduce Dundee City Council's corporate emissions (Carbon Footprint) towards net zero tCO2e.	

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
		Data	Data	Data	Target	Target			
	Reduce Dundee City Council's corporate emissions (Carbon Footprint) towards net zero tCO2e*.	24,130	26,419	25,374	24,359	21,984			The targets for this indicator aim for a 5% reduction of CO2 emissions per year from the start of the Council Plan. The most recent data shows a 13.2% decrease between 2023/24 and 2024/25.







Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
	Annual emissions from energy use in the council's property estate in tonnes of CO2 equivalent (tCO2e).	19,482	19,174	17,713	16,960	16,111			The emission from the council's operational property estate in 2025/26 decreased by 8.6% 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.
	Increase the percentage of waste arising recycled within the city*.	35.6%	36.6%	35.1%	40.2%	44%			Improvement in the city's recycling rate has been highlighted as a key area for improvement following this deterioration and considering where the current value is in relation to the target.
	Measure of cycling in the city**.	32%	28%	28%	36%	40%			The data in this report comes from 2025 and includes local walking, wheeling and cycling data, modelling and an independent, demographically representative survey of 1,139 residents aged 16 or above. The survey was conducted from March to June 2025.

\* Data is a year behind i.e. latest figure data and current year target is for 2024/25





\*\* Data for this indicator is biennial. Latest figure data is for 2025/26

Performance Indicator Key					
Status		Short Term Trend		Long Term Trend	
	More than 5% away from Target		Improving		Improving
	Within 5% of target		Maintaining		Maintaining
	On Target		Deteriorating		Deteriorating

### Progress on Key Actions




Status	Actions in the plan	Progress %	Due Date		Lead
	Deliver the Low Emission Zone to improve air quality (LEZ).	 100%	31st May 2024	Completed May 2024. Dundee's Low Emission Zone enforcement commenced on the 30th May 2024. There is an ongoing statutory requirement for DCC to annually report on the performance of the LEZ.	NS
	Develop a city-wide Local Area Energy Plan and Local Heat & Energy Efficiency Strategy in partnership with the Dundee Climate Leadership Group.	 100%	31st March 2027	Completed October 2024. The Local Area Energy Plan (LAEP) was agreed by Committee on 23rd September 2024, and the Local Heat and Energy Efficiency Strategy was approved by Committee and published in April 2024.	NS
	Expand the rollout of 'safer school streets' initiative.	 100%	31st March 2027	Completed March 2025. Active Travel officers continue to support School Streets with a variety of behaviour change measures at 13 schools which are taking part.	CD

Status	Actions in the plan	Progress %	Due Date		Lead
▶	Develop and implement a Net Zero Transition Plan and Carbon Budget for DCC.	89%	31st March 2027	Net Zero Transition Plan approved by committee November 2023, and 2nd annual report agreed by committee in April 2026 with a full update on actions and emissions reduction.	NS
▶	Deliver Scotland's first council-led green participatory budgeting initiative – Dundee Climate Fund.	85%	31st March 2027	The DCF Round 3 has awarded Cake or Dice underspend from Round 1. Cake or Dice was the next voted for project. All Round 3 funds now allocated. Round 3 should conclude by March 2027. Underspends from Round 2 and 3 will be identified in due course.	NS
▶	Embed a Cycle Network Plan within the Local Development Plan.	75%	31st March 2027	The Sustainable Transport Delivery Plan is currently being updated to reflect additional active travel projects.	CD
▶	Deliver the action plan to reduce waste, and reuse or recycle more.	75%	31st March 2027	The team have now developed and published the updated Waste Strategy and Action plan 2026-2030. The plan includes an interface with key actions and aspects of the Take Pride Campaign. The updated strategy incorporates elements of new and emerging legislative and regulatory obligations and indicates how these will be met over the next five years.	NS

Status	Actions in the plan	Progress %	Due Date		Lead
	Provide further opportunities for pedestrianised areas, pocket-parks and support empowered communities to be partners and leaders on local plans and initiatives to develop biodiversity, local food growing and community spaces.		31st March 2027	Following successful public realm improvements in Lochee and Stobswell, further work to provide high quality open space, biodiversity enhancements and alleviation of flood risk is underway. The first phase of the transformation of Eliza Street is currently under construction with a second and final phase expected later in 2026. The construction of a new public space in Lochee is also under construction with completion expected in Summer 2026.	CD
	Support the Scottish Government's plans to invest £500 million nationally over the next 5 years to support walking, wheeling and cycling infrastructure.		31st March 2027	An application has been submitted to Transport Scotland's Active Travel Infrastructure Fund to secure funding to support the continued design and construction of active travel schemes identified within the Council's Sustainable Transport Delivery Plan.	CD

CD-City Development, CEX-Chief Executive Services, CF-Children and Families, CS-Corporate Services, NS-Neighbourhood Services

### Action progress symbols and progress percentage explained

	<p><b>In Progress</b> - Action is progressing well, on target for achieving all objections set in the initiation phase.</p> <p><b>20%</b> - The task is defined and agreed by relevant partners/stakeholders.</p> <p><b>40%</b> - Necessary tasks planned and implementation in early stages.</p> <p><b>60%</b> - Number of key actions achieved/agreed process or improvement taking shape or in place or underway.</p> <p><b>80%</b> - Majority of actions achieved/ agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule.</p>
	<b>Overdue</b> – Action is still progressing; however, it has exceeded its due date.
	<b>Completed</b> - Action has been completed, and objectives have been achieved.

# Building Resilient and Empowered Communities



“Dundee will be a greener city, made up of strong communities where people feel empowered, safe and proud to live.”

## Dundee Plans

- Strategic Housing Investment Plan 2026/31
- Dundee Local Housing Strategy 2026/30
- Empty Homes Strategy 2024/27
- Rapid Rehousing Transition Plan 2019/26
- Housing Service, Energy Efficiency and Net Zero Strategy 2023/2027
- Community Learning & Development Plan 2024/27
- WM2U Partnership Plan 2024/26
- Dundee Community Safety Outcome Improvement Plan
- Local Community Plans 2022/2027
- Gaelic Language Plan 2026/31

## Strategic highlights from last year

- Dundee City Council has recognised current challenges in the provision of social housing and the level of homelessness in the city and shown its commitment to address these challenges through the declaration of a Housing Emergency. The Council has a number of strategies in place to improve the availability of housing including the Local Housing Strategy which was approved by Committee in March 2026, the Strategic Housing Investment Strategy, the Rapid Rehousing Transition Plan and the Empty Housing Strategy. There have been 227 new affordable housing completions in 2025/26.
- The Council’s partnership to deliver the Family Empowerment Initiative with WM2U achieved a COSLA 2025 Excellence award for the ‘Strengthening Communities and Local Democracy’ category. This initiative supports meaningful change by listening to what matters to families, understanding their needs, and supporting them to act in their communities.

- Dundee City Council remains ahead of the game in relation to participatory budgeting. The Council has once again exceeded the 1% target for total spending allocated for participatory budgeting, and 11,384 citizens have taken part in participatory budgeting exercises in 2024/25.
- Drumgeith Community Campus opened its doors in August 2025 and was officially opened in December by the First Minister. Alongside the new Greenfield Academy secondary school on site, the campus is a community resource with its state of the art Passivhaus designed facilities fulfilling its role to host both pupils and communities for a range of community, library, leisure, and sports benefits.

## National Performance Framework (Aligning global, national and local aims)

The UN Sustainable Development Goals	The National Performance Framework		Council Plan Key Priority
	<ul style="list-style-type: none"> <li>We are well educated, skilled and able to contribute to society</li> <li>We grow up loved, safe and respected so that we realise our full potential</li> <li>We are healthy and active</li> <li>We protect human rights and live free from discrimination</li> </ul>	<ul style="list-style-type: none"> <li>We are creative and our vibrant diverse cultures are expressed and enjoyed</li> <li>Tackle poverty by sharing wealth, opportunity and power more equally</li> <li>We live in communities that are inclusive, empowered, resilient and safe</li> </ul>	<ul style="list-style-type: none"> <li>Reduce child poverty and inequalities in incomes, education and health</li> <li>Resilient and Empowered Communities</li> <li>Design a Modern Council</li> </ul>
	<ul style="list-style-type: none"> <li>A globally competitive, entrepreneurial, inclusive and sustainable economy</li> <li>Thriving innovative business with fair and quality jobs for everyone</li> <li>Open connected and make a positive contribution internationally</li> </ul>		<ul style="list-style-type: none"> <li>Deliver Inclusive Economic Growth (including Community Wealth Building)</li> </ul>
	<ul style="list-style-type: none"> <li>We value, enjoy, protect and enhance our environment</li> </ul>		<ul style="list-style-type: none"> <li>Tackle Climate Change and reach Net Zero emissions by 2045</li> </ul>

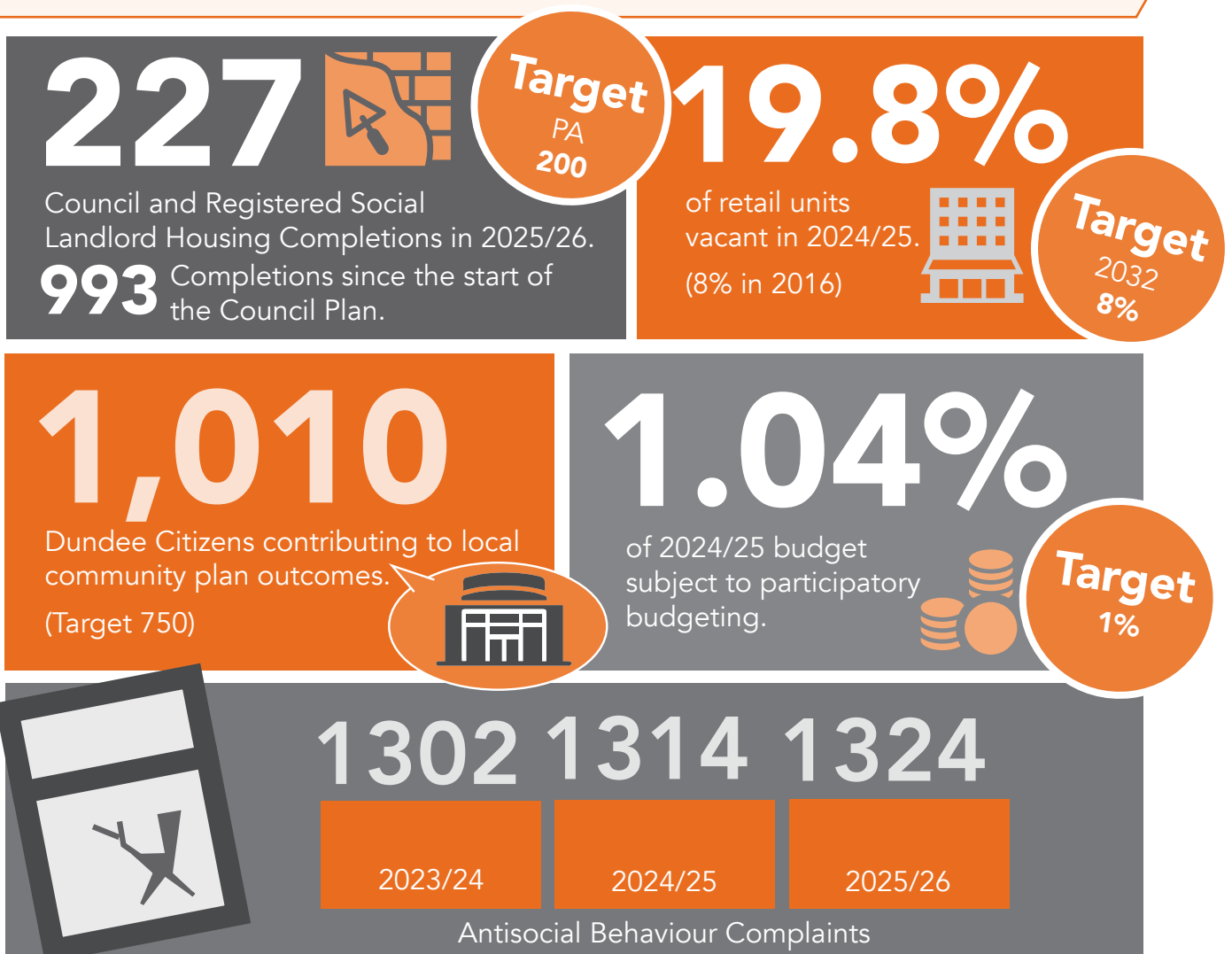
## Actions Completed 2025/26

- Kirkton Community HUB trial.

## Actions due for completion 2026/27

2026/27 is the final year of this Council Plan, so all actions in progress are due to be completed by March 2027. All actions are currently on schedule:

- Increase community use and ownership of Council owned assets.
- Invest a further £80+ million in new and improved schools (Western Gateway and East End Campus).
- Build affordable houses that meet community needs.
- Work with Scottish Government on a Local Democracy Bill to further empower councils and local communities.
- Incorporate the 20 Minute Neighbourhood concept into the forthcoming the Local Development Plan.
- Help reanimate vacant places in the city centre and other retail areas.



# Priorities in Action

## Building Quality Social Housing

A Housing Emergency was declared by Dundee City Council in March 2026, recognising the ongoing challenges faced by the city. Officers were remitted to work with the Scottish Government to ensure the Council is fully aligned with the National Housing Emergency Housing Plan.

The new Local Housing Strategy 2026-30 was approved by the Neighbourhood, Housing and Communities Committee in March 2026. The strategy includes a comprehensive suite of actions and performance indicators designed to measure progress consistently over the five-year period, and is built around six key priorities that aim to deliver real lasting improvements for people across the city:

- adequate supply of housing;
- placemaking and communities;
- homelessness;
- promote independent living and health through housing and communities;
- housing quality and energy efficiency; and
- private rented sector.

A key priority within the Council Plan is the delivery of more social and affordable housing. The aim is the delivery of 1,000 homes over a 5-year period or the target of 200 per annum which is being delivered through the Strategic Housing Investment Programme (SHIP). The Plan includes additional accessible housing for adults with either learning disabilities, physical disabilities or mental health disabilities, to allow them to receive the appropriate care and support that they need within their local community. This is funded through the Scottish Government's Affordable Housing Supply Programme. There was a total of 227 new Council and registered social landlord housing completions in 2025/26. Meaning the Council has exceeded its target of 200 units for the 3rd year in a row. In addition to the previous 706 completions since the start of the Council Plan, this makes a total of 993 houses that have been completed, so the Council is making good progress to achieve the 1,000-home target by 2027.

The Council also has a strategic framework and action plan to bring empty homes back into use through the Empty Homes Strategy 2024/27 which was approved by the Neighbourhood Resources, Housing and Estate Management Committee in October 2024. This follows the improvement highlighted in a report published in September 2025 by the Scottish Empty Homes Partnership which found that the number of empty homes in the city had reduced from 1,067 in September 2023 to 1,014 in September 2024. The Empty Homes Strategy will build on this improvement to contribute to alleviating the increasing housing demand of a growing population in Dundee and help to address and prevent homelessness.

## Local Community Planning

Our eight Local Community Planning Partnerships continue to work towards their respective Local Community Plans to reduce inequalities in their communities. The five broad Community Priorities within each plan were identified from listening to community members. These are: empowering communities, the cost of living, health & wellbeing, children & families and climate change.

There was a 2.7% increase in the number of Dundee Citizens contributing to local community plan outcomes, increasing from 983 to 1,010 between 2024/25 and 2025/26. Citizens contribution to Local Community Planning is now well embedded within our structures and plays a vital role in reducing inequalities and delivering local community planning outcomes in Dundee. The Council's and Dundee Partnership's strategic priority to achieve a reduction in inequalities is one of the main drivers of current work and high numbers of volunteers continue to contribute to anti-poverty work in the city.

In areas such as Linlathen and Stobswell West, community organisations and residents co-designed Local Fairness Initiatives, shaping priorities and influencing action on poverty and inequality. A good example is the East Whole Family Support research project. Seven local parents took the lead as community researchers, using their own lived experience to talk with other families about what really matters in their community. They carried out interviews, surveys and creative activities, helping to surface real issues as well as local strengths. By putting families in the driving seat, the project has helped build confidence, local leadership and aims to develop more responsive support rooted in everyday life.

Young people have contributed through volunteering and neighbourhood activity, supporting community-led delivery and building local capacity. Collectively, this work strengthened community resilience and ensured planning outcomes were grounded in lived experience and local leadership.

Working alongside CLD and partners; individuals, voluntary and community groups have developed and led place-based community supports that responded directly to locally identified need. This included the establishment and delivery of food larders, community cafés, peer-led parent and family support groups, and wellbeing activities, helping to address the cost-of-living crisis, reduce isolation and improve access to support.

The Community Wishes Portal was launched in August 2024 and has since been operating to connect local community groups with business contractors to foster collaboration and enhance community development. A report to City Governance Committee in February 2026 outlined that the portal has already seen success in facilitating community driven requests, with 13 wishes having been delivered and a further 9 being worked on.

## Participatory budgeting

Participatory Budgeting is recognised as one of the key drivers of community empowerment giving citizens the power to decide on public sector budgets. The COSLA participatory budgeting target for Local Authorities is defined as 1% of total estimated expenditure. For Dundee in 2024/25, participatory budgetary spend was 1.04% of total estimated expenditure, meaning that Dundee City Council has met this Participatory Budgeting target for a second year running. This includes spend from projects such as the Community Regeneration Fund, Pupil Equity Fund, Neighbourhood Capital Fund, Climate Fund and the District Centre Fund.

The third and final round of the £750,000 Dundee Climate Fund to support community-led climate change projects was voted on between January and March 2025. The winners were chosen by public vote, and £106,762 of funding was awarded to 6 projects. From the whole fund to date, 28 city-based projects from 22 organisations have been supported.

The key theme of the Participatory Budgeting activity for 2024/25 was the engagement of young people and families with over £1 million allocated through pupil/parents' voice projects in schools. A new Neighbourhood Capital Fund of over £600,000 was initiated with a specific target of getting youth voice heard in the allocation of monies to improve assets and the environment in communities so that they meet the needs of future Dundonians; over 1700 young people took part in the idea generation phase. The Dundee Alcohol and Drug Partnership's Dundee Alcohol & Drugs Devolved Fund has been nominated for an APSE award in recognition of the innovative work of involving people with lived experience of substance use in the allocation of funds to prevent substance use and the positive impact it has had upon those participants and their own recovery journey.

Dundee's Voice has become one of the main channels for open dialogue with citizens and community involvement that will influence and shape developments in Dundee to access funds such as the Community Regeneration Fund, Climate Fund, and Neighbourhood Capital Fund.

**11,384 citizens took part in Participatory Budgeting exercises in 2024/25.**

## Community Hubs

Drumgeith Community Campus and Greenfield Academy officially opened on 10 December 2025. However, the building has been in use since August 2025 as a modern and vibrant central hub for the north and east of the city for both pupils and the community to use, offering a wide range of facilities in addition to the school including a library, games halls, gymnasiums, floodlit 3G football and rugby all-weather pitches, a fitness suite, and a dance studio. The project continues to be effectively managed in the twelve-month defects period, ensuring that learning and daily school and community activities have continued smoothly during the first year in the new building. Any outstanding issues or minor faults have been dealt with well, with contractors responding quickly and effectively. By planning most of this work for the Easter and Summer holidays, disruption to the community, pupils and staff has been kept to a minimum.

Further to the benefits Drumgeith provides as a community hub, the construction of the campus itself delivered significant community benefits. As part of this project, 78.76% of total spend was to sub-contractors and suppliers within 40 miles of the campus, and by working collaboratively with Robertson Construction Tayside, over 70% of the construction project's workforce coming from within a 40-mile radius of the site, linking to outcomes in the Council's Community Wealth Building Strategy. The project also created 40 employment opportunities, 11 new apprenticeships and supported 38 existing apprentices through the building programme. In addition, 41 work experience placements were provided, 14 for school pupils and a further 27 through employability programmes run by Dundee and Angus College and other local providers. Service and community groups/activities are now operating and expanding into the campus. As a result of these efforts to benefit the local area, Dundee City Council and Robertson Construction Tayside were named winners in the Excellence in Social Value category at the GO Awards Scotland.

Early work has begun on the Western Gateway Primary School and Nursery class. This reflects a forward-looking approach to meeting future demand for school places, particularly linked to new housing development in the area. Regular and positive discussions with Barratt Homes have helped align the project with the wider housing plans. Appointing Robertson as the main contractor brings reassurance based on their experience and supports effective project delivery. Work on the design brief and accommodation schedule is progressing well, helping to clearly define what the school will need to support both learning and community use.

The Council's Community Hub model has been implemented in Kirkton. The new community hubs are based at the Baldragon and St Paul's academies and have seen community activities provided at the two local secondary schools, with the library located at St Paul's. In addition, the Council is working in partnership with Kirkton Community Centre SCIO to support their ambition to build a new community centre on the same site as the previous community centre following its demolition. This will complement the community hub model by providing space during the day where people can access a fully operational café, retail units, daily activities and support, and the centre will aim to create community wealth that will be used to invest in community projects in the area. This was also awarded £1.5m by the UK Government's Community Regeneration Partnership.

## Community Asset Transfers

Communities also strengthened their role in local planning through Community Asset Transfer, taking greater control of community assets and local facilities and enabling sustainable, locally led provision. The community asset transfer of Mid-Lin Day Care Centre was approved through Dundee City Council's voluntary CAT scheme, securing the building for £1. The transfer enables a long-established, not-for-profit organisation to continue delivering vital support for adults and older people with disabilities or social isolation, while ensuring long-term, community-led sustainability and best value. Fairfield Community Sports Hub submitted a full Community Asset Transfer application under the Community Empowerment Act (Scotland) 2015 and this was approved on the 20 April 2026. Dundee City Council have a strong record of working with community groups to support them to use Dundee City Council Assets with 60 Dundee City Council assets having been identified as having been sold or leased to community groups for community benefit, none of which have required community groups to conclude through the legislative route.

An event to explore community ownership and Community Asset Transfer 'Idea to Asset' brought together 70 representatives from a wide range of community organisations. It was delivered by Dundee City Council's Community Empowerment Team in partnership with Dundee Volunteer and Voluntary Action (DVVA). The session featured presentations and advice from Dundee City Council, DVVA, the Scottish Land Fund, Community Ownership Support Service, NHS Community Benefit Gateway and Business Gateway Dundee, alongside networking and Q&A. The event supported groups to better understand project planning, governance, funding and sustainability. Following the event, five community organisations went on to attend a bespoke Business Gateway business planning session, providing targeted follow-up support to help progress their projects.

## Turning vacant to vibrant



Town Vacancy Rates continues to be a challenge for the Council, with the Council having one of the highest rates in Scotland. This has deteriorated further between 2023/24 and 2024/25 from 17.7% to 19.8%. However, the Council is committed to bringing vacant spaces in town and district centres back to life to make Dundee a vibrant city centre. The Council's City Centre Strategic Investment Plan sets out our ambitions for the development of the city centre up to 2050.




The Council continues to involve residents, businesses and other stakeholders in the planning and development process to ensure the plan meets the needs of the community. One current collaborative project is the launch of a Business Improvement District in the City Centre following the approval of 380 eligible businesses. The plan for this district focuses on four main ways of improving the area: making it safer through crime reduction and security initiatives, cleaner with enhanced street cleaning and maintenance, more vibrant with marketing and events, and empowering the business community through support and networking. These improvements will be funded by a 1.5% levy on eligible businesses in the area.













The Council is also making significant strides to improving public spaces, including pedestrian areas and green spaces to make the city centre more attractive. This includes the project to permanently transform Union Street into an accessible pedestrianised space and the Murraygate Streetscape redesign.

## Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
<b>Build Resilient and Empowered Communities</b>	3	4	1	5	1 (20%)


Most Improved PI's 	Most Deteriorating PI's 
Number of Dundee Citizens contributing to local community plan outcomes.	Number of Council and Registered Social Landlord housing completions.
	Town vacancy rate.
	The percentage of Council budget allocated by participatory budgeting processes.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
		Data	Data	Data	Target	Target			
	The percentage of Council budget allocated by participatory budgeting processes*.	0.90%	1.18%	1.04%	1.00%	1.00%			For Dundee in 2024/25, the 1% target was £3,831.700. Participatory budgetary spend in 2024/25 was £3,989,000 which was 1.04% of total estimated expenditure. This is the second year in a row that Dundee has reached this target.



Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Yr 5 (26/27)	Short Term Trend	Long Term Trend	Notes
	Town vacancy rate*.	15.2%	17.7%	19.8%	11.1%	10.0%			Overall vacancy rate has increased due to key closures in Murraygate, including Marks and Spencer's. Wellgate also contributing to high rate with 28% vacancy. Following significant investment, Overgate vacancy is just 2%.
	Number of Council and Registered Social Landlord housing completions.	264	341	227	200	200			227 affordable housing completions in 2025/26 which remains above the annual target. The Council has exceeded its target for affordable housing completions for the last 3 years in a row.
	Number of antisocial behaviour complaints.	1,302	1,314	1,324	1,432	1,244			Annually, there has been just over 1,300 complaints consistently over the past 3 years, with a slight increase each year. This indicator is monitored on a monthly basis by Council Leadership Team.
	Number of Dundee Citizens contributing to local community plan outcomes.	708	983	1010	750	1000			Participation from members of the local community in planning and decision-making remains consistently strong. This widespread involvement demonstrates the value placed on collaborative approaches to addressing community needs and priorities.









\* Data is a year behind i.e. latest figure data and current year target is for 2024/25





## Performance Indicator Key

Status		Short Term Trend		Long Term Trend	
	More than 5% away from Target		Improving		Improving
	Within 5% of target		Maintaining		Maintaining
	On Target		Deteriorating		Deteriorating

## Progress on Key Actions




Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Maximise participatory budgeting in all forms.	100%	31st March 2027	Completed October 2024. Participatory Budgeting is embedded across different services and budgets in DCC. The principles of providing opportunities for citizens to express their views on how resources are spent is central to our Council's way of working.	NS
	Kirkton Community HUB trial.	100%	30th June 2025	Completed September 2025. The move of all services has been completed with Kirkton Community Centre being closed to all service users from 28 April 2025. The building is now in the process of being demolished and will make way for the new Kirkton Community Centre.	CF

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Increase community use and ownership of Council owned assets.	 85%	31st March 2027	The Mid-Lin Day Care Centre community asset transfer has been approved through Dundee City Council's voluntary CAT scheme. Fairfield Community Sports Hub submitted their full Community Asset Transfer application under the Community Empowerment Act (Scotland) 2015 which was approved in April 2026. There have been further expressions of interest from 7 community organisations regarding the potential transfer of DCC assets with 5 submitting pre application forms.	NS
	Invest a further £80+ million in new and improved schools (Western Gateway and East End Campus).	 75%	31st March 2027	Overall, the condition of the school estate has improved significantly. Investment in new buildings and ongoing planned maintenance means that more schools are now in good or very good condition. This has improved the quality of learning environments, reduced ongoing maintenance issues, and created more sustainable buildings. To build on this progress, work is underway to develop a 10-year service estate strategy.	CF
	Build affordable houses that meet community needs.	 65%	31st March 2027	As at the end of financial year 2025/26 a total of 227 affordable homes were completed. This has exceeded the Council Plan target of 200 units.	NS
	Work with Scottish Government on a Local Democracy Bill to further empower councils and local communities.	 50%	31st March 2027	This is a regular item on the agenda for the COSLA Leaders meetings and officers continue to keep the Leader and Chief Executive briefed on the progress being made. We will provide reports to Council Leadership Team and City Governance Committee as and when required.	CEX

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Incorporate the 20 Minute Neighbourhood concept into the forthcoming the Local Development Plan.		31st March 2027	Consultations on Call for Sites and Call for ideas completed by 31 March 2026. Officers now considering these for incorporation in the Proposed Local Development Plan.	CD
	Help reanimate vacant places in the city centre and other retail areas.		31st March 2027	Alongside the Business Improvement District and longer-term strategic work to improve the City Centre, the Council's City Marketing Team work constantly to attract businesses to vacant units. There have been a number of recent new openings: The Works in the Overgate; Wendy's on Reform Street; The Enchanted Rooms on Whitehall Crescent; Riddoch's & Machair Bakery on the Nethergate; and Mountain Warehouse in the Gallagher Retail Park.	CD

CD-City Development, CEX-Chief Executive Services, CF-Children and Families, CS-Corporate Services, NS-Neighbourhood Services

### Action progress symbols and progress percentage explained

	<p><b>In Progress</b> - Action is progressing well, on target for achieving all objections set in the initiation phase.</p> <p><b>20%</b> - The task is defined and agreed by relevant partners/stakeholders.</p> <p><b>40%</b> - Necessary tasks planned and implementation in early stages.</p> <p><b>60%</b> - Number of key actions achieved/agreed process or improvement taking shape or in place or underway.</p> <p><b>80%</b> - Majority of actions achieved/ agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule.</p>
	<b>Overdue</b> – Action is still progressing; however, it has exceeded its due date.
	<b>Completed</b> - Action has been completed, and objectives have been achieved.

# Design a Modern Council



“Our modern Council for the future will be lean and efficient with a clear set of priorities that deliver for Dundee citizens and communities, focusing resources where they can make the biggest difference.”

## Dundee Plans




















- Long Term and Medium-Term Financial Strategy
- Capital Plan 2026/31
- Treasury Management Strategy 2026/27
- IT Strategy 2024/29
- Workforce Strategy 2022/27
- Corporate Asset Management Plan 2023/28
- Transformation Programme
- Communications Strategy

## Strategic highlights from last year

- The impact of the Local Government Financial Settlement and rising cost of service due to demand and inflation required the Council to identify upwards of £5m of savings or raise additional income to balance the overall budget. Despite these financial pressures, Dundee City Council has set a balanced budget for 2026/27.
- The Council’s Transformation Programme is progressing well, with a number of projects being delivered to redesign our processes and services to be modern, based on the needs of their users, and financially sustainable. This will be key to achieving a balanced budget in the coming years.
- A Best Value Thematic Review on Dundee City Council’s Transformation in 2025 found that the transformation programme is well resourced with robust officer-led governance arrangements in place to monitor transformational activity through its Transformation Board. There is also good partnership working aimed at improving outcomes and generating savings, and evidence of consulting with communities. This review outlined several actions which have been appropriately assigned and are monitored and reported on through the Chief Executive’s Service Strategic Service Plan.

- The report and findings of the Best Value Thematic Review of Asset Management was submitted to Scrutiny Committee in April.
- Dundee City Council’s Adult and Youth Employability Services have been restructured into a single Employability Service for all ages. This unified service will continue to support the vision and goals outlined in the Discover Work Strategy & Action Plan 2022 – 2027, aligned to Scotland’s No One Left Behind approach.

## National Performance Framework (Aligning global, national and local aims)

The UN Sustainable Development Goals	The National Performance Framework		Council Plan Key Priority
	<ul style="list-style-type: none"> <li> We are well educated, skilled and able to contribute to society</li> <li> We grow up loved, safe and respected so that we realise our full potential</li> <li> We are healthy and active</li> <li> We protect human rights and live free from discrimination</li> </ul>	<ul style="list-style-type: none"> <li> We are creative and our vibrant diverse cultures are expressed and enjoyed</li> <li> Tackle poverty by sharing wealth, opportunity and power more equally</li> <li> We live in communities that are inclusive, empowered, resilient and safe</li> </ul>	<ul style="list-style-type: none"> <li> Reduce child poverty and inequalities in incomes, education and health</li> <li> Resilient and Empowered Communities</li> <li> Design a Modern Council</li> </ul>
	<ul style="list-style-type: none"> <li> A globally competitive, entrepreneurial, inclusive and sustainable economy</li> <li> Thriving innovative business with fair and quality jobs for everyone</li> <li> Open connected and make a positive contribution internationally</li> </ul>		<ul style="list-style-type: none"> <li> Deliver Inclusive Economic Growth (including Community Wealth Building)</li> </ul>
	<ul style="list-style-type: none"> <li> We value, enjoy, protect and enhance our environment</li> </ul>		<ul style="list-style-type: none"> <li> Tackle Climate Change and reach Net Zero emissions by 2045</li> </ul>

## Actions completed 2025/26

- Deliver options to balance the Council's budget each year.

## Actions due for completion 2026/27

**2026/27 is the final year of this Council Plan. All remaining actions in progress are due to be completed:**

- Deliver a programme of service redesign reviews to embed the digital and community empowerment changes.
- Increase the uptake of modern and graduate apprenticeships.
- The roll out of a digital transformation programme.

# 576,361

Online transactions have increased by 32.7% in 2025/26.

2024/25 - **434,420**, 2023/24 - **384,760**



# £5m

Savings needed to balance the budget for 2025/26.



# 211



Young people supported by the Council's Employability Service.

**Target**  
(2025/26)  
**181**

The number of online self-service transactions as a proportion of all customer service transactions continues to increase year on year.

# 62.3% 63.6%

2024/25

2025/26

**Target**  
(2025/26)  
**71%**

## Priorities in Action

Local authorities across Scotland are facing significant financial pressures. Despite these challenges, Dundee City Council will work towards delivering services which best support communities across the city, as well as continuing to remain sustainable. This means making use of service design, and of new technologies and ways of working, while continuing to set a balanced budget. Because this is so important, Design a Modern Council is one of five key priorities in the Council Plan 2022 – 2027, and employees can help to design a modern council that can deliver services in the most efficient way.

### Balancing the budget

In September 2025, City Governance Committee agreed a Budget Strategy and Financial Outlook 2026/27 (Report No 235-2025). The report set out the strategy and process to enable the Council to set a balanced budget for 2026/27, as well as an updated Medium-Term Financial Strategy and outlook for 2026/29. The report outlined a projected budget gap of £8.4m for 2026/27, and that potential savings would require the Council to consult with the public on budget proposals in advance of the budget setting meeting to ensure that decisions taken are informed by information on the impact that they may have on individuals, particularly in regard to the Council's equalities obligations.

A budget consultation survey ran for 4 weeks from 21st November to 19th December 2025. Citizens were invited to share their views on a range of specific savings options put forward by officers, either online or by completing a paper form. There was regular promotion of the consultation undertaken during this period to encourage feedback, and there was a total of 3,906 responses to the questionnaire, a 9.4% increase from 3,571 responses the previous year.

A report (16-2026) to City Governance Committee in February outlined the impact of the Local Government Financial Settlement, together with the impact of inflation and other adjustments, would require the Council to identify £5m of savings to balance the overall budget for 2026/27. The 2026/27 Revenue Budget was approved by City Governance Committee on 5 March 2026 (report 54-2026 refers). This included a 7.75% increase in Council Tax to help close the budget gap while still providing essential funding for Council services to deliver on strategic priorities.

The budget report considered in March estimated that based on current assumptions of service demand and inflation, together with grant support anticipated to be provided from Scottish Government, that the Council's budget deficit will be £8.9m in 2027/28 and will rise by a further £6.0m in 2028/29.

## Transformation Programme

Delivery of the sixth phase of the Council's transformation programme will continue to support future financial plans. The 2026/27 Revenue Budget outlined that the likely projected budget gap would require £15.9m of savings to be made by 2028/29 to achieve a balanced budget. This is on top of approximately £181m of savings realised since 2008. The transformation of services will be essential in contributing to these savings.

Areas in which we are redesigning the Council include:

- Property Rationalisation
- Children & Families Services
- Digital by Design
- Fleet Management
- Our People

**Design a Modern Council** provides the overarching identity and direction for the Council's transformation programme through to 2027. However, delivering the ambitions of the Council Plan requires more than incremental improvement. It demands a fundamental redesign of services to respond to changing demographics, inequalities and levels of poverty, the Council's role in supporting community wealth building, and growing expectations around community empowerment. This transformation must be underpinned by the use of modern technology and new, more flexible ways of working that enable the Council to operate differently, focus resources where they add most value, and achieve sustainable outcomes for the communities and citizens across the city.

Long-term service redesign and digital transformation are the primary mechanisms through which sustained transformation will be delivered. As customer expectations continue to evolve, driven by technological change, services will need to adapt to new and more flexible ways in which people choose to engage with the Council.

Transformation activity will be prioritised where it both improves service outcomes and delivers a long-term reduction in the sustainable cost base of service delivery. To support this, the Council has established a Change Fund to invest in projects that deliver measurable service improvements and/or recurring financial savings. The fund is a key means of translating strategic intent into practical, deliverable change. The following provides updates on key projects within the programme:

### IS/SOLACE Transformation Programme

The Solace/IS Transformation Programme is an ambitious, sector-led initiative uniting all 32 Scottish local authorities to design the "council of the future". Led by Solace Scotland and supported by the Improvement Service, it aims to help councils adapt to financial pressures, rising demand and evolving community needs. The programme co-ordinates efforts across three main workstreams: Public Sector Reform; Short-Term Improvement Projects; Leadership Capacity.

Dundee City Council has directly engaged in multiple aspects of the programme, and a lead officer has attended Single Point of Contact meetings to ensure that Dundee City Council continues to be involved in this national programme and capitalise on any new transformation opportunities.

### **Children & Families**

As part of work to review the education estate, the new Drumgeith Community Campus and Greenfield Academy opened in August 2025. Whilst aligning to our approach to property rationalisation, the new school replaces the former Braeview Academy and Craigie High Schools that were no longer fit for purpose. This £100 million investment in education, sport and community provision in the city has created a flagship community campus with state-of-the-art facilities and services to the area. Significant community benefits have included job creation, training and local projects designed to improve the lives of school pupils and citizens alike.

The Children's Social Work Service has made substantial and measurable progress through its Reflect, Refresh and Renew transformation programme. Over the past five years, the service has achieved a 14% reduction in the number of care experienced children and young people, increased family-based provision from 85% to 91%, delivered a 24% increase in the proportion of young people achieving SCQF Level 5 or above, and reduced gross expenditure by approximately £2.7 million. The programme, over the past year, has now entered Phase 2, focused on embedding progress to date, addressing remaining priorities, and responding to legislative and inspection requirements.

The Education Service secured change fund monies amounting to £16k to employ a dedicated resource to carry out analysis work and a benchmarking exercise to progress the review of Support Services. Work continues to develop a proposed model to ensure that children and families receive the help and support they need in a more supportive, timely and co-ordinated way.

### **Property Rationalisation**

In order to meet future budgetary challenges, continued transformation will be required to reshape the property portfolio, ensuring it is sustainable, modern and capable of supporting new models of service delivery that meet the evolving needs of our citizens and communities.

The City Development Management Team has been working with Council Services and the Council Leadership Team to reduce the amount of property held, reduce carbon footprint and improve the quality and efficiency of the retained portfolio. This is an ongoing process, however progress in the last year has included:

- Utilisation of surplus office space and generating income from leasing offices in Claverhouse, reducing expenditure in terms of running costs.
- The integration of various services into a single Young Persons' Hub in the city centre at 22-24 Crichton Street following the refurbishment of existing property.
- Community Asset Transfers of Mid-Lin Daycare Centre through the Council's voluntary Community Asset Transfer scheme, and Fairfield Community Sports Hub under the Community Empowerment Act (Scotland) 2015 legislation.

- Ongoing review and rationalisation of office space has resulted in the transfer of Regulatory Services from 5 City Square to Dundee House, and two council houses formerly being used as offices at 57-59 Balgowan Avenue have been passed back to Housing for renting as residential accommodation.
- Demolitions ongoing and close to completion at Craigie High School, Braeview High School, Kirkton Community Centre. These demolitions will facilitate future development opportunities with agreement for the Kirkton Community to take a lease of the site of the old community centre.
- Officers are working with other public sector partners to maximise the use of accommodation that cannot be sold. This will improve partnership working and shared costs.

### **Procurement – Fleet Services & Facilities Management**

The Procurement Transformation project has focussed on Facilities Management and Vehicle Fleet Services with the purpose of achieving savings and service benefits through supplier rationalisation and tiering. Agreement on a Fleet Strategy that involves moving to a 'single or dual supplier' model for light vehicles has been agreed and is now being progressed. Similarly, an options appraisal to consider various contracting models for property maintenance has been developed.

### **Digital by Design**

During 2025/26, Dundee City Council made tangible progress in strengthening digital governance, delivering priority digital services, and laying foundations for longer term transformation. The year was characterised by a shift from exploratory activity to structured delivery, underpinned by clearer accountability between Digital, IT and Services, and a more mature relationship with the Transformation Board.

The development of the Digital Delivery Plan has been progressing. Senior Leadership and Heads of Service engagement sessions have defined the desired outcomes for customers, colleagues and communities, shaping the core principles, priority areas and initial delivery roadmap for the plan, with a focus on improving access, efficiency and service experience. This will include a clearer delivery structure, aligned to transformation governance, including the development of product-based delivery approaches, prioritisation mechanisms and strengthened links to data maturity and Programme Management Office development. Future targeted engagement is planned with Elected Members and Trade Unions to support early involvement in shaping priorities, alongside continued collaboration with partners across the Digital Office, Abertay University and the wider ecosystem.

Key achievements included the formal operation of the Digital Board as a thematic delivery board to the Transformation Board, the launch or mobilisation of several customer facing and workforce digital platforms, and progress to the award of a major Unified Communications contract. Progress was made alongside recognised delivery risks, particularly in large scale programmes dependent on third party suppliers or service readiness. Overall, 2025/26 represents a consolidating year that has materially improved the Council's ability to deliver digital change at pace and with assurance.

The table below maps key 2025/26 achievements to the Council's Digital Strategy (2023-27) objectives:

Digital Strategy 2023–27 Objective	2025/26 Progress	Supporting Evidence
Deliver modern and accessible digital services.	Housing, Construction, Corporate Services.	Digital Board project reports.
Establish strong digital governance.	Digital Board reporting formally to Transformation Board.	Board minutes and highlight reports.
Empower the workforce through digital tools.	AVC Portal and mobile working platforms implemented.	Programme updates.
Use data as an enabler for transformation.	Data Maturity Programme completed and assessed.	Transformation evidence reports.
Ensure secure and resilient digital platforms.	Unified Communications procurement.	Procurement and board updates.

Throughout 2025/26 the Digital Board operated as a formal thematic delivery board, reporting bi monthly to the Transformation Board in line with agreed transformation governance arrangements. Digital was explicitly identified as one of the core transformation themes, alongside Property Rationalisation, Income Generation, and Service Redesign.

A significant governance achievement during the year was the establishment of a Digital Team and explicit agreement on the distinction between Digital and IT functions. Digital was confirmed as accountable for digital development, innovation and service transformation, while IT retains ownership of core infrastructure and enterprise platforms.

Meaningful digital progress was delivered across a range of services:

- **Housing and Repairs:** The Integrated Housing Management System, combining Civica CX and Total Mobile, was launched in April 2026, initially enabling over 100 operatives and back office staff to manage repairs and maintenance digitally. This represented a step change in operational digitisation for Housing Services.
- **Rent Recovery:** A Council developed Rent Recovery Portal went live in November 2025, replacing a commissioned model and lead to a 6 figures annual saving. This system developed in partnership with the Service uses analytics and predictive insights to identify tenants at risk of falling into rent arrears as early as possible. It enables housing income teams to intervene sooner with targeted, supportive actions that improve collection rates while reducing hardship and eviction risk.
- **AVC Portal:** A Council hosted AVC Portal went live in March 2026, replacing a commissioned model and assisting in generating further 6 figures annual savings. Back end integration was included to streamline payroll and pensions processes, with further enablement planned with service teams.

- **Analytics:** Customer Services have developed innovative methods of analysing Revenues data to provide dashboards and insights enabling targeted decision making.
- **Data and Information Maturity:** The Council progressed preparatory work on data maturity, including completion of the Data Maturity Programme survey and analysis of results. This is leading to a recommendation that data is treated as a core enabler of transformation rather than a standalone technical activity and governed accordingly,
- **Unified Communications Programme:** One of the most significant investments during 2025/26 was the Unified Communications programme, encompassing telephony, contact centre capability, chatbots and digital channels. The contract was procured in the first quarter of 2026 marking a major milestone after a competitive procurement process. This will be one of the major implementations on 26/27 with wide ranging areas of the Council directly effected and coming with significant opportunities of process improvement and automation of Customer contacts.

Overall, 2025/26 represents a year of meaningful and credible digital progress. Governance foundations have been strengthened, priority services delivered, and major enabling programmes have been mobilised. The direction of travel is positive and aligns with corporate and national transformation priorities.

Progress is being made in online self-service transactions. The volume of total online transactions is up 32.7% over the previous year and up 52.3% over the previous 2 years, driven in particular by an increased number of Leisure and Culture online bookings. The proportion of transactions complete by customers as self-service has marginally increased over the previous year, increasing from 62.3% in 2024/25 to 63.6% in 2025/26%.

## Our People

The Council's approach to leading, managing and developing its people is set out in Our People Strategy 2023/28, which is underpinned by the Strategic Workforce Plan and aims to support employee wellbeing and recognise the contribution staff make in delivering outcomes for citizens.

As part of Strategic Workforce Planning, there is now a refreshed, council wide approach that aligns explicitly to Best Value and audit expectations and provides greater consistency and assurance in how workforce risks are identified and addressed. Clear drivers, governance and a consistent methodology are now in place, supported by a single Strategic Workforce Planning template, workforce data pack and manager toolkit. Other achievements in this area include the following:

- **Development and testing of new recruitment system functionality**, with implementation activity progressing to support more streamlined and consistent recruitment processes;
- **Establishment Control Board and Recruitment Governance** to strengthen alignment between recruitment approvals, establishment control and workforce planning. Revised recruitment criteria and digital workflows support quicker progression of essential and mandatory posts while maintaining appropriate governance and scrutiny;

- **Development of a workforce dashboard** providing real time workforce data to support planning and decision making;
- **Digitisation of people related processes**, including development to process pension AVCs in house and generate financial savings;
- **Refresh of the Quality Conversations Appraisal approach**, enabling clearer Personal Development Plans that link development priorities into annual workforce planning cycles, with a stronger focus on people manager competencies, supported by updated guidance and learning resources.
- **Progressing proposals to modernise the Council's learning infrastructure**, including steps to procure a new Learning Management System to improve access to learning, reporting capability and compliance oversight.

Together, these improvements are strengthening the Council's ability to plan for future workforce needs, improve recruitment effectiveness and reduce reliance on short term or reactive workforce solutions.



### Increasing opportunities for young people and adults




During 2024/25 there was a restructuring of the Council's employability services, where youth employability and adult employability were merged into a single all-age service within City Development. This was completed with the transfer of youth employability employees from People Services to City Development in October 2025. The new all age Employability Service is delivered through the Discover Work Dundee partnership and aligned to Scotland's No One Left Behind approach.







During the period April 2025 - 31 March 2026, the Employability Service had 211 new young people accessing employability support. During the period 81 young people moved into employment, 2 into Modern Apprenticeships and 80 into FE/training. This equates to a 77.3% positive destination outcome rate for the 2025/26 year, an increase from 59.6% of all young people supported in 2024/25. The service also supported 253 adults, with 138 moving into employment, 4 into self-employment, and 11 into further education/training, a positive destination outcome rate of 59.5%.

## Performance Scorecard










Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
<b>Design a Modern Council</b>	2	2	1	3	3 (100%)

Most Improved PI's 	Most Deteriorating PI's 
The number of Council transactions that are digital self-service (order, request, payment).	n/a
The total number of opportunities provided to young people (e.g. modern apprenticeships, trainees).	n/a
The percentage of customer services customers using self-service options.	n/a

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Year 5 (26/27)	Short Term Trend	Long Term Trend	Notes
		Data	Data	Data	Target	Target			
	The number of Council transactions that are digital self-service (order, request, payment).	378,364	434,420	576,361	440,000	500,000			Number of transactions has increased by 32.7% between 2024/25 and 2025/26.





Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Year	Year 5 (26/27)	Short Term Trend	Long Term Trend	Notes
	The percentage of customer services customers using self-service options.	62.1%	62.3%	63.6%	71%	99%			Slight increase over the previous year. Monthly values during 2025/26 have varied between 61% and 67%.
	The total number of opportunities provided to young people (e.g. modern apprenticeships, trainees).	199	181	211	181	181			Increase between 2024/25 and 2025/26 has happened the same year that the Council's employability services for adults and young people have been merged into a single all age service.

### Performance Indicator Key

Status		Short Term Trend		Long Term Trend	
	More than 5% away from Target		Improving		Improving
	Within 5% of target		Maintaining		Maintaining
	On Target		Deteriorating		Deteriorating




## Progress on Key Actions

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
✓	Long-Term Financial Strategy to be updated to reflect new Council Plan priorities.	100%	31st March 2024	Completed March 2024. A Long-Term forecast for projected budget funding gaps up to and including 2033/34 was presented in the Revenue Budget and Council Tax 2024/25 report to City Governance Committee in February 2024.	CS
✓	Roll out hybrid working across the Council.	100%	1st April 2025	Completed April 2024. Hybrid working has now been rolled out across the council, and all employees have the necessary equipment. The review of hybrid working is an action in the Corporate Services Service Plan 2023 to 2027.	CS
✓	Increase digital learning, teaching of new working methods and developing the skills of our employees.	100%	1st April 2024	Completed October 2024. All M365 modules now developed and delivered. Digital Skill Progress Plan now developed and aligned to Digital Skills Strategy, with key actions. Scrutiny and ongoing feedback via Digital Board.	CS
✓	Deliver options to balance the Council's budget each year.	100%	31st March 2027	Officers provided sufficient options and budget was duly approved by CG Committee on 5 March 2026.	CS
▶	Delivering a programme of service redesign reviews to embed the digital and community empowerment changes.	60%	31st March 2027	A process is currently underway to review the projects within the Transformation Programme. Discussions will also be held as part of the forthcoming Transformation Boards to discuss new ideas for transformation. Service design principles will be used as appropriate, depending on the area of review and scale of each transformation project i.e., other improvement methodologies will also be used to best meet the requirements of individual projects.	CEX

Status	Actions in the plan	Progress %	Due Date	Notes	Lead
	Increase the uptake of modern and graduate apprenticeships.		31st March 2027	As of 1 April 2026, the function of our MA/GA pathways has returned to People Services. A plan is in place to scope out a Framework to look at a formalised approach to MA/GA pathways, Career Grade structures, and agree this as our organisational approach. Recruitment to a range of "Earn & Learn" MAs is also underway coordinated across both People services and City Development.	CS
	The roll out of a digital transformation programme.		31st March 2027	Work is progressing on the development and roll out of the Digital Delivery Plan, transitioning from initial strategy into a clearly defined, effects based delivery framework aligned to the Council's wider transformation ambitions.	CS

CD-City Development, CEX-Chief Executive Services, CF-Children and Families, CS-Corporate Services, NS-Neighbourhood Services

### Action progress symbols and progress percentage explained

	<p><b>In Progress</b> - Action is progressing well, on target for achieving all objections set in the initiation phase.</p> <p><b>20%</b> - The task is defined and agreed by relevant partners/stakeholders.</p> <p><b>40%</b> - Necessary tasks planned and implementation in early stages.</p> <p><b>60%</b> - Number of key actions achieved/agreed process or improvement taking shape or in place or underway.</p> <p><b>80%</b> - Majority of actions achieved/ agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule.</p>
	<b>Overdue</b> – Action is still progressing; however, it has exceeded its due date.
	<b>Completed</b> - Action has been completed, and objectives have been achieved.



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ITEM No ...3.....
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**REPORT TO:** CITY GOVERNANCE COMMITTEE – 22 JUNE 2026

**REPORT ON:** FAIRNESS AND LOCAL CHILD POVERTY ACTION PLAN – ANNUAL REPORT FOR 2025/26

**REPORT BY:** CHIEF EXECUTIVE

**REPORT NO:** 140-2026

**1. PURPOSE OF REPORT**

- 1.1 This annual report presents the combined Fairness and Local Child Poverty Action Plan Report showing progress during 2025/26.

**2. RECOMMENDATIONS**

It is recommended that Committee:

- a) approves the Dundee Fairness and Local Child Poverty Action Plan Annual Report for 2025/26 which is attached as Appendix 1.

**3. FINANCIAL IMPLICATIONS**

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

**4. BACKGROUND**

- 4.1 The Child Poverty (Scotland) Act 2017 places a duty on local authorities and health boards to jointly report annually on activity they are taking, and will take, to reduce child poverty. The Local Child Poverty Action Plan Reports are required to be produced *‘as soon as reasonably practicable after the end of each reporting year.’*
- 4.2 This report satisfies the requirements for the LCPAR and includes the partnership working and planning associated with the Dundee Fairness Strategy. Community Planning partners have collaborated accordingly, and the combined report is presented in Appendix 1. As requested by the Scottish Government, this combined report sets out a statistical analysis of poverty and deprivation in the city.
- 4.3 The Child Poverty (Scotland) Act 2017 introduced a series of statutory targets to measure reduction in child poverty in Scotland by 2030. While these targets do not apply locally, they inform Dundee’s Fairness and Child Poverty ambitions.
- 4.4 A new method for calculating child poverty statistics (children in low-income families after housing costs) has been introduced recently and whilst the new method improves accuracy it has resulted in lower estimates meaning that figures are not directly comparable with previously reported figures. The new figure estimates that the percentage of children aged under 16 living in relative low-income families after housing costs in Dundee is 17.0% (2024/25). This is higher than the overall Scottish figure for this indicator which is estimated to be 14.8%. At present only two years of this data is available. The Department of Work and Pension (DWP) plans to publish time series data for previous years for the indicator in late summer 2026. Officers will interrogate these figures further to consider any implications for future planning and new target setting.

**5. PROGRESS SUMMARY**

- 5.1 The annual report tracks performance with the indicators set in the Fairness Plan, compared to the previous 3 years, and compared to the current target. It also includes progress made on each of the actions in the Plan. It shows that the Dundee Partnership continues to take extensive action to reduce poverty and mitigate the impact experienced by families, children, individuals, and communities.

- 5.2 The summary of the Fairness and Child Poverty Plan performance by priority theme shows that overall, 44% of the performance indicators in the Fairness Plan are on or within 5% of the target. It also shows that 76% of performance indicators have improved over the previous year. See Page 7 of the full report.
- 5.3 Looking across the total number of indicators in the main report, the most improved indicators and the areas for improvement are noted below at Page 8. These will be a focus during the next year to move performance closer to our targets.
- 5.4 The summary of progress on the actions in the Fairness Plan shows that all actions have made progress since the 2024/25 annual report. The chart at Page 7 shows that 8 actions (13%) were marked as being between 20% to 50% complete, 41 actions (67%) were marked as being greater than 50% complete and 12 actions (20%) were marked as being 100% complete.
- 5.5 Appendix 1 is the full report setting out our progress in detail and includes the following sections:
- key infographics (page 3);
  - an Introduction by the Leader of the Council and the Chief Executives of Dundee City Council and NHS Tayside on behalf of the Dundee Partnership (pages 4);
  - a summary of national and local targets and performance including areas for improvement (pages 5-9);
  - an annual update from the Dundee Fairness Leadership Panel (page 9);
  - a breakdown of key statistics in Understanding Poverty and Inequality in Dundee (pages 10-12); and
  - a section on each of our Fairness Themes covering priorities, performance, strategic highlights, and action progress:
    - Social Inclusion and Stigma (page 13)
    - Work and Wages (page 18)
    - Benefits and Advice (page 24)
    - Attainment and Child Poverty (page 30)
    - Health Inequalities (page 34)
    - Housing and Communities (page 42)

## **6. POLICY IMPLICATIONS**

- 6.1 The progress presented in this report and all actions in the Fairness Plan for Dundee will make an impact on reducing the levels of poverty experienced by people in Dundee. The Integrated Impact Assessment (IIA) for previous years' reports continues to be accurate. Article VIII of the Minute of the Policy & Resources Committee on 26 June 2023 refers to the original report and IIA.

## **7. CONSULTATIONS**

- 7.1 The Council Leadership Team, community planning partners and members of the Fairness Leadership Panel have been consulted in the preparation of this report.

## **8. BACKGROUND PAPERS**

- 8.1 None.

GREGORY COLGAN  
CHIEF EXECUTIVE

DATE: 3 JUNE 2026

ANDREA CALDER  
HEAD OF CHIEF EXECUTIVE'S SERVICE



Dundee

**Fairness**  
and  
**Local Child Poverty**

**Action Plan 2025/26**



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## Summary of Key Highlights



**£687,658**

generated in welfare benefits in 2025/26 by 70 referrals from midwives and 87 referrals from Health Visitors.

(Source: DCC Corporate Services)

**£300,000**

allocated from Dundee City Council for emergency food distributed via Dundee Community Food Network (Community Larders) in 2025/26.

(Source: DCC Chief Executive's Services)

**9,337**

people on average accessing emergency food support each week through community larders, cafes and community cupboards/fridges (excluding Dundee & Angus Foodbank).

(Source: DCC Chief Executive's Services 2025/26)

**255**

volunteers supporting the Dundee Food Network, contributing around 900-920 hours every week.

**2,210**

Fuel Bank Fund energy grants for households on pre-payment meters applied for by Dundee Energy Efficiency Advice Project in 2025/26.

(Source: DCC Corporate Services)

**£872,448**

in Holiday Support Payments paid to families/carers to help with meals during holiday periods.

(Source: Corporate Services 2025/26 figure)

**82.7%**

of Dundee's 5-21 years population currently have a National Entitlement Card with free bus travel on it.

(Source: DCC Chief Executives Service figures as at April 2026)

**96,730**

number of patients in Dundee who can now access a co-located welfare rights officer in their GP Practice for help with benefits, debt and energy costs in 2025/26.

(Source: DCC Corporate Services)

**118**

accredited Living Wage employers headquartered in Dundee.

(Source: Living Wage Scotland 2025/26)

During 2025/26, 8 new organisations joined the Living Wage Network in Dundee. These organisations employed 137 staff and uplifted 58 workers to the Real Living Wage.

(Source: Living Wage Scotland 2025/26)

**5,354**

school clothing grants paid to families in 2025/26 – primary school children receive £125 and secondary age children receive £155 per academic year.

(Source: Dundee City Council, Corporate Services 2022/23)

**401**

secondary school pupils supported with Educational Maintenance Allowance amounting to £178K (August 25 to March 26).

(Source: DCC Corporate Services)

**28.1%** of secondary school pupils registered for free school meals in Dundee City.

(Scottish Government Pupil Census 2025)

**4,814**

households supported with Housing Benefit to help manage rent payments.

(Source: DCC, Corporate Services 2025/26)

**12,197**

calls and 9,703 applications for Crisis Grants and Community Care Grants to the Scottish Welfare fund who paid out £1,948,639 in awards.

(Source: DCC, Corporate Services 2025/26)



**426,312**

individual period products distributed in 2025/26.

(Source: DCC, Chief Executive's Services)

**16,577**

households supported with Council Tax Reduction to the value of £14,798,508 to help manage their payments.

(Source: DCC Corporate Services 2025/26)

**£2,637,008**

claimed in welfare benefits for 693 customers suffering from cancer and their families, helped by the Council's Macmillan Welfare Benefits Service in 2025/26.

(Source: DCC Corporate Services)

**£4,065,004**

of Discretionary Housing Payments/Local Authority Hardship Fund Payments awarded to tenants in 2025/26.

(Source: DCC Corporate Services 2025/26)

## 1. INTRODUCTION

Across Dundee, people are working together to make our city a fairer place. Communities are supporting neighbours, groups are welcoming members, and services are helping clients – all to improve the quality of life for individuals and families who are trying to create a better future for themselves.

But they face challenges that can feel extreme. Statistics and day to day experiences tell us that far too many adults are struggling to make ends meet with inevitable consequences for the children in their care. The members of the Dundee Partnership are determined to reduce the number of children and families living in poverty. We have made a whole-hearted commitment to deliver on our Fairness Action Plan and its aims to reduce inequalities in income, education, and health.

This is our Fairness and Child Poverty Annual Report for the year 2025/26. It is the report that tells you what we are doing to tackle poverty, the progress we are making and whether it is making a difference that can be felt and measured. It is full of data and examples of how hard we are trying to help families to earn more money through work, to claim all the benefits they are entitled to, and to manage the escalating costs of living.

Levels of child poverty in Dundee remain consistently and stubbornly high. Because the way child poverty is calculated has changed, this report accurately shows that the number of children living in poverty in the city is believed to be lower than it was in previous years. But statistics only ever tell part of the story. Officially, there are still over 4,000 children in Dundee in poverty. No child, adult or family should have to deal with the stress and damage that living in poverty can cause, so we are more motivated than ever to reduce this number.

Earlier this year the Scottish Government published its new Tackling Child Poverty Delivery Plan for 2026/2031, *Bringing Hope, Building Futures*. It restates the national direction for this work and the ambitious targets we all aim to achieve by 2030. It emphasises the crucial role that community planning partners including councils and local health boards have to play in delivering this. Dundee City Council, NHS Tayside and all our partners will continue to provide the leadership the city and our people need and deserve.

Councillor Mark Flynn, Leader of Dundee City Council & Chair of the Dundee Partnership







Greg Colgan, Chief Executive, Dundee City Council,

Nicky Connor, Chief Executive, NHS Tayside

## 2. NATIONAL TARGETS AND LOCAL PERFORMANCE

### a. Dundee Fairness and Child Poverty Approach

Since the adoption of the first Fairness Strategy for Dundee in 2012, the Dundee Partnership has taken a broad approach to reducing child poverty and improving outcomes for individuals and families in the city. Our performance indicators and action plan commitments demonstrate a coherent cross-cutting look at the range of outcomes for people experiencing socio-economic disadvantage. These are shaped by the outcomes presented below.

<b>Social Inclusion and Stigma</b>	Increase social and digital inclusion	Reduce stigma and discrimination of people living in poverty and people with protected characteristics	Improve resilience, aspirations, and purpose for people in poverty	
<b>Work and Wages</b>	Increase wage levels and Scottish Living Wage Accreditation	Increase learning, skills, and employment opportunities for people in poverty	Reduce persistent and rising levels of unemployment and underemployment	
<b>Benefits and Advice</b>	Maximise income from social security and benefits in kind	Reduce household costs, debt, and fuel poverty	Improve access to advice services for all households	
<b>Attainment and Child Poverty</b>	Reduce the poverty-related attainment gap	Reduce the number of children living in poverty	Improve engagement of priority families with support services	
<b>Health Inequalities</b>	Reduce health gaps caused by social inequality	Improve physical and mental health and wellbeing for people in poverty	Reduce the causes and consequences of substance misuse	
<b>Housing and Communities</b>	Build social capital, connectedness, and trust in disadvantaged communities	Promote safe and supportive environments at home, at work, and in the community	Ensure access to basic human necessities including food, heat, medicine, and hygiene products	

The Scottish Government's third Child Poverty Plan 'Bringing Hope, Building Futures,' underpins progress towards the statutory targets for 2030. In addition to the three previous areas of focus, it places emphasis on increased scale and pace of action through system reform, prevention, and more coordinated delivery. The primary method of delivering this will be through Whole Family Support, the local implementation of which is covered later in this report will involve coordinated commitments to employability, housing, childcare, transport, and advice services. All actions will also be backed up with better use of data for targeting support and improving services

## b. Targets and Progress

Dundee set itself the ambitious goal of matching the Scottish Government's overall national target of reducing child poverty to less than 10% of children living in relative poverty by 2030. Our efforts are directed by the combined fairness and child poverty outcomes outlined above.

In previous years statistics produced by End Child Poverty were used by local authorities to measure the percentage of children in poverty after housing costs. However, End Child Poverty have now stopped producing these figures and the Department for Work and Pensions have begun to produce improved statistics on the number of children under 16 in relative low-income families after housing costs.

The DWP statistics are calculated using an improved methodology and are therefore not comparable with the previous End Child Poverty statistics. Currently DWP have only produced statistics for the periods 2023/24 and 2024/25 but they are planning to release backdated time series data in late summer 2026. More information on these changes can be found on page 8 of this report. Tables showing the data released by End Child Poverty and DWP are shown in the tables below:

### End Child Poverty Statistics – Children in Poverty After Housing Costs

2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
25.0%	26.4%	27.0%	26.2%	26.8%	22.5%	27.1%	28.2%	26.1%

Source: End Child Poverty- Child Poverty in your area 2014/15-2023/24 (Published June 2025)

Due to changes in methodology caution should be taken when looking at changes over time.

### New DWP Statistics – Children Under 16 Living in Relative Low-Income Families After Housing Costs

2023/24	2024/25
17.7%	17.0%

Source: DWP Children in Low Income Families (Published March 2026)

## c. Dundee Performance

The Dundee Partnership supports the Scottish Government's aspiration to make Scotland the best place for children to grow up, and tackling poverty will contribute a large part of achieving this. Local Authorities and Health Boards have a duty to publish a joint annual report on activities undertaken at a local level to contribute to meeting the child poverty targets shown above.

The latest data on the Fairness Plan is summarised below for each priority theme. This shows an overall total for each priority shown in the table below. 76% of performance indicators across the priority theme scorecards in the plan have improved when comparing the latest figures to the previous year.

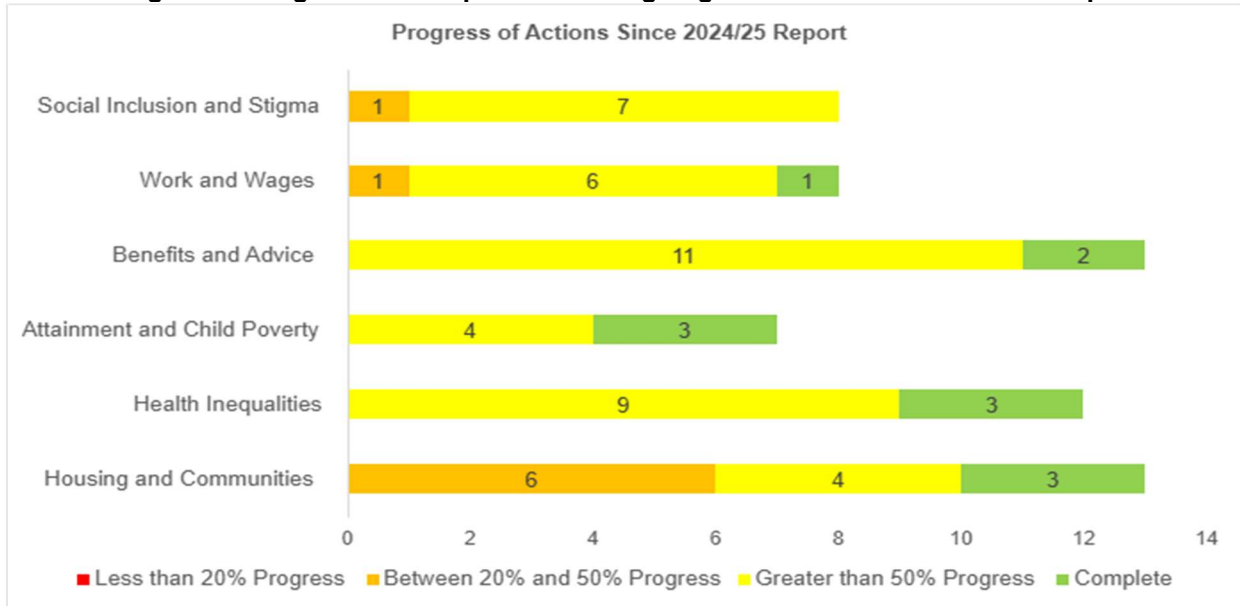
Theme	Within 5% of target	Improved over previous year	Total Indicators
Social Inclusion and Stigma	2 (67%)	3 (100%)	3
Work and Wages	3 (60%)	4 (80%)	5
Benefits and Advice	2 (67%)	2 (67%)	3
Attainment and Child Poverty	2 (33%) *	4 (67%)	6
Health Inequalities	0 (0%) **	2 (67%)	3
Housing and Communities	2 (40%)	4 (80%)	5
<b>TOTAL</b>	<b>11 (44%)</b>	<b>19 (76%)</b>	<b>25</b>

\*One of the six indicators in the attainment and child poverty theme has been revised using a new method and dataset. Historical trend data is not yet available, so no target can currently be set. Revised trend data to support a realistic target is expected in late summer 2026.

\*\*Two of the three Health Inequalities indicators are data-only, so no targets are set.

The chart below shows how Dundee is progressing on its actions to reduce child poverty and poverty related socio-economic impacts on vulnerable groups.

**Overall Progress – Progress of Completed and Ongoing Actions since the 2024/25 Report**



The NHS action “Support Whole Systems approaches that will focus on child health inequalities and child poverty” has been removed from the plan as it no longer aligns with NHS Tayside’s current priority to focus on embedding an income maximisation pathway.

**Fairness Theme Progress**

As stated in last year’s report the timescale for the current Dundee Fairness and Child Poverty Plan has been extended to March 2027 to accommodate the Scottish Government’s new delivery plan, Bringing Hope, Building Futures, which was published in March 2026, and align with the next Dundee City Plan. Monitoring will continue to be as open and rigorous as ever and this report includes updates from partners on the actual work carried out over the last year to implement the actions we have published.

The following legend explains the icons and progress percentages within the action tables.

Legend	
	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

#### d. Areas for Improvement

While the Partnership continues to develop and implement actions to mitigate the impacts of poverty in Dundee, we acknowledge that there are still areas where greater progress is needed and must be pursued. The following table shows the performance indicators which were highlighted as areas for improvement in the 2024/25 Local Child Poverty Action Plan Annual Report. The latest figures available are shown in the table below:

#### Actions in Response to Areas for Improvement Identified in the 2024/25 Report

Performance Indicator	Latest Position
Number of workless households in Dundee	<p>Latest data taken from the 2024 Annual Population Survey reported that there were 12,000 workless households in Dundee City. This has decreased from 14,300 households reported in the 2023 survey.</p> <p>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. The latest figure shows a 16% decrease in the number of workless households.</p> <p>Please note the Scottish Government's Chief Statistician has highlighted concerns about the reliability of economic data from the Annual Population Survey, citing issues such as reduced sample sizes, especially since the pandemic. Whilst the data remains usable, caution is advised when interpreting the results.</p>
Number of applications assessed as homeless or threatened with homelessness	<p>There was a 9% decrease in the number of applications assessed as homeless or threatened with homelessness from 1,378 applications in 2024/25 to a provisional figure of 1,256 in 2025/26. This correlates with the reduction in homeless applications. The reduction during 2025/2026 is a result of focused preventative work and early intervention, but overall homelessness remains at a higher level than anticipated following a significant increase during 2024/2025.</p> <p>Please note the above figures are provisional and are awaiting verification from the Scottish Government.</p>
Percentage of Primary 1 children classified as at risk of obesity or overweight combined	<p>Latest figures show that the percentage of primary 1 children at risk of obesity or being overweight combined has increased from 25.1% in 2023/24 to 27% in 2024/25. This increasing trend has also been experienced nationally with the Scottish proportion increasing from 22.2% in 2023/24 to 24.4% in 2024/25.</p> <p>The Children and Families Service are leading a multi-agency working group to develop a Food and Health Policy for all early years, primary and secondary school settings. The Early Years policy is complete, and a first draft Food and Health Policy is being developed. The next step is to create and implement a plan to effectively consult and engage with children, young people, and families.</p> <p>This performance indicator has been highlighted again as an area for improvement in this year's report.</p> <p>During preparation of the new Children's Services Partnership Plan 2026-29 a commitment has been made to:</p> <ul style="list-style-type: none"> <li>• implement the Tayside Child Healthy Weight Strategy</li> <li>• increase the number of children participating in Active Schools activities (including retention rates for target groups)</li> </ul>

### Action on Areas for Improvement in the 2026/27 Report

Based on an analysis of performance against targets set in the Dundee action plan, the following performance indicators are the furthest away from target, with no improvement on the year before. The relevant Dundee Partnership strategic leadership group will be charged with investigating the reasons for this and taking action to address and close these gaps. The action taken and the results will be reported in next year's report.

- Percentage of Primary 1 Children classified as at risk of obesity or overweight combined.
- Percentage of employees in Dundee earning less than the real living wage
- Percentage gap in attainment – average scores between school leavers in SIMD 1 areas and SIMD 5 areas

#### e. Dundee Fairness Leadership Panel

The Dundee Fairness Leadership Panel is a collective response to poverty and inequality in Dundee. It brings together people with lived experience and representatives from local organisations to work together to ensure that those who are vulnerable and facing disadvantage in our city have a voice.

During 2025/26, the Panel presented their most recent recommendations regarding the three areas it investigated in 2024: Mental Health and Isolation; Pressures on Third Sector Projects Tackling Poverty; and Fair Housing. Their recommendations were presented to the Dundee Partnership and to Dundee City Council's City Governance Committee. These were all endorsed and added to Dundee's Fairness Action Plan.

Panel members undertook a photo project reflecting experiences and perspectives on poverty, and these were exhibited in Central Library as a feature of Challenge Poverty Week in October 2025 and then at the annual Fairness conference held in November.

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

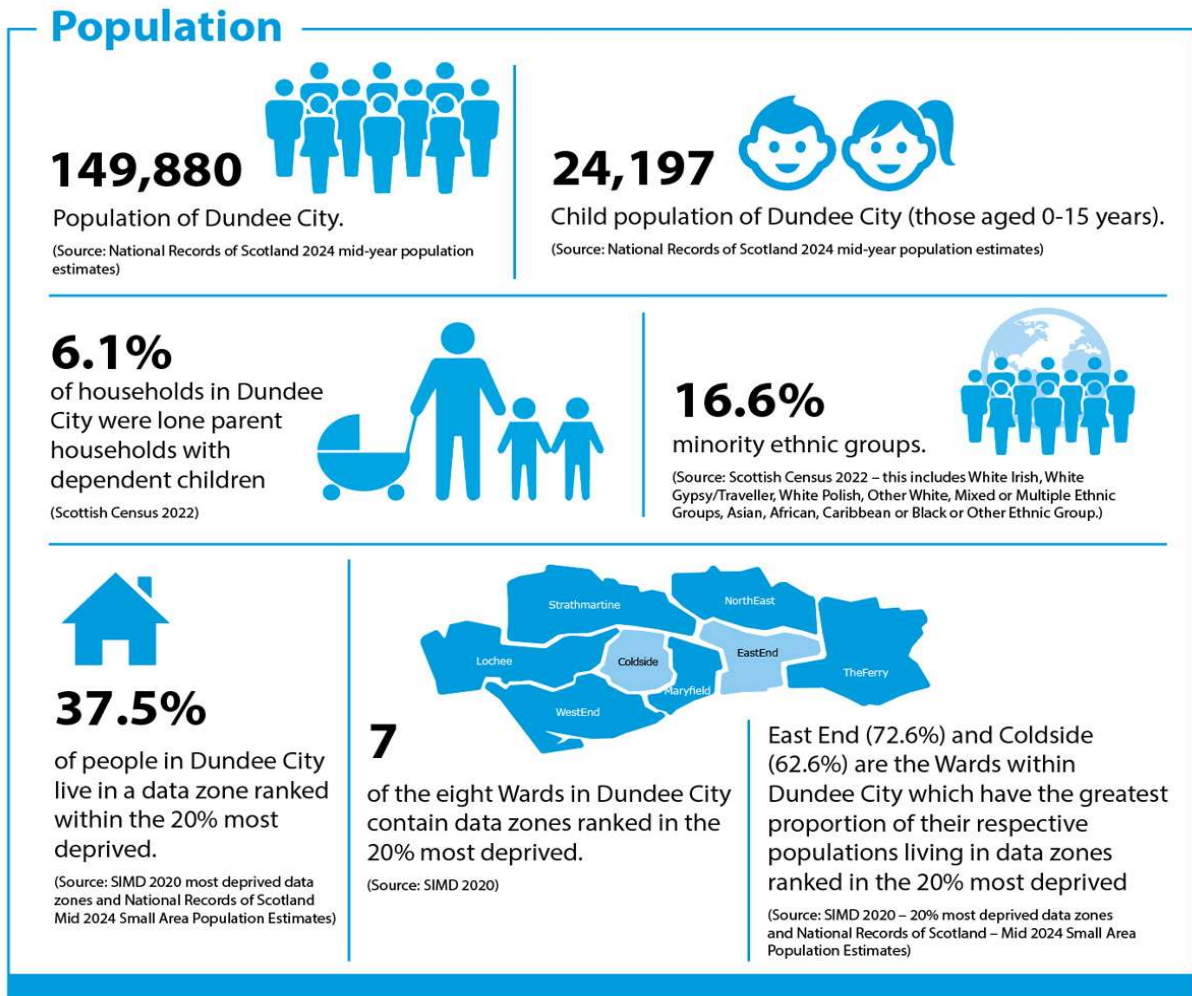
In the coming year, the Panel will focus on stigma and how to better communicate the way Dundee is trying to talk about poverty and what we can do to reduce it through changing public perceptions and conversations. Members will also participate in a review considering how the voices of those with lived experience can influence the direction and priorities of the Dundee Partnership.

## 3. UNDERSTANDING POVERTY AND INEQUALITIES IN DUNDEE

### a. Measuring Inequality in Dundee

The long-term trend of poverty levels in Dundee remains stubbornly consistent over time. As the prices of everyday essentials continue to increase, it is important that all available evidence continues to be monitored. This will allow us to identify the highest priority groups, local issues, and monitor progress towards our child poverty targets.

The following summary shows the extent and range of poverty challenges which families and communities in Dundee face. A full and detailed [Poverty Profile](#) for Dundee can be found on the Dundee City Council Website.



### b. Recent Changes to Child Poverty Data

In previous years, local authority data on the levels of child poverty were sourced from the Department for Work and Pensions (DWP) and End Child Poverty. On an annual basis DWP would produce statistics on the number and percentage of children (aged 0-15) living in relative low income families before housing costs (BHC) and then End Child Poverty would use this data along with other data sources to provide statistics on the number and percentage of children living in poverty after housing costs (AHC).

Going forward from this year the DWP have published statistics on the number and percentage of children (0-15 years) living in relative low-income families for both before housing costs (BHC) and after housing costs (AHC). This means that the statistics previously produced by End Child Poverty will be replaced with the new statistics produced by DWP. As a result, the number and percentage of children identified as living in low-income households differ from previous reports, so old and new poverty rates are not directly comparable. Data from the most recent Department for Work and Pensions publication is shown below.

### c. Children Under 16 in Low Income Families (Before Housing Costs)

In financial year 2024/25 Department for Work and Pensions (DWP) reported that 3,279 children or 13.6% of children aged under 16 years in Dundee City were living in relative low-income families (before housing costs). This has increased slightly from 13.4% reported in 2023/24. At a Scottish level it is estimated that 12.3% of children aged under 16 years were living in low-income families (before housing costs) in 2024/25.

Area	2021/22	2022/23	2023/24	2024/25
Dundee City (Number)	3,928	3,907	3,242	3,279
Dundee City (Percentage)	16.7%	16.6%	13.4%	13.6%
Scotland (Number)	135,088	131,700	108,895	109,931
Scotland (Percentage)	15.1%	14.8%	12.1%	12.3%

Source: DWP Children in Low Income Families – Local Area Statistics 2022-2025

Statistical disclosure controls have been applied which guards against the identification of an individual claimant – totals may not sum due to rounding and disclosure control. Percentages have been rounded to 1 decimal place.

#### d. Children Under 16 in Low Income Families (After Housing Costs)

As DWP have only recently started to publish these statistics, data is only available for years 2023/24 and 2024/25. During the period 2024/25 in Dundee City 4,106 (17.0%) children aged under 16 were living in relative low-income families (After Housing Costs). This was higher than the overall Scottish proportion which stood at 14.8% during the same period.

Area	2023/24		2024/25	
	Number	Percentage	Number	Percentage
Dundee City	4,271	17.7%	4,106	17.0%
Scotland	136,704	15.2%	132,484	14.8%

Source: DWP Children in Low Income Families – Local Area Statistics 2022-2025

Statistical disclosure controls have been applied which guards against the identification of an individual claimant – totals may not sum due to rounding and disclosure control. Percentages have been rounded to 1 decimal place.

#### e. Households in receipt of Universal Credit

The number of households receiving Universal Credit provides an insight into priority families in relative poverty. The table below shows the number and proportion of households in Dundee City receiving Universal Credit. Whilst the number of households in receipt of Universal Credit in Dundee has increased overall, the number of those households with children has decreased between February 2025 and February 2026.

Universal Credit Households	2025 %	2026 %
Total households in receipt of Universal Credit (UC)	18,114	21,170
% of all Dundee households in receipt of Universal Credit (UC)	26%	30%
UC Households with children aged 1 and under*	6%	5%
UC Households - Single with children*	31%	27%
UC Households - Couple with children*	11%	9%
Total UC Households with Children*	42%	36%
UC Households with 3 or more children*	8%	7%
UC Households with a disabled child element*	9%	8%
UC Households without children	58%	64%

Source: Household Estimates – National Records of Scotland – Households and Dwellings in Scotland 2024

Households on Universal Credit – DWP Stat Xplore figures as of February 2025 and 2026 (provisional figures)

\*% of all households in receipt of Universal Credit

## 5. OUR FAIRNESS THEMES

### 5.1 Social Inclusion and Stigma

#### Social Inclusion and Stigma

**72%**

of Dundee City respondents in the 2024 Scottish Household Survey stated that they felt very or fairly strongly when asked about their strength of feeling of belonging to the community.

(Source: Scottish Household Survey 2024)



**29%**

of Dundee City respondents in the 2024 Scottish Household Survey stated that they felt lonely some of the time or all or almost all of the time the week before the survey was undertaken.

(Source: Scottish Household Survey 2024)



**52%**

of Dundee City respondents in the 2024 Scottish Household Survey strongly agreed or tended to agree with the statement "There are welcoming places and opportunities to meet new people" when asked about their neighbourhood strengths.

(Source: Scottish Household Survey 2024)



**8%**

of respondents in the Dundee Planet Youth Survey strongly agreed or agreed with the statement "I can't do activities because my parents/carers can't afford them".

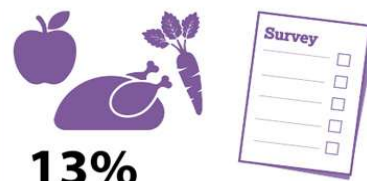
(Source: Dundee Planet Youth Survey 2025)



**13%**

of Dundee City respondents in the Scottish Health Survey reported that in the previous 12 months they were worried that they would run out of food because of lack of money or other resources.

(Source: ScotPho Population Health Profile – Scottish Health Survey 2019-2023 data)



#### Strategic Highlights and Progress (2025/26)

- The Fairness Leadership Panel's recommendations were endorsed across the Partnership and added to the Fairness Action Plan
- The number of pupils participating in Active Schools extracurricular activities has increased dramatically.
- The work of the Linlathen Local Fairness Initiative was recognised by winning a COSLA Excellence Award
- Plans are in place for an innovative Public Diner developed in partnership with Nourish Scotland

#### Performance Scorecard




Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Current Target	Short Term Trend	Long Term Trend
Number of food vouchers issued from Dundee and Angus Foodbanks (Source: Dundee and Angus Foodbank)	8,655 (2022)	8,261 (2023)	7,295 (2024)	6,389 (2025)	5,984	↑	↑
Children fed via Dundee and Angus Foodbank	5,961 (2022)	5,111 (2023)	4,515 (2024)	3,534 (2025)	4,469	↑	↑

Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Current Target	Short Term Trend	Long Term Trend
(Source: Dundee and Angus Foodbank)							
Employment rate for those with a disability (Source: ONS Annual Population Survey) *	45.8% (2021/22)	56.3% (2022/23)	39.4% (2023/24)	51.1% (2024/25)	53.6%	↑	↑


When looking at the short-term trend and long-term trend: dash means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

\*The Scottish Government's Chief Statistician highlighted concerns about the reliability of economic data from the Annual Population Survey, citing issues such as reduced sample sizes, especially since the pandemic. While the data remains usable, caution is advised when interpreting the statistics.

## Progress of Actions

Status	Action Title	Progress	Due Date	Latest Update
	Expand and scale up the Making Recovery Real Network approach in localities	95%	31-Mar-2027	<p>Over the past year, two sessions of Creating Hope through Peer Support were delivered to a total of 24 participants. This is an introductory programme with a focus on suicide prevention. A local peer support framework is anticipated to be completed by August 2026.</p> <p>The peer network has been relaunched, and now has 57 members, regularly attracting over 20 attendees per meeting. In addition, a monthly informal coffee morning for peer workers is hosted.</p> <p>Peer-to-peer training delivery has been paused while the Scottish Recovery Network reviews and relaunches an updated version.</p>
	Implement actions for positive destinations for young carers who are particularly vulnerable	90%	31-Mar-2027	<p>Key actions taken in past year include strengthened early identification and transitions planning for young carers in the senior phase, with a particular focus on those at risk of disengagement or facing multiple disadvantages. Enhanced use of data and better information-sharing among schools, Dundee &amp; Angus College, Skills Development Scotland partners, the Carers Centre has improved post-school support for young carers. <a href="https://carersofdundee.org/carers/young-carers/">https://carersofdundee.org/carers/young-carers/</a></p> <p>Tailored transition and employability support has been embedded through joint working with Dundee &amp; Angus College, including dedicated carer link workers, student support services, and carer ambassadors to help young carers sustain participation in further education. Actions have also focused on recognising and translating caring skills into positive outcomes through access to attributes programmes, Adult Achievement Awards, and exploration of clearer pathways into employment.</p> <p>Additional targeted support has been prioritised for young carers who are particularly vulnerable, through access to specialist Carers Centre support, mentoring pathways, wellbeing and health checks, and flexible supports to reduce barriers related to caring responsibilities.</p>
	Increase opportunities for positive destinations for young people with Additional Support Needs (ASN), including complex needs, through transition planning and skills enhancement	90%	30-Jun-2027	<p>Targeted interventions are being delivered through weekly Child Inclusion Group (CIG) meetings, where multi-agency teams identify and support individuals at risk of negative destinations. Tailored sessions focus on employability, self-management, and communication skills. Partnerships with organisations such as Enable, Barnardo's, Helm, and Dundee and Angus College provide bespoke transition planning, supported college links, and real-world experiences including volunteering, enterprise, and work placements.</p> <p>Kingspark and St John's have embedded social enterprise models and community interest companies to offer supported work environments and post-school engagement.</p>

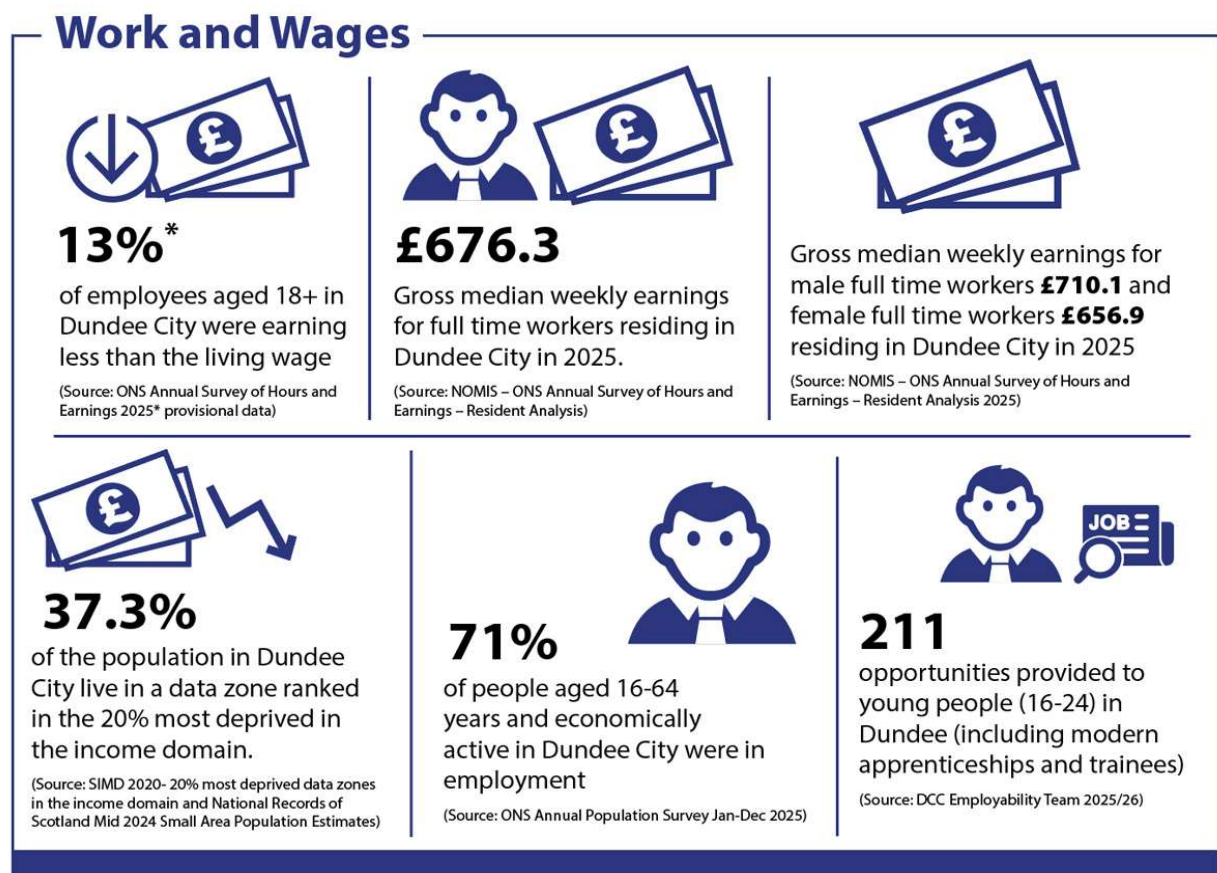
Status	Action Title	Progress	Due Date	Latest Update
				Strategic tracking up to age 20 ensures continued support for those not yet ready to engage due to health or personal circumstances. The integration of career guidance, coaching, and early identification ensures that young people with ASN are equipped with the skills, confidence, and pathways needed for successful transitions into adulthood.
▶	Undertake research to understand the stigma and challenges experienced by people struggling against in-work poverty	90%	31-Mar-2027	The Fairness Leadership Panel has agreed to focus on stigma for its next phase from March 2026. It will base its work on new research on communicating poverty issues in an effective and stigma-free way, which has recently been launched by Save the Children and the Joseph Rowntree Foundation. The New Story of Child Poverty in Scotland includes guidance on how to campaign and improve policies.
▶	Improve the offering from Active Schools Programme targeting children and young people from families on low incomes	90%	31-Mar-2027	Active Schools has significantly increased participation in extracurricular clubs with a 75% rise in the number of school pupil visits compared to the previous year. This data reflects a year-on-year comparison across Term 1 and Term 2. Encouragingly, the percentage of pupils from SIMD 1–2 areas taking part in extracurricular clubs has also increased, rising from 57% in 2024/25 to 60% of overall participation in 2025/26.
▶	Expand delivery of Dignity and Right to Food awareness sessions for providers who work with clients facing food insecurity	80%	31-Mar-2027	Dignity and Right to Food continues to be embedded across all Community Guider and frontline service training delivered by Faith in Community Dundee. Between April 2025 and March 2026, six sessions / workshops were delivered, reaching 38 staff and volunteers across six different organisations. Faith in Community Dundee and The Maxwell Centre have been approached by Nourish Scotland to co-design and deliver an interactive Dignity and Right to Food workshop in 2026/7 aligned with the Scottish Government's intention to reintroduce a Human Rights Bill that would incorporate the right to food into Scots law, and the direction set by the Cash-First: Towards Ending the Need for Food Banks plan.
▶	Reduce the barriers to education, employability, and volunteering for those with convictions by increasing referrals to Dundee employability, education, support services, and volunteering agencies from community justice partners	80%	31-Mar-2027	New ways to use 'Other Activity' up to the legal maximum of 30% of hours continue to be investigated. This includes a number of on-line training courses run by the Open University that can be considered as unpaid work. Employability partners are working with the Dundee Adult Learning Partnership to provide bespoke training and qualification opportunities to service users as part of their 'Other Activity' within Community Payback Orders.

Status	Action Title	Progress	Due Date	Latest Update
	Prioritise and protect local community projects that provide early interventions to improve people's wellbeing, mitigating the negative impacts of the cost-of-living crisis and isolation	50%	31-Mar-2027	<p>Among actions that focus on community-based approaches, the Local Fairness Initiative targets areas of highest need and brings services together locally to improve access to coordinated support. The initiative delivers place-based, multi-agency drop-ins, making services easier to navigate and more responsive around poverty, employability, income maximisation, housing, and wellbeing. This approach has been delivered in Linlathen and extended to Stobswell West, reflecting where focused support can have the greatest impact.</p> <p>Alongside this there has been an increasing emphasis on whole-family support, building on earlier learning to strengthen a preventative focus while continuing to respond where families are already experiencing crisis. Another example is the work of the Community Food Network supported by Faith in Community Dundee which continues to make the purchase of food more affordable.</p>

### Case Studies

- Reducing Social Isolation for New Parents through Community-Based Early Years Support (Early Years)
- Building Confidence and Leadership Through Community Connection (WM2U, CLD)
- Reducing Stigma Through Accessible, Dignified Community Food Support (Lochee Community Larder, Dundee Community Food Network)

## 5.2 Work and Wages



### Strategic Highlights and Progress (2025/26)

- Whole-family, place-based employability delivery has expanded through Local Fairness Initiatives and multi-agency advice hubs including Stobswell Connect, supporting parents facing combined childcare, health, and financial pressures.
- Targeted employability support was directed towards parents and the six priority family groups, with flexible and family-friendly pathways.
- There are 118 Living Wage accredited employers based in Dundee; six have extended their commitment to Living Hours and one to Living Pensions.
- The NHS Tayside Discover Together initiative has been introduced, offering paid placements for parents who are progressing towards employment.

### Performance Scorecard





Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Current Target	Short Term Trend	Long Term Trend
% of employees in Dundee earning less than the real living wage (Source: ONS Annual Survey of Hours and Earnings) *	7.2% (2022)	9.8% (2023)	12% (2024)	13%* (2025)	10.3%	↓	↓
Gross Weekly Pay for full time employees living in the area.	£586.70 (2022)	£624.80 (2023)	£663.20 (2024)	£676.30 (2025)	£665.63	↑	↑




Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Current Target	Short Term Trend	Long Term Trend
(Source: ONS Annual Survey of Hours and Earnings – Resident Analysis) *							
Number of workless households in Dundee (Source: ONS Annual Survey of Hours and Earnings Resident Analysis) *	10,500 (2021)	10,300 (2022)	14,300 (2023)	12,000 (2024)	8,145	↑	↑
% of young people 16 to 24 who are unemployed (Source: ONS Annual Population Survey) *	21.7% (2022)	31.7% (2023)	28.9% (2024)	16.9% (2025)	18.7%	↑	↑
The total number of opportunities provided to young people (e.g. modern apprenticeships, Trainees) (Source: DCC Corporate Services)	117 (2022/23)	199 (2023/24)	181 (2024/25)	211 (2025/26)	181	↑	↑


When looking at the short-term trend and long-term trend: dash means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

\*The Scottish Government's Chief Statistician highlighted concerns about the reliability of economic data from the Annual Population Survey, citing issues such as reduced sample sizes, especially since the pandemic. While the data remains, usable caution is advised when interpreting the statistics.

## Progress of Actions

Status	Action Title	Progress	Due Date	Latest Update
	Continue to work in partnership with the Fairness Leadership Panel and Dundee Fighting for Fairness to ensure Employability Providers uphold commitments to new principles for Discover Work and respond fully to pre-existing Fairness Commission Recommendations	100%	31-Mar-2027	Dundee Fighting for Fairness (DFFF) and Fairness Leadership Panel (FLP) recommendations have been implemented, including co-commissioning of the employability pathway, refreshed Discover Work principles and completion of the DCC Employability Review. Discover Work will now work with DFFF, or successor arrangements, to establish lived-experience mechanisms to monitor participant experience within the employability pathway.
	Facilitate and resource "Discover Together" an initiative where NHS Tayside is to provide family-friendly employment opportunities for parents belonging to BSBF Priority Family Groups	90%	31-Mar-2027	Discover Together continued to deliver six-month paid placements for parents, designed to be flexible and family-friendly. The programme supported parents to build skills, confidence, and work experience, with positive progression into employment achieved. Further detail and outcomes are captured in the Discover Together case study.
	Support the Local Fairness Initiatives through the provision of employability services delivered alongside others in any place-based approaches	85%	31-Mar-2027	Discover Work partners continue to support the Local Fairness Initiatives in Linlathen and Stobswell West through targeted, place based and multi-agency approaches. This includes advice hub models delivered through the Linlathen drop in at Brooksbank and the Stobswell drop in at Arthurstone Library. Activity has also been delivered through local secondary schools, including whole family employability drop ins at Drumgeith Community Campus. Between June 2025 and 31 March 2026, 29 new customers were registered on the Employability Pathway through drop in engagement. Twenty were parents, with eight entering a positive destination (six parents). Between 1 April 2024 and 31 March 2026: <ul style="list-style-type: none"> <li>• 21% of customers lived in the 5% most deprived areas (SIMD 2020)</li> <li>• 58% of customers and 61% of parents lived in a priority ward.</li> <li>• 3% lived in Linlathen and 2% in Stobswell West</li> </ul>
	Maximise the use of Child Poverty Employability Funding to support Priority Family Groups	80%	31-Mar-2027	Between 1st April 2024 and 31st March 2026, 583 parents were supported through the Employability Pathway. Of these, 67% were female, 33% male, 31% had a long-term physical

Status	Action Title	Progress	Due Date	Latest Update
	and other families/ communities based on local need			<p>health condition, and 30% a mental health condition. 21% lived in the 5% most deprived areas in Scotland (SIMD 2020).</p> <p>Parents supported reflected the Scottish Government's six priority family groups:</p> <ul style="list-style-type: none"> <li>- 53% were lone parents</li> <li>- 48% were from a minority ethnic background</li> <li>- 9% were under the age of 25</li> <li>- 21% had 3 or more children</li> <li>- 23% had a disability and 12% had a disabled child</li> <li>- 7% had a youngest child under one</li> </ul> <p>*Some parents are included in more than one category.</p> <p>Ongoing support for the Local Fairness Initiative in Stobswell West, reported in the dedicated action above, shows increased reach and engagement of parents, particularly mothers from minority ethnic backgrounds</p>
	Implement the new Employability Pathway Programme for 2024-29 once the Corporate Employability Review has concluded	75%	31-Mar-2027	Between 1 April 2024 and 31 March 2026, 583 parents were supported through the new Employability Pathway. Parents supported reflected the Scottish Government priority family groups with 277 parents (47%) having entered a positive destination.
	Facilitate a Local Childminder Recruitment Programme in partnership with the Scottish Childminding Association. Parents belonging to BSBF Priority Family Groups who can feasibly become a childminder will be provided the opportunity to do so	70%	31-Mar-2027	<p>The Scottish Childminding Association's (SCMA) childminding recruitment programme, Programme for Scotland's Childminding Futures, was launched in Dundee in April 2025. This programme supports new childminders through a programme of training, support, and provides a business start-up grant.</p> <p>Discover Work partnered with SCMA to support this programme with referral routes, enhanced employability and in-work support, and support for new childminders to connect with families requiring childcare through the Childcare Connector support delivered by One Parent Families Scotland.</p> <p>To date, five parents have registered and started their training to become childminders in Dundee. Of these, three have completed their training and are in the process of registering with the Care Inspectorate. The programme will continue into 2026/27 with a fresh marketing campaign.</p> <p>Further delivery detail and lived-experience examples are provided in the Case Studies Supplement.</p>
	Develop a single gateway/directory to better inform parents and their children	60%	31-Mar-2027	A directory of employability and wider support options was developed in summer 2025, identifying 34 offers across 27 organisations. This complements Adult Learning mapping undertaken by Community Learning and Development and has been shared with key

Status	Action Title	Progress	Due Date	Latest Update
	of their options for attainment, participation, progression, and employment			partners working with young people and families. Work is ongoing to maintain the directory and host it on the Discover Work public website.
	Support activity through the role of Employability Development Officer (Child Poverty) through Partnership work with NHS Tayside and Public Health Scotland, Community Development and Learning and Education	50%	31-Mar-2027	During 2025/26, the role has focused on supporting Local Fairness Initiatives, strengthening delivery of the Employability Pathway and workforce development across partners. This has included partnership working with NHS Tayside, Public Health Scotland, Community Learning and Development and Education to improve awareness of health inequalities, poverty sensitivity, and mental health, helping to embed more inclusive employability practice. The role has also supported key pilot initiatives, including Discover Together paid placements for parents and Earn & Learn opportunities for young people, in line with the aims of A Step Change in Positive Destinations for Young Dundonians.

### Case Studies

- Supporting Parents into Sustainable Employment – Discover Together (DCC and NHS Tayside Partnership)
- Targeted Parental Employability Support (OPFS / Barnardo's Works)
- Whole-Family Employability in Practice – Drumgeith / Greenfield
- Childcare, Caring Responsibilities and Barriers to Employment (Early Years)
- Scaling Up Employability Services (DCC, All in Dundee)

### 5.3 Benefits and Advice


## Benefits and Advice

**3,279  
(13.6%)**



children aged under 16 are living in relative low income families (before housing costs).

(Source: DWP Children in low income families local area statistics 2024/25 data)



When looking at children aged under 16 living in relative low income families (before housing costs), **6%** were children under 1 years of age.

(Source: DWP Children in relative low income families data set 2024/25)

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**27%**



of households receiving Universal Credit in Dundee City were single person households with children.

(Source: DWP Stat Xplore – figure as at February 2026 – provisional figure)

**7%**



of households receiving Universal Credit in Dundee City were households with 3 or more children.

(Source: DWP Stat Xplore – figure as at February 2026 – provisional figure)

**9%**



of Dundee City respondents in the 2024 Scottish Household Survey stated that their household does not manage well financially.

(Source: Scottish Household Survey 2024)

### Strategic Highlights and Progress (2025/26)

- Uptake of key financial supports has increased, including continued growth in free school meal registration and over 80% of Dundee’s 5–21-year-olds now holding a National Entitlement Card (NEC) for free bus travel.
- Income maximisation activity has been strengthened through health pathways, with increased referrals from the Family Nurse Partnership, including 140 young women supported through the Warm Home Prescription pilot, alongside ongoing support for young parents into positive destinations.
- Referrals to the Hospital Advice Centre have increased, with a growing proportion coming directly from medical staff, improving access to financial and welfare advice within healthcare settings.
- The Older People Uptake Campaign has delivered over £1.5 million in financial gains for clients and will continue as part of core service delivery.

### Performance Scorecard







Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Current Target	Short Term Trend	Long Term Trend
% Children aged under 16 living in relative low-income families (before housing costs) (Source: DWP Children in Low Income Families) *	16.7% (2021/22)	16.6% (2022/23)	13.4% (2023/24)	13.6% (2024/25)	14.3%	↓	↑
% Children aged under 16 in relative low-income families (before housing costs) and within lone parent families (Source: DWP Stat Xplore –	45.8% (2021/22)	47.1% (2022/23)	46.1% (2023/24)	45.8% (2024/25)	39.3%	↑	↑




Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Current Target	Short Term Trend	Long Term Trend
Children in low-income families dataset)							
The % take up of free school meals (P6-S6) (Source: DCC Children and Families Service)	48.4% (2022/23)	52.5% (2023/24)	58.6% (2024/25)	59.5% (2025/26)	54%	↑	↑





When looking at the short-term and long-term trend: dash means maintaining, upward arrows means improving trend and downwards arrow means deteriorating trend.

\*Department for Work and Pensions have changed the methodology used to report on the number of children in low-income families (before housing cost). As a result of this change historical data has been revised and targets for these performance indicators have been recalculated using the new baseline figures

## Progress of Actions

Status	Action Title	Progress	Due Date	Latest Update
	Target efforts to increase uptake of pensioner benefits	100%	31-Mar-2027	The Older People Uptake Campaign, run in partnership with Dundee Citizens Advice Bureau (CAB) and supported by the Council's Communications Team, launched in February 2024. To date, the campaign has delivered £5,104,442 in client financial gains, engaging 802 older people, with 450 households receiving an average annual Pension Credit gain of £4,805. Given its impressive performance, the campaign will continue as part of core service delivery, with ongoing targeted activity.
	Work in partnership with the Scottish Prison Service (SPD) and Department for Work and Pensions (DWP) to ensure prisoners have access to their appropriate benefits on release	100%	31-Mar-2027	Prison Link Centres remain open to visiting agencies to support preparation for release. Short-term prisoners are offered voluntary throughcare support from the Community Justice Service (CJS) and the National Throughcare Service (Upside), while long-term prisoners receive pre-release support through the Integrated Case Management (ICM) process. All individuals are offered a same-day appointment with CJS on release. Positive Steps provides support throughout custody, including pre-release and day-of-liberation assistance to ensure access to appropriate benefits.
	Prioritise current year interventions aiming to tackle fuel poverty	90%	31-Mar-2027	Fuel poverty support through voucher schemes continues, alongside promotion of Warm Home Discount schemes ahead of Autumn 2026. Practice improvements with Citizens Advice Bureau (CAB) and SCARF are ongoing.
	Expand outreach of advice provision in the community through co-location within health service, schools, and grass roots partner organisations	90%	31-Mar-2027	The Connect Service is now operating successfully across multiple community venues in Dundee. Access to advice in schools has been expanded to include Drumgeith Community Campus. Welfare rights advice co-located within Dundee Women's Aid began in November 2025, exceeding its annual target within five months.
	Agree a detailed business plan with all advice agencies to allow new Advice Strategy to be implemented across all partners	85%	31-Mar-2027	A business plan is in place supported by regular bi-monthly Advice Workers Forum meetings. These help identify emerging trends and inform take-up campaign activity. Advice contracts for 2026/27 with the Citizens Advice Bureau (CAB) and Brooksbank have been issued, with additional key performance indicators (KPIs) to be introduced during the year.
	Embed financial inclusion pathways and routes to sustained positive destinations with Care Experienced Young People's Services (CEYPS)	80%	31-Mar-2027	Digital migration to the Morse IT system was completed in May 2025. The Care Experienced Young People's Service (CEYPS) continues to support access to financial advice through partnership working, while Public Health will review how the Fast Online Referral Tracking (FORT) referral system can better support referrals, outcome tracking, and access to income maximisation services in 2026/27.

Status	Action Title	Progress	Due Date	Latest Update
				FORT is used across School Nursing, the Family Nurse Partnership, and Health Visiting. Further early intervention support is expected through the new Young Person's Hub. NHS Tayside continues to strengthen employability pathways for care experienced young people through closer working with secondary schools.
	Increase in-patient referrals to money maximisation	80%	31-Mar-2027	NHS Tayside's Directorate of Public Health and Dundee Citizens Advice Bureau continue to work in partnership to strengthen financial wellbeing and income maximisation support within healthcare settings. Training for frontline staff has embedded awareness of money, fuel, and food insecurity as part of routine care, including delivery of Making Every Contact Count (MECC) approaches. Referrals to the Ninewells Hospital Advice Centre have increased to around 65 callers per week, with a growing proportion from clinical staff. Macmillan Welfare Rights and Dundee CAB remain co-located within the Advice Centre, supporting onward referral to hospital-based and specialist services. The Warm Home Prescription partnership has supported 202 households across Tayside, providing energy advice and income-maximisation support. Relocation of the Advice Centre to a more visible site within Ninewells Hospital is planned for May 2026 to further improve access.
	Focus on take up of Free School Meals, Free Transport and Free After-School activities as a means of reducing the cost of living and adopt city wider communication approach about these cost saving initiatives	80%	31-Mar-2027	Primary free school meal uptake increased slightly from 65.01% in 2024/25 to 66.05% in 2025/26, while secondary uptake decreased marginally from 49.24% to 48.4%. Free bus travel is now well embedded, with 82.7% of Dundee's 5–21-year-olds holding a National Entitlement Card. Participation in Active Schools reached 37.7% of the total school roll in 2024/25, with higher engagement among children living in SIMD 1–2 areas. Early figures for 2025/26 show a 17% increase in secondary school participation, reflecting a shared focus on improving engagement among older pupils.
	Co-produce actions to mitigate child poverty across the Women, Children and Families (WCF)	70%	31-Mar-2027	The Infant Food Insecurity Pathway was updated following staff feedback, with ongoing training delivered to Family Nurses, Health Visitors, Midwives, and the Connect Team to increase awareness of preventative income-maximisation pathways linked to food and financial insecurity. Further training for Social Work teams, including Foster and Kinship Carers, is planned for 2026/27, with learning continuing to be shared nationally. A multi-agency maternity inequalities group continues to apply a "Nothing About Us Without Us" approach. A 'no surprises' pathway is being developed to improve communication and access to advice and support for pregnant women, alongside exploration of reduced-cost or free transport to improve appointment attendance.

Status	Action Title	Progress	Due Date	Latest Update
	Deliver training to Support Workers in partnership with Welfare Rights to provide advice within their teams	70%	31-Mar-2027	There is ongoing engagement with Welfare Rights to extend training to children's services support workers. Moving forward this will be built into our Whole Family Approach work through the Whole Family Support Programme Manager.
	Utilise Fuel Well data to target those most in need of support	65%	31-Mar-2027	Following the completion of Fuel Well 3, ward-level data analysis will continue. Geographic Information System (GIS) mapping will be used to identify where fuel-poverty support is currently being delivered across the city and to inform more targeted future activity.
	Work with partners to devise a fuel poverty strategy for the city	65%	31-Mar-2027	Work is ongoing to map Dundee Energy Efficiency Advice Project (DEEAP) activity to identify the most effective fuel-cost mitigation measures and how they complement income-maximisation support. A draft fuel poverty strategy has been developed and will be circulated to advice-sector partners for feedback.
	Increase referrals of "priority groups" who are at higher risk of poverty to money maximisation and parental employability service across maternity, health visiting, family nurse partnership, and paediatrics	60%	31-Mar-2027	A new Child Health Strategy Group now coordinates work across The Promise, United Nations Convention on the Rights of the Child (UNCRC) and Getting It Right for Every Child (GIRFEC), strengthening action on child poverty within women and children's services. Test-of-change work in paediatric inpatient settings identified challenges in raising money worries and limitations in out-of-hours crisis support. Learning from this work is being used to adapt practice and improve support for families. Income-maximisation referrals across Maternity Services, Family Nurse Partnership and Health Visiting are now embedded as core practice. The Family Nurse Partnership also referred 140 young women to the Warm Home Prescription pilot and continues to support young parents into positive destinations.

### Case Studies

- Building Financial Resilience in a Kinship Care Family (Kinship Care Team, Welfare Rights Service)
- Early intervention to address infant food insecurity for families facing financial and immigration barriers (NHS Health Visitor, Connect Team)
- Co-located advice services supporting families to maximise income, improve housing stability and wellbeing (NHS Advice Centre – Ninewells Hospital, CAB)

## 5.4 Attainment and Child Poverty

### Attainment and Child Poverty

**17%**

of children (aged under 16) living in relative low income families after housing costs in Dundee City

(Source: DWP – Children in Low Income Families local area statistics 2024/25 data)



**406**

care experienced young people in Dundee City, this represents 1% of the 0-17 years population

(Source: Scottish Government – Children's Social Work Statistics 2024/25 – figure as at 31st July 2025)



**10,718**

children (aged 0-15 years) live in the 20% most deprived data zones, this accounts for 44.3% of children in that age group in Dundee City overall.

(Source: SIMD 2020 20% Most Deprived Data Zones and National Records of Scotland 2024 Small Area Population Estimates)



The majority of Children (0-15 years) who live in East End (79.7%), Coltside (70.6%) and Lochee (49.6%) live in a data zone ranked in the 20% most deprived.

(Source: SIMD 2020 20% Most Deprived Data Zone and National Records of Scotland 2024 Small Area Population Estimates)



**563**

average score for school leavers living in most deprived SIMD area.

(Source: Local Government Benchmarking Framework (2024/25))

**1,141**

average score for school leavers living in least deprived SIMD area

**3.7%**

difference in school attendance between children living in most deprived SIMD areas and the average for those living in less deprived SIMD areas.

(Source: Dundee City Council, Children and Families Service 2025/26)



### Strategic Highlights and Progress (2025/26)

- Deputy Head Teachers from each school cluster are participating in a Leadership for Equity pilot, focused on addressing the impact of poverty on attainment and improving outcomes for disadvantaged pupils.
- Attainment levels for children and young people from more disadvantaged communities have shown improvement, reflecting the continued focus on reducing the poverty-related attainment gap.
- The programme to address neglect and enhance wellbeing has been completed and integrated into Dundee's multi-agency approach, strengthening early intervention and coordinated support for children and families.
- All Dundee schools are implementing Cost of the School Day action plans, helping to reduce the financial barriers to education.





## Performance Scorecard




Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Current Target	Short Term Trend	Long Term Trend
Percentage of children (aged under 16) living in relative low-income families after housing costs (Source: DWP Children in low-income families)*	N/A	N/A	17.7% (2023/24)	17.0% (2024/25)	N/A	↑	N/A
Children who live within the 20% most deprived data zones (Source: SIMD 2020 and NRS Small Area Population Estimates (SAPE))	43.6% (SIMD 2020 and SAPE 2021)	43.4% (SIMD 2020 and SAPE 2022)	44.2% (SIMD 2020 and SAPE 2023)	44.3% (SIMD 2020 and SAPE 2024)	37.6%	↓	↓
Percentage gap in attainment – Average scores between school leavers living in SIMD 1 areas and SIMD 5 areas (Source: DCC Children and Families Service)	48% (2021/22)	49% (2022/23)	45% (2023/24)	51% (2024/25)	43%	↓	↓
Percentage point gap in literacy in P1-7 between pupils living in SIMD 1 areas and SIMD 5 areas (Source: DCC Children and Families Service)	19.9% (2021/22)	19.9% (2022/23)	16.6% (2023/24)	13.9% (2024/25)	14.3%	↑	↑
Percentage point gap in numeracy in P1-7 between pupils living in SIMD 1 areas and SIMD 5 areas (Source: DCC Children and Families Service)	13.6% (2021/22)	16.3% (2022/23)	14.3% (2023/24)	9.6% (2024/25)	13%	↑	↑
Percentage point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5 (Source: DCC Children and Families Service)	4.3 (2022/23)	4.3 (2023/24)	4.2 (2024/25)	3.7 (2025/26)	3.1	↑	↑

When looking at the short-term trend and long-term trend: dash means maintaining, upwards arrow means improving trend and downwards arrow means a deteriorating trend

\*Department for Work and Pensions have released these statistics for the first time in their most recent publication. At the time of drafting this report only two years' worth of data has been published which means that there is not enough trend data available to produce a target or monitor the long-term trend. DWP are scheduled to publish historical data for this indicator late summer 2026.

## Progress of Actions

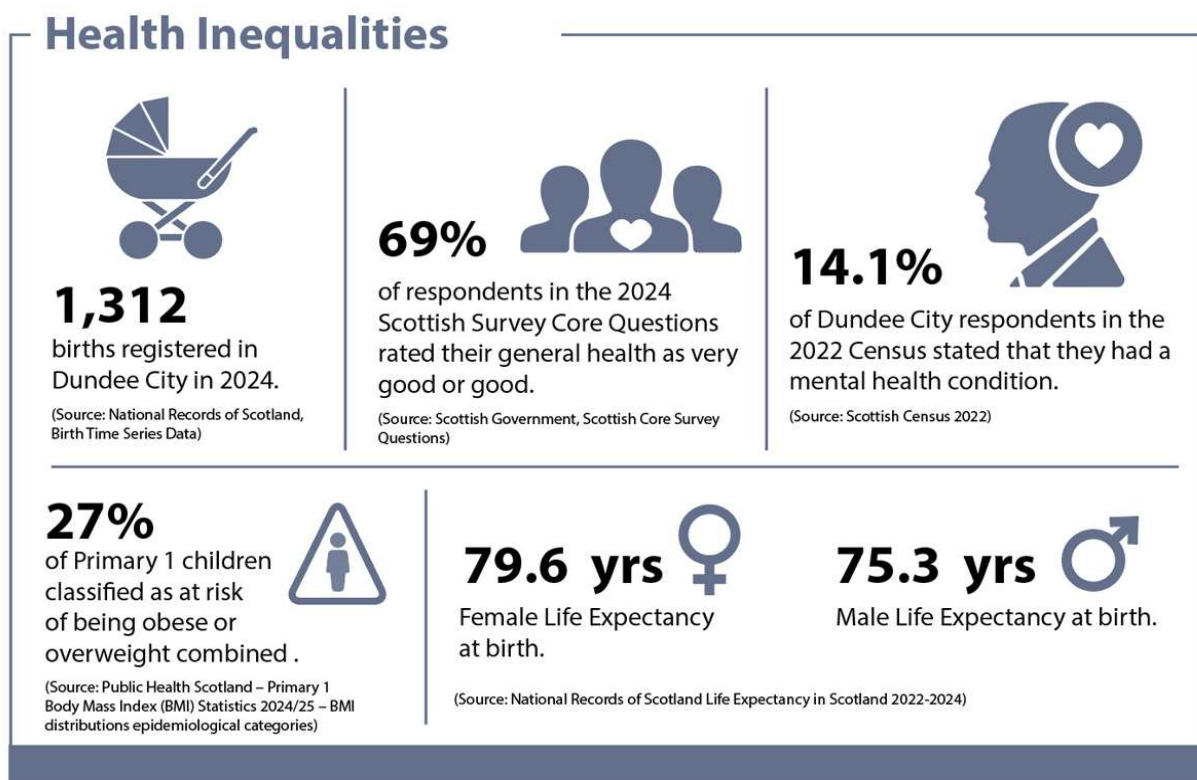
Status	Action Title	Progress	Due Date	Latest Update
	Kirkton Community Hub Trial	100%	30-Jun-2025	The Kirkton Governance Group stepped down in 2025 having completed the Kirkton Hubs work. The move of all services was completed with Kirkton Community Centre closed to all service users from 28 April 2025. The building is in the process of being demolished. All Local Management Group activities are using interim or final locations and the remaining finalised locations for all Local Management Group (LMG) activities are in place. DCC has supported Kirkton Scottish Charitable Incorporated Organisation (SCIO) towards their ambitions of building a standalone community run facility as part of the Kirkton Hub locations.
	Increase uptake of Continuing Care by care experienced Young People	100%	31-Mar-2027	Provision of continuing care has increased and will continue to increase in accordance with emerging legislation. Ongoing monitoring is in place through fortnightly data. The increase can be demonstrated by the following figures: By end of April 2026, there were 44 young people in continuing care: 7 in residential care (3 in Dundee and 4 externally), 18 in foster care (6 internal and 12 external) 8 in kinship care and 11 in supported accommodation.
	Implement CELCIS (Centre for Excellence for Children's Care and Protection) Programme addressing neglect and enhancing wellbeing	100%	31-Mar-2027	The pilot has been completed, and learning has been integrated into Dundee's multi-agency Getting It Right For Every Child (GIRFEC) approach to addressing neglect and enhancing wellbeing.
	Refresh Cost of a School Day commitment for all schools	95%	31-Mar-2027	All Dundee schools have an active Cost of the School Day (CotSD) action plan, underpinned by city-wide commitments including ensuring no child starts school without breakfast, no child misses a P7 residential due to cost, and access to affordable school uniforms. Actions continue at school level to reduce the cost of education, including breakfast provision, support with uniforms, subsidised or fully funded trips, access to food through school-based provision or partnerships, and financial assistance for learning activities and essential items. CotSD action plans are reviewed annually and embedded within school improvement planning. A Leadership for Equity professional learning pilot is underway, involving Depute Head Teachers from each school cluster and is delivered in partnership with Education Scotland. This programme supports school leaders to take action to address poverty within their settings. Further discussion is planned on how the local authority can support schools to strengthen this work in the next school session.

Status	Action Title	Progress	Due Date	Latest Update
	Reduce levels of exclusion across primary and secondary sector	80%	31-Mar-2027	The exclusion rate has increased slightly in Primary Schools from 5.3 to 6.8 incidents per 1,000 pupils, while Secondary School exclusions have reduced from 40.4 to 31.3 per 1,000 pupils over the same period. A range of approaches are in place to reduce exclusions, including alternatives to exclusion, amended timetables and bespoke curriculum offers. Exclusion trends are monitored regularly, supported by a multiagency working group involving schools, Educational Psychology, Trade Unions, and other partners to address issues such as violence and aggression. All exclusions involving care experienced children and young people are subject to additional management oversight. Every exclusion results in a meeting with the young person and their parent or carer, with a clear plan for return and strategies to address the underlying issues.
	Improved pupil attendance within primary and secondary sector	75%	31-Mar-2027	Attendance levels are similar to last year in Primary Schools and continue to improve in Secondary Schools. Primary attendance currently stands at 92.8%, the same level as 2024/25. Secondary attendance currently stands at 86.7%, up 0.5 percentage points on 2024/25.
	Accelerated closure of the poverty attainment gap	70%	31-Mar-2027	The Insight data refresh for February 2026 added leavers' data for session 2024/25. This showed that the percentage of school leavers from SIMD quintile 1 with five or more awards at SCQF Level 5 or better increased from 45% in 2023/24 to 46%. The percentage of school leavers from SIMD quintile 1 with five or more awards at SCQF Level 6 or better also increased from 19% in 2023/24 to 20%. On both measures Dundee's SIMD quintile 1 leavers are ahead of their virtual comparator.

### Case Studies

- Supporting Parents into Sustainable Employment – Discover Together (DCC and NHS Tayside Partnership)
- Targeted Parental Employability Support (OPFS / Barnardo's Works)
- Whole-Family Employability in Practice – Drumgeith / Greenfield
- Childcare, Caring Responsibilities and Barriers to Employment (Early Years)
- Scaling Up Employability Services (DCC, All in Dundee)

## 5.5 Health Inequalities



### Strategic Highlights and Progress (2025/26)

- Hope Point has supported 1,355 individuals, providing early intervention, crisis support and referral pathways to improve mental health and wellbeing.
- Over 300 frontline staff across Dundee have received Mental Health Awareness training, strengthening early identification and response to mental health needs within communities and services.
- The Recovery Network has been established, led by Dundee Volunteer and Voluntary Action (DVVA), expanding access to peer support and strengthening community-based recovery pathways.
- The Dundee Healthy Weight partnership group has been re-established, supporting coordinated action to address childhood health inequalities, including obesity.
- Targeted support has been introduced to improve attendance at dental and hospital appointments for children.






### Performance Scorecard

Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Current Target	Short Term Trend	Long Term Trend
Life Expectancy at Birth (Males) (Source: National Record of Scotland Life Expectancy in Scotland)	73.5yrs (2019-2021)	74.0yrs (2020-2022)	74.6yrs (2021-2023)	75.3yrs (2022-2024)	N/A	↑	↑
Life Expectancy at Birth (Females)	79.1yrs (2019-2021)	79.0yrs (2020-2022)	79.2 (2021-2023)	79.6yrs (2022-2024)	N/A	↑	↑


Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Current Target	Short Term Trend	Long Term Trend
(Source: National Record of Scotland Life Expectancy in Scotland)							
Percentage of Primary 1 Children classified as at risk of overweight or obese combined. (Source: Public Health Scotland – Primary 1 BMI Publication)	26.6% (2021/22)	23.8% (2022/23)	25.1% (2023/24)	27.0% (2024/25)	21.2%	↓	↓



When looking at the short-term and long-term trend: dash means maintaining, upward arrow means improving trend and downwards arrow means deteriorating trend.


## Progress of Actions

Status	Action Title	Progress	Due Date	Latest Update
	Increase Crisis and Suicide prevention training to front-line staff and communities	100%	31-Mar-2027	Suicide prevention training is now embedded within Dundee's Protecting People training programme and is available on an ongoing basis to staff, volunteers, and wider community partners. This ensures continued access to consistent, preventative training aligned with local priorities.
	NHS Tayside: Set out Community Wealth Building approach, governance and partnership arrangements to progress Anchor activity, use the Anchors Framework to develop clear baselines in relation to workforce, procurement and land and assets pillars	100%	31-Mar-2027	NHS Tayside published its Anchor Strategy in October 2023 and continues to deliver its anchor ambitions in line with Scottish Government metrics, with progress reported through established governance and delivery planning arrangements. Progress during 2025/26 includes the continued delivery of targeted employability programmes such as Discover Together, Health Care and Administration Academies, and supported employment pathways, alongside increased engagement with local suppliers and application of community benefit and Fair Work principles. Work is also progressing to maximise the community benefit of NHS land and buildings, alongside continued delivery of climate and sustainability commitments through established governance structures.
	NHS: Deliver Community Wealth Building through the NHS Community Benefit Gateway (CBG)	100%	31-Mar-2027	The NHS Community Benefit Gateway (CBG) continues to connect NHS suppliers with third sector organisations to deliver local community benefits that support social, economic, and environmental wellbeing. During 2025/26, CBG activity in Dundee supported community organisations through supplier led contributions, alongside strengthened partnership working via a Tayside-wide Community Benefit Platform Group.
	Improve harm reduction service and responses to non-fatal overdoses	90%	31-Mar-2027	Through the Medication Assisted Treatment (MAT) standards harm reduction continues to be offered at a high standard, with clear expansion of Naloxone distribution and Injecting Equipment Provision. The Non-Fatal Overdose (NFOD) pathway continues to operate; however, the Tayside coordinator post is no longer funded impacting recording of outcomes and future stability of the pathway. Positive Steps are currently supporting the pathway as an interim solution.
	Improve access to mutual-aid and peer-support recovery groups to help people avoid relapse	90%	31-Mar-2027	Dundee Volunteer & Voluntary Action (DVVA) continue to lead the work on mutual aid and peer support. The Recovery Network has been established. This also includes direct feedback from those receiving Medication Assisted Treatment and the development of the experiential data program which is complete. The Authentic Voice Project is supporting the new Protecting People Participation and Engagement sub-group to develop a Protecting People Engagement Framework to support

Status	Action Title	Progress	Due Date	Latest Update
				ongoing inclusion of voice in strategic decision making. SMART recovery licence continues to be funded by the Alcohol and Drug Partnership (ADP).
▶	Re-model mental health and wellbeing community services by developing early intervention services and crisis care models, including services delivered from GP Practice and 'peer navigation' services within acute hospital and accident and emergency settings	90%	31-Mar-2027	<p>Community Mental Health redesign is progressing with a Tayside-wide Model of Care project group being mobilised. A unified Mental Health and Learning Disability clinical governance approach is under development to strengthen assurance and support safe, sustainable service delivery. Service demand for the Community Mental Health Team care and treatment continues to exceed capacity.</p> <p>During the financial year 2025/26, Hope Point supported 1,355 unique individuals with a total of 5,540 supports carried out via drop-in, phone, and text. This included an average of 264 new individuals per quarter. The pathway with Police Scotland for individuals they encounter was used 54 times this year. The mutual pathway with the NHS Mental Health Assessment (Crisis) Team, for those who need clinical assessment following their contact with Hope Point was used 38 times this year.</p> <p>The feedback continues to be overwhelmingly positive, with supported people identifying the drop in nature of support, the 24/7 access, and the Peer Support element as key areas of satisfaction.</p> <p>The Bereaved by Suicide Support Service was also launched providing support to those who have lost a loved one to suicide. This service is peer led by those who have experienced this type of bereavement, and early feedback has been very positive.</p>
▶	Deliver a range of Mental Health Awareness Training including Mentally Healthy Workplace, Resilience and Wellbeing and Scottish Mental Health First Aid	90%	31-Mar-2027	For the period of April 1, 2025, to March 31, 2026, 95% of the mental health improvement training target was achieved. A total of 35 training courses were delivered, through which 323 frontline workers received training across a range of mental health topics. The average number of participants per session was 9.2. Four new courses were added to the training portfolio covering: Positive Risk-taking in Mental Health; Stress Awareness and Management for Managers; Cocaine Brief Intervention; and Stigma and Discrimination in Substance Use
▶	Extend the AIM (Anxiety in Motion) programme within all secondary schools to support attainment of targeted S1/S2 young people with mental health and wellbeing needs	80%	31-Mar-2027	<p>This support is delivered either through in-school provision or community-based programmes. AIM has supported the implementation of these provisions in several schools across the city. AIM offers the following support to schools upon request:</p> <ul style="list-style-type: none"> <li>• Career-long professional learning focused on emotional-based school avoidance.</li> <li>• Assessment to identify the underlying causes of school avoidance and to support the implementation of appropriate interventions for pupils.</li> </ul> <p>Now based within Rockwell Learning Centre, AIM continues to provide full-time support to S1/S2 pupils within a small, structured classroom environment. This includes participation</p>

Status	Action Title	Progress	Due Date	Latest Update
				in community-based projects, which support the development of independence and resilience, enabling pupils to engage more confidently with their local community. AIM delivers a bespoke package tailored to the needs of each pupil, focusing on the development of the whole child. This includes targeted support for social and emotional wellbeing, delivered in partnership with CAMHS and support staff, alongside the identification and addressing of gaps in learning. The aim is to support pupils in progressing towards a level where they can begin working towards National Qualifications. <del>the</del>
	Co-create all Mental Health and Wellbeing developments in the city with people with lived experience of poverty and mental health challenges identification and addressing of gaps in learning. The aim is to support pupils in progressing towards a level where they can begin working towards National Qualifications. to ensure that people know about developments, they are accessible and they meet the needs of the community	80%	31-Mar-2027	<p>Co-production is embedded within the Mental Health and Wellbeing Strategic Plan and approach, ensuring services are informed by lived experience. Dundee Volunteer and Voluntary Action's Mental Health and Substance Use Team Leads engagement across community programmes, third sector networks and targeted workshops, directly informing service design, communication, and access.</p> <p>A total of 472 people contributed to development of the Mental Health and Wellbeing Strategic Plan, including individuals from SIMD areas, Dundee Fighting for Fairness, and community organisations. Engagement recognises poverty as an inequality and takes an inclusive, intersectional approach, focused on reducing barriers to participation.</p> <p>The Community Health Advisory Forum plays a key role in this approach, bringing together local people with lived experience who actively contribute to shaping services and tackling health inequalities. Over the past year, members have influenced suicide prevention training for parents and carers, contributed to mental health nursing curriculum development at Abertay University, participated in the Wellbeing Dundee website development and shared local practice at national level through the Community Health Exchange (CHEX) Conference.</p> <p>Co-production is further supported through third sector partnerships. The Mental Health Forum and widely circulated newsletter create opportunities to share learning, promote involvement, and demonstrate how feedback informs change. GP participation in the forum, alongside third sector involvement in GP protected learning events, strengthens collaboration and shared learning. Wider engagement, including joint Health and Wellbeing Network sessions, has also informed strategic priorities, particularly around self-care and earlier access to support.</p> <p>Practical examples, such as the Mindful Meals programme, demonstrate co-production in action. Delivered in partnership between the Community Health Team and mental health services, this initiative has supported individuals nearing discharge to build confidence, independent living skills, and social connections, while reducing barriers to engaging in community-based support.</p>

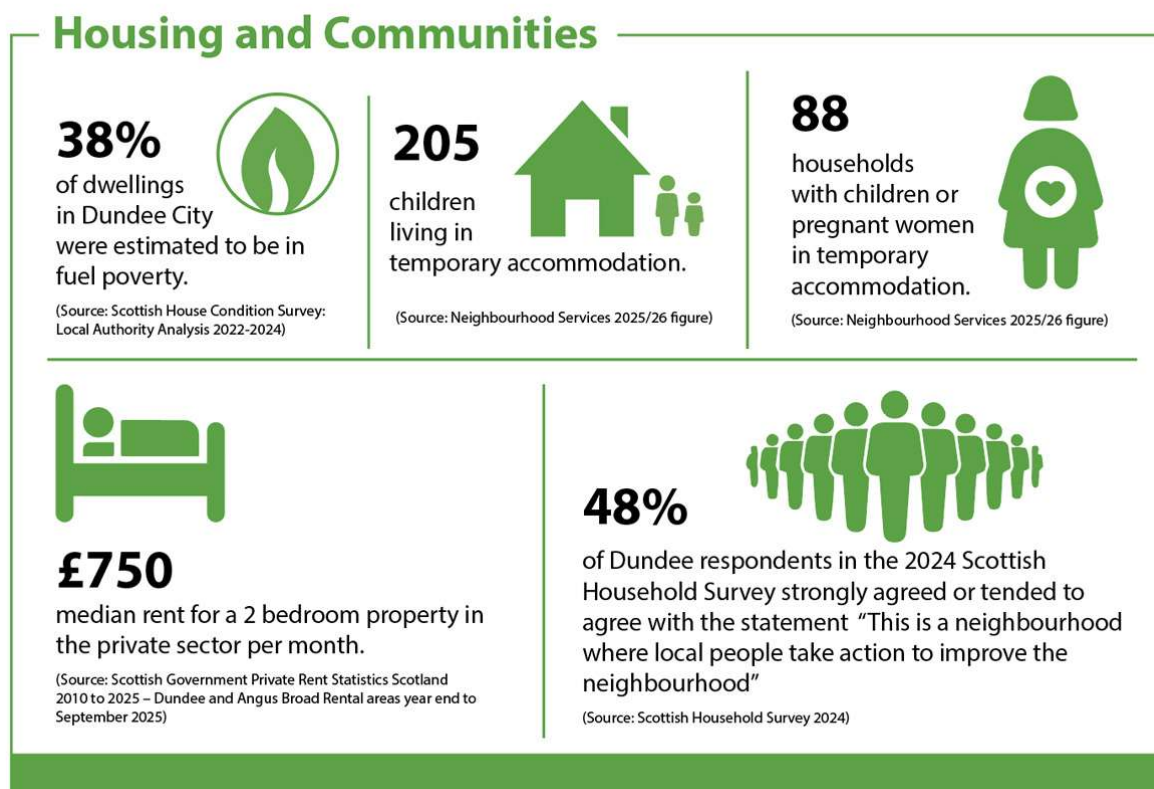
Status	Action Title	Progress	Due Date	Latest Update
	Target and support groups of young people at risk from early initiation into alcohol/drug use	75%	31-Mar-2027	<p>STRIVE, a partnership between the Corner and Hillcrest, continues to support young people at risk of substance use. STRIVE supports the Implementation of the Alcohol and Drug Evidence based Prevention Framework.</p> <p>During 2025/26, 365 young people were reached through STRIVE specific outreach work. This outreach work occurred in various locations throughout Dundee including the Lily Walker Centre, Dundee &amp; Angus College, PACE/Rise Off site education, Action for Children, Job Centre, and Maxwell Centre. Most of the outreach work consisted of a one-off substance use awareness session. A tailored 4–6-week programme providing targeted intervention was undertaken at Pace/Rise and Rockwell offsite education. ‘Know Your Stuff’ sessions were also delivered to professionals during 2025/26. Feedback young people and professionals attending outreach sessions was positive with attendees stating that the sessions were informative, useful, and insightful.</p> <p>Planet Youth continued to operate during 2025/26 and was expanded to all schools. Tayside Council on Alcohol (TCA) continues to support young people at risk through group-based activities and mentoring.</p>
	Inform and support third sector and community projects about services and resources that can help address poor mental health and its causes so that projects can signpost people in need to relevant support	70%	31-Mar-2027	<p>Support for third sector and community organisations has strengthened, improving capacity to respond to mental health needs and underlying causes. The DVVA-led Third Sector Mental Health Forum is a key coordination mechanism with consistent multi-agency engagement. The value of this work was recognised during the recent inspection activity, which noted that “Among other supports, Dundee Volunteer and Voluntary Action’s Mental Health Team facilitated a service provider mental health forum which met six weekly. Service providers were extremely positive about the support they got from DVVA.”</p> <p>Information sharing has improved through a resource platform and sector-wide newsletter, increasing awareness of services, referral pathways, training, and funding. This is strengthening frontline confidence to signpost effectively.</p> <p>Engagement structures, including the Community Health Advisory Forum and Health and Wellbeing Networks, enable two-way communication and have informed development of the Mental Health and Wellbeing Strategic Plan.</p> <p>Work is progressing to improve early identification and access through staff and volunteer training, clearer service directories, and enhanced digital and community information, including the Wellbeing Dundee website. Multi-disciplinary teams linked to GP practices continue to improve access to support.</p> <p>Development of the Wellbeing Dundee website will further support this by offering a single, accessible source of services, resources, and self-help information for both practitioners and the public.</p>

Status	Action Title	Progress	Due Date	Latest Update
	Reduce teenage pregnancy and implement a Pregnancy and Parenthood in Young People Strategy	60%	31-Mar-2027	<p>The Tayside Relationships, Sexual Health and Parenthood (RSHP) Alliance has undergone a recent review and will relaunch in March 2026 with a renewed focus on working in and with communities around providing education and support. This work is led by Public Health colleagues.</p> <p>The Scottish Government have recently issued new guidance for schools regarding Relationship, Sexual Health, and Parenthood (RSHP) education. This guidance has been shared with schools along with information on a new website (The Chat) to provide support for parents in relation to conversations about relationships and sexual health.</p>

### Case Studies

- Whole Family Mental Health and Wellbeing Support for Lone Parents and ASN Children (EAC / Together to Thrive)
- Community Safety Roadshow (Planet Youth)
- Reducing transport poverty to improve access to children's oral healthcare (NHS Oral Health Team)

## 5.6 Housing and Communities



### Strategic Highlights and Progress (2025/26)

- Energy efficiency improvements are being delivered in council homes in Linlathen, supporting reduced energy costs for tenants and contributing to efforts to tackle fuel poverty.
- A Housing Emergency was formally declared in March 2026, enabling a focused, coordinated response to rising homelessness pressures and increasing demand for social housing.
- A coordinated Tenants’ Rights communication approach has been developed in partnership with third sector organisations and local services.
- The What Matters to You (WM2U) initiative have invested over £1 million in community led projects and activities across Dundee, including delivery through the Make It Happen Fund, strengthening community voice, participation, and local decision-making.

### Performance Scorecard





Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Current Target	Short Term Trend	Long Term Trend
Number of applications assessed as homeless or threatened with homelessness. <small>(Source: DCC Neighbourhood Services)</small>	1,100 <small>(2022/23)</small>	1,106 <small>(2023/24)</small>	1,378 <small>(2024/25)</small>	1,256* <small>(2025/26)</small>	922	↑	↓
Number of children living in temporary accommodation <small>(Source: DCC Neighbourhood Services)</small>	229 <small>(2022/23)</small>	262 <small>(2023/24)</small>	227 <small>(2024/25)</small>	205 <small>(2025/26)</small>	196	↑	↑

Indicator	-3 Years	-2 Years	-1 Year	Latest Figure	Current Target	Short Term Trend	Long Term Trend
Households with children or pregnant women in temporary accommodation (Source: DCC Neighbourhood Services)	92 (2022/23)	109 (2023/24)	97 (2024/25)	88 (2025/26)	82	↑	↑
Number of council and registered social landlord housing completions (Source: DCC Neighbourhood Services)	101 (2022/23)	264 (2023/24)	341 (2024/25)	227 (2025/26)	200	↓	↓
Percentage of council dwellings that are energy efficient (ESSH) (Source: DCC Neighbourhood Services)	90.7% (2022/23)	89.8% (2023/24)	86.4% (2024/25)	89.38% (2025/26)	100%	↑	↑




When looking at the short-term and long-term trend – dash means maintaining, upward arrow means improving trend and downward arrow means deteriorating trend.

\*Figures are provisional awaiting Scottish Government verification

## Progress of Actions

Status	Action Title	Progress	Due Date	Latest Update
	Create a secure drop-off point in Dundee City Council's West Office in Lochee for tenants to leave keys, letters, forms etc	100%	30-Sep-2025	A secure key drop-off point was put in place in the West Office in Lochee by mid-September 2025.
	Undertake the data gathering over the next year on homelessness to allow better targeting of resources	100%	31-Mar-2027	Data gathering complete to inform a review of services and temporary accommodation provision. The Housing Department and Health & Social Care Partnership cross referenced datasets to gain insights into the support needs of applicants with a history of repeat homelessness. This analysis will be used alongside other data to review supported temporary accommodation provision.
	Expand access to housing advice in the community	100%	31-Aug-2025	Housing Options, Lettings, and Tenancy & Estates services have officers attending drop-in sessions throughout the city. Many of these sessions are well attended and have led to genuine and effective engagement with the community on a range of housing issues. Analysis of sessions is now required to ensure that opportunities for providing housing advice and homelessness prevention are maximised. Funding applications are being progressed for the Scottish Government's Ask and Act fund to enable prevention activities from other relevant bodies.
	Implement learning from "What Matters to you"	90%	31-Mar-2026	An update report was taken to City Governance in January 2026 where members endorsed the achievements and exit strategy. The partnership with What Matters to You (WM2U) has delivered significant achievements in strengthening voice-led family and community empowerment across Dundee. WM2U has invested over £1million, supporting values-based leadership, place-based café conversations, and increased community participation in Local Community Planning Partnerships. The Make it Happen Fund has enabled small, community led groups to access funding through decision-making panels made up entirely of community members, strengthening local leadership and responsiveness. Early learning shows increased confidence, connection, and influence among participants, with learning shared locally and nationally. Dundee's approach has received national recognition, including a COSLA Excellence Award. The exit strategy focuses on sustaining and embedding this approach beyond June 2026. Community teams will continue to support community led grant decision making, with discussions ongoing with independent funders to extend the Make it Happen Fund. Voice-led family empowerment will be mainstreamed within council and partnership activity, with

Status	Action Title	Progress	Due Date	Latest Update
				strategic oversight sitting with the Child Poverty and Income, Attainment and Health Inequalities Strategic Leadership Group.
▶	Deliver a Dundee-Wide publicity campaign using different communication methods to make private tenants aware of their rights and to raise awareness of tenants and landlord responsibilities	80%	31-Oct-2025	A leaflet has been developed collectively by Dundee Law Centre, Citizen's Advice Bureau, Shelter, and DCC Housing, Advice and Customer Services teams that highlights the rights held by private tenants. This has been circulated to libraries and community centres across Dundee and become available digitally in GP surgeries via information screens mid-2026. These avenues will be added to over the course of 2026 including through the Dundee Partnership's bi-monthly E-Bulletin and other communications channels.
▶	Increase the number of accredited private sector landlords by 5%	80%	31-Mar-2027	There is just over 30% of relevant properties that are managed by Accredited Landlords / Agents. Dundee Landlord Accreditation is a voluntary scheme therefore we have no ability to require Landlords / Letting Agents to join. The Private Sector Services Unit (PSSU) have not been able to promote the scheme as there is currently no Private Landlord Support Officer in post.
▶	Deliver a personal housing support plan for all new Dundee City Council tenants to ensure awareness and understanding of their full circumstances which will contribute to tenancy sustainment	75%	31-Mar-2027	The Housing Options and Tenancy & Estates Services are both piloting Personal Housing Plans (PHPs) and system testing on the CX in house IT Client Records Management Housing system.
▶	Develop low and zero emission heat networks (district heating and communal heating systems) in areas deemed suitable.	50%	01-Jan-2030	Further funding was secured for additional feasibility work to explore the Tay as an additional heat source. This would strengthen the business case by broadening technical options and increasing competitive pressure. This phase also begins defining commercial, financial and delivery needs, requiring detailed insight into each heat off-taker's systems, plans, load profiles, and cost expectations. This study is scheduled for completion in April 2026, and its findings will be incorporated into a Heat Network Vision document.
▶	Target identified buildings in Stobswell West to increase number of secure door entry installations in properties	50%	31-Mar-2027	Inspection of all privately owned blocks in the area has been fully completed. Information will be collated into a report to inform next steps.
▶	Increase tenant engagement in design / development and review of	50%	31-Mar-2027	A new Tenant Participation Strategy is being developed by Housing and Communities with input from tenants and Tenant's Groups. This will inform ongoing engagement with tenants in the design and development of housing services.

Status	Action Title	Progress	Due Date	Latest Update
	social housing services (For example, further tenant involvement in the development of the Dundee City Council Tenants Portal)			
	Develop a 'Dundee Standard' of damp / condensation guidance for social housing providers, ensuring a consistent approach to quality advice and information to all tenants	50%	31-Mar-2027	A dampness and mould guidance leaflet has been produced for tenants and is available for all new and existing tenants. A review of information on Registered Social Landlord websites has also been conducted to ensure consistent advice is available to all tenants of social landlords. Further development will be conducted in preparation of new duties relating to dampness and mould.
	Develop a "Dundee Standard" of training for front line staff (phone and in person) for social housing providers taking on board some of the principles of trauma informed practice, mental health approaches, and diversity/inclusion (For example, training on the use of the language line)	25%	31-Mar-2027	All housing staff have access to the Housing Options Toolkit developed by Scotland's Housing Network. This is a comprehensive training package which covers all relevant housing issues and standards for housing advice. A training plan will be developed to ensure that all staff complete relevant modules, and consideration will be given to rolling the programme out to partners in preparation of 'Ask and Act' duties contained within the Housing (Scotland) Act 2025.
	Create a single place for housing information on the Dundee City Council website that uses understandable language, is easy to 'search' and involve tenants in this process	20%	31-Mar-2027	A working group is to be created to review all website content relating to housing information and advice held on the Dundee City Council website. A Tenant Portal is also being developed which will hold relevant information and provide digital access to tenancy services such as logging repairs.

### Case Studies

- Inclusive Community Support for Families with Disabled Children (The Yard)
- Community based crisis prevention and whole family support for a family with NRPF (Stobswell West LFI, Dundee International Women's Centre)
- Creating Supportive Community Spaces Through Partnership (Relationships Scotland)
- Housing-Led Community Engagement in Charleston (WM2U, Housing)

ITEM No ...4.....
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**REPORT TO:** CITY GOVERNANCE COMMITTEE – 22 JUNE 2026

**REPORT ON:** LOCAL GOVERNMENT BENCHMARKING FRAMEWORK PERFORMANCE INDICATORS 2024 - 25

**REPORT BY:** CHIEF EXECUTIVE

**REPORT NO:** 125-2026

## 1. PURPOSE OF REPORT

1.1 This report is to advise elected members of the performance of Dundee City Council, for the financial year 2024/25, as defined by the performance indicators compiled by the Improvement Service for the Local Government Benchmark Framework (LGBF). It focusses on the 40 indicators that most align to the priorities as set out in the Council Plan 2022/2027 and describes the Council's performance in relation to our comparator authorities (i.e. LGBF Family Group) for these.

## 2. RECOMMENDATIONS

2.1 It is recommended that the Committee:

- a note the results contained in summary at section 5.2 this report and more fully in Appendix 1;
- b remit the report to the Scrutiny and Audit Committee for further consideration; and
- c remit the Council Leadership Team to review the selected areas of improvement in Section 6.

## 3. FINANCIAL IMPLICATIONS

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

## 4. BACKGROUND

4.1 The Improvement Service published their 14th annual LGBF National Benchmarking [Overview Report](#) in March 2026. This describes data on 109 indicators from 2024/25 for all 32 local authorities. The national report provides a high-level analysis of the performance of all councils both during 2024/25 and over the longer-term. It introduces data from a period when communities and council services continue to manage unprecedented financial challenges in the shape of soaring inflationary pressures and the cost-of-living crisis. This was against a backdrop of continued, deepening, fiscal demand, and workforce pressures.

4.2 Following the publication and release of this data, a report exploring Dundee's data is prepared. Up until 2020/21, this report included all the LGBF indicator data, however the number of indicators has increased over time to provide a wider range of comparative data. However, both the Accounts Commission and the LGBF board have confirmed they do not expect local authorities to use or report on all the indicators. Performance and efficiency improvements built up over previous years are now slowing, and in some service areas beginning to reverse, however this has applied to all local authorities, and the family group comparison addresses any urban and deprivation factor differences.

4.3 Elected members, officers and the public can [interact with the comparative data](#) for all 109 indicators on the Improvement Service's website and see how Dundee compares with the Scottish average and similar authorities in our family group, as well as over time. The Council Leadership Team also reviews all the LGBF indicators.

- 4.4 Councils are assigned to Family Groups of similar characteristics based on factors such as deprivation and urban density in order that each authority can compare its performance to similar authorities. Further details of the how local authorities are grouped is set out at the start of Appendix 1. For additional comparative information, the relative position of Dundee overall out of the 32 Scottish Councils is provided in the appendix, as well as the change in ranking from the year before.
- 4.5 The LGBF data provides high-level ‘can openers’ which are designed to focus questions locally on why variations in performance, satisfaction or cost are occurring between similar councils to identify opportunities for learning. The LGBF data can also be used locally to support strategic and budget planning, improvement, scrutiny, and public performance reporting.

## 5. DUNDEE’S PERFORMANCE AND PROGRESS

- 5.1 Benchmarking for improvement is a vital part of the Council’s Performance Management Framework and statutory public performance reporting. This report to Committee focuses on the data most aligned with the priorities set out in the [Council Plan 2022-2027](#) (Policy and Resources Committee on 5 December 2022 article II refers) as follows:
1. Reduce child poverty and inequalities in incomes, education, and health.
  2. Deliver Inclusive Economic Growth.
  3. Tackle Climate Change and reach Net Zero emissions by 2045.
  4. Build Resilient and Empowered Communities.
  5. Design a Modern Council.
- 5.2 The table below provides a high-level overview of indicators in relation to each of the five strategic priorities and where Dundee is on target by meeting the benchmark of performing better than or equivalent to the LGBF family group mean average. The table shows 17 out of 40 (43%) indicators are on target, compared to 18 out of 40 (45%) indicators which were on target in the [LGBF Annual Report 2023/24](#).

Priority	On Target	Total Measures	%
Reduce Child Poverty and Inequalities in Incomes, Health, and Education*	7	14	50
Deliver Inclusive Growth and Community Wealth Building	6	10	60
Tackle Climate Change and Achieve Net Zero by 2045**	1	3	33
Build Resilient and Empowered Communities	0	4	0
Design a Modern Council	3	9	33
<b>TOTAL</b>	<b>17</b>	<b>40</b>	<b>43</b>

\*One indicator within this priority is 2023/24. One indicator is 2022/23.

\*\*One indicator within this priority is 2023/24.

- 5.3 There have been two changes made to the indicators included in this report. The first is the removal of the indicator for Percentage of Council Dwellings that are Energy Efficient (ESSH) as the data for this indicator was last updated in 2021/22 so this is no longer timeous. The second change is the addition of the indicator for Reliance on Reserves as a % of Net Expenditure; this is a new LGBF indicator added by the Improvement Service to improve the framework’s scope of how Councils are managing their financial sustainability.
- 5.4 The following table compares Dundee’s data with our Family group comparators. Where Dundee’s figure is the highest percentage better than the benchmark and where it is the furthest away from the benchmark.

	Best compared to benchmark	Furthest away from benchmark
Reduce Child poverty and inequalities in incomes, health, and education	Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between pupils from the least deprived and most deprived areas	Average total tariff SIMD quintile 1
Create Inclusive Growth and Community Wealth Building	Immediately available employment land as a % of total land allocated for employment purposes in the local development plan	% of unemployed people assisted into work from council operated / funded employability programmes
Tackle Climate Change and achieve net zero by 2045	CO2 emissions from Transport per capita	% of total household waste arising that is recycled
Build resilient and empowered communities	% of council dwellings meeting Scottish Housing Standards	Town Vacancy Rates
Design a modern Council	The gender pay gap (%)	Reliance on Reserves as a % of Net Expenditure

- 5.5 Appendix 1 shows the latest Dundee figure compared with the family group average for 40 key indicators that are most closely aligned with the Council Plan priorities. This shows where Dundee is on target in relation to the benchmark or needs some focus to reach the average. It also provides a description of the measure, a graph over time and how it relates to the Council Plan. Where Dundee's figure is furthest from the benchmark by the most significant amount it will be considered in more detail by the Council Leadership Team.
- 5.6 As the Council will need to continue to have to make savings and is facing increasingly difficult choices about spending priorities, the Council Leadership Team and the Transformation Board will also explore in more detail the cost related indicators from the LGBF suite of measures.
- 5.7 LGBF data is also shared with our key partners in Leisure and Culture Dundee (6 indicators) and the Health and Social Care Partnership (11 indicators) to review as part of their performance management and reporting processes.

## 6. KEY AREAS FOR IMPROVEMENT

- 6.1 Based on the table in 5.3 and taking account of other data available using the LGBF, the following indicators will be the subject of further discussion by the Council Leadership Team. They will examine the data relating to the benchmarked service, any improvement actions and follow up progress. An update on these will be included in next year's report.

<b>Key Area for improvement 1</b>	Average total tariff SIMD quintile 1
<b>Key Area for Improvement 2</b>	% of unemployed people assisted into work from council operated / funded employability programmes
<b>Key Area for Improvement 3</b>	% of total household waste arising that is recycled
<b>Key Area for Improvement 4</b>	Town Vacancy Rates
<b>Key Area for Improvement 5</b>	Reliance on Reserves as a % of Net Expenditure

- 6.2 Last year's report ([LGBF Annual Report 2023/24](#)) highlighted the following areas selected for improvement and for each an update is provided below.

Area for Improvement 2024	Progress since last report
Average Total Tariff SIMD Quintile 1	Improving secondary attainment amongst pupils living in the most deprived areas remains a challenge. The tariff score for pupils in SIMD1 deteriorated to 563 in 2024/25 after an increase to 593 in 2023/24. The Council is committed to improving attainment across all learners and this will remain a focus for the coming year.
% of unemployed people assisted into work from council operated / funded employability programmes	A more integrated approach to maximising opportunities for adults and young people is in place following the restructuring of employability services. It is expected this will result in an improving position in coming years once new approaches and processes are embedded. During the first full year following this restructure there has been a marginal improvement (0.1%), However, performance remains below target and this will remain as an area for improvement.
% of total household waste arising that is recycled	Performance deteriorated between 2023/24 and 2024/25 from 36.6% to 35.1% of waste being recycled. Dundee has dropped 3 places from 26 <sup>th</sup> to 29 <sup>th</sup> nationally and from 6 <sup>th</sup> to 7 <sup>th</sup> in the family group. Again, for this coming year, improving recycling rates has been identified as an area for improvement. The Waste and Recycling Strategy 2026/30 was approved by Committee in November last year and includes an action plan for improvement.
Town Vacancy Rates	Significant investment in the Overgate has reduced vacancy rates to just 2% within the Centre, however, there have been key closures in the Murraygate and High Street. While the Council's scope of influence on this indicator is limited, the Council is using the influence it does have to deliver key improvements in the city centre, such as the establishment of the Business Improvement District, and the works on Union Street. This indicator will remain as an area for improvement over the next year.
Sickness absence days per employee (non-teacher)	Employee wellbeing continues to be a key priority for the Council and Managers and Senior Leaders will continue to closely monitor sickness absence. Most recent data shows, on average, days lost to sickness from January 2025 to January 2026 has reduced by 1 day for all employee groups.

## 7. POLICY IMPLICATIONS

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.

## 8. CONSULTATIONS

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

## 9. BACKGROUND PAPERS

None.

GREGORY COLGAN  
CHIEF EXECUTIVE

DATE 9 JUNE 2026

ANDREA CALDER  
HEAD OF CHIEF EXECUTIVE'S SERVICES



### Family Groups

The family group is the group of 8 Scottish local authorities Dundee is matched with in terms of levels of deprivation and urban density. The groups are slightly different for people-based services and services where geography and logistics will have the biggest influence on costs and performance.

	People Based Services – High Deprivation factor	Geographical Based Service – High Urban density factors
<b>Family Group</b>	Dundee East Ayrshire Eilean Siar Glasgow Inverclyde North Ayrshire North Lanarkshire West Dunbartonshire	Dundee Aberdeen East Dunbartonshire Edinburgh Falkirk Glasgow North Lanarkshire West Dunbartonshire

Dundee City Council has chosen the Family Group mean average to act as the benchmark. When an indicator is performing better than or same as the benchmark, it is 'on target'. When it is performing worse it is an 'area for improvement'. Occasionally an outlier in a group of 8 causes can skew the average and can provide a false comparison. Where this is the case for an indicator, the commentary on this indicator will acknowledge this.

Each Council Strategic Priority will include a data table of the most relevant LGBF indicators and an examination of each indicator in turn. The format of the data tables has changed since last year's report. They include the current figure for Dundee compared to the Family Group Average, and the difference. The tables also show the value for Dundee over the previous two years, and the trend over time is shown using arrows. Short term trend compares performance since the previous year, long term trend compares performance over 2 years. The Scottish Relative Position is Dundee's ranking compared to all other Scottish local authorities, with the values in the brackets showing the change in ranking over the previous year with either an increase (↑), decrease (↓), or the same (=).

The tables below provide a key for the symbols found in the data tables:

Indicator Status		Short Term Trend		Long Term Trend	
	On Target		Improving		Improving
	Area for Improvement		No Change		No Change
			Getting Worse		Getting Worse

The Lead Service abbreviations are as follows:

- CD – City Development
- CE – Chief Executive's Services
- CF – Children & Families Service
- CS – Corporate Services
- NS – Neighbourhood Services

## Council Plan Strategic Priorities


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

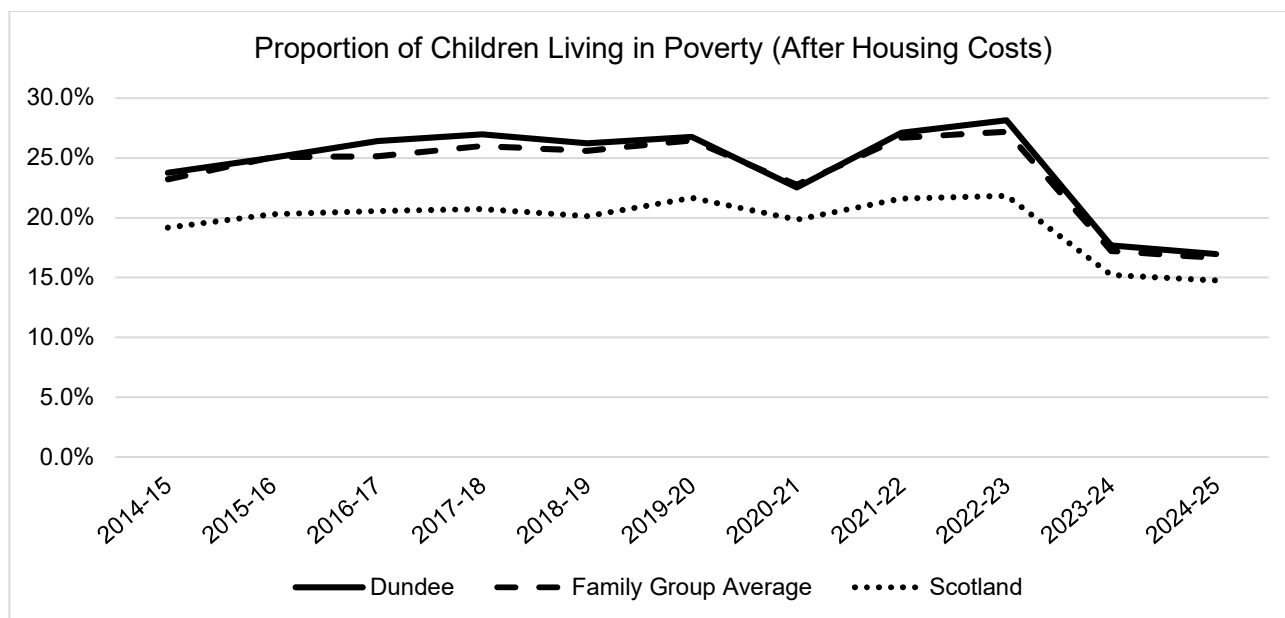
Status	Performance Indicator	-2 Year	-1 Year	Current Value	Family Group Average	Difference	Short Term Trend	Long Term Trend	Scottish Relative Position	Lead Service
	Percentage of children living in poverty after housing costs (Relative Poverty)	N/A	17.7%	<b>17.0%</b>	<b>16.7%</b>	2%		N/A	28 (=)	CF
	% Attendance at School	88.6%	88.9%	<b>89.6%</b>	<b>90.2%</b>	-1%			29 (=)	CF
	School Attendance Rate for Care Experienced Children*	88.3%	83.1%	<b>82.8%</b>	<b>80.8%</b>	2%			24 (↓2)	CF
	Exclusion Rate for Care Experienced Children (per 1,000)**	110.9	75.9	<b>73.9</b>	<b>100.2</b>	-26%			16 (↓3)	CF
	Literacy Attainment Gap (P1,4,7 Combined) - Percentage point gap between the least deprived and most deprived	19.9	16.6	<b>13.9</b>	<b>17.2</b>	-19%			4 (↑3)	CF
	Numeracy Attainment Gap (P1,4,7 Combined) - Percentage point gap between the least deprived and most deprived	16.3	14.3	<b>9.6</b>	<b>14.3</b>	-33%			4 (=)	CF
	Percentage of school leavers entering a positive destination	95.6%	94.8%	<b>93.7%</b>	<b>94.6%</b>	-1%			27 (↓2)	CF
	% pupils in lowest 20% SIMD achieving 5 or more awards at SCQF Level 5 or higher	48%	45%	<b>46%</b>	<b>52%</b>	-12%			19 (=)	CF
	% Pupils in lowest 20% SIMD achieving 5 or more awards at SCQF Level 6 or higher	17%	19%	<b>20%</b>	<b>23%</b>	-13%			17 (↓1)	CF
	Average Total tariff SIMD Quintile 1	577	593	<b>563</b>	<b>650</b>	-13%			20 (↓3)	CF
	% of Crisis Grant Decisions within 1 day	88.7%	92.5%	<b>95.4%</b>	<b>96.4%</b>	-1%			26 (↑3)	CS
	% CCG Grant Decisions within 15 Days	73.8%	94.6%	<b>95.3%</b>	<b>93.4%</b>	2%			20 (=)	CS
	Proportion of DHP Funding Spent	100.8%	110.0%	<b>101.0%</b>	<b>96.0%</b>	5%			8 (↓6)	CS
	The proportion of SWF Budget Spent	129.6%	129.0%	<b>95.6%</b>	<b>72.8%</b>	31%			8 (↑8)	CS

\*Indicates the Data is 2023/24

\*\*Indicates the Data is 2022/23

**Proportion of Children Living in Poverty (After Housing Costs)**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Percentage of children living in poverty after housing costs (Relative Poverty)	17.7%	<b>17.0%</b>	<b>16.7%</b>	2%	28 (=)



**Indicator Description**

This shows the percentage of children who are in households with incomes net of housing costs that are below 60% of the median after housing costs. This data was published by the DWP on March 26th 2026, as part of their Children in Low Income Families; local area statistics, financial year 2024/25 publication.

From 2023/24, the [DWP](#) now includes after housing cost metrics, calculating income after rent, mortgage interest and service charges, which often highlights higher poverty rates. The new method of calculating data is explained further in this report and highlights points to be aware of when reporting a decline in child poverty - [What better benefits data means for poverty in the UK | Joseph Rowntree Foundation](#). The Improvement Service have changed the data source for this indicator to this dataset; prior to this it was sourced from End Child Poverty. One of the key differences is that the previous dataset, compiled by End Child Poverty, included data on 16-19 year olds, meaning figures from the DWP dataset will appear lower. Because of this, comparison with years prior to 2023/24 is not advised.

**Performance Context**

The new DWP dataset shows that the proportion of children living in poverty (after housing costs) in Dundee has decreased from 17.7% to 17% between 2023/2024 and 2024/2025.

Dundee City Council has set the target of matching the Scottish Government’s overall national target of reducing child poverty to less than 10% of children living in relative poverty by 2030. Actions to achieve this target are outlined in the [Fairness and Local Child Poverty Action Plan](#). Key work undertaken by Dundee City Council and our Partners includes ongoing Cost of Living Crisis Support which provides support through a five-pillar approach of Community Food, Open Doors, Advice Services, Warm Clothes and Blankets and Communication throughout Dundee.

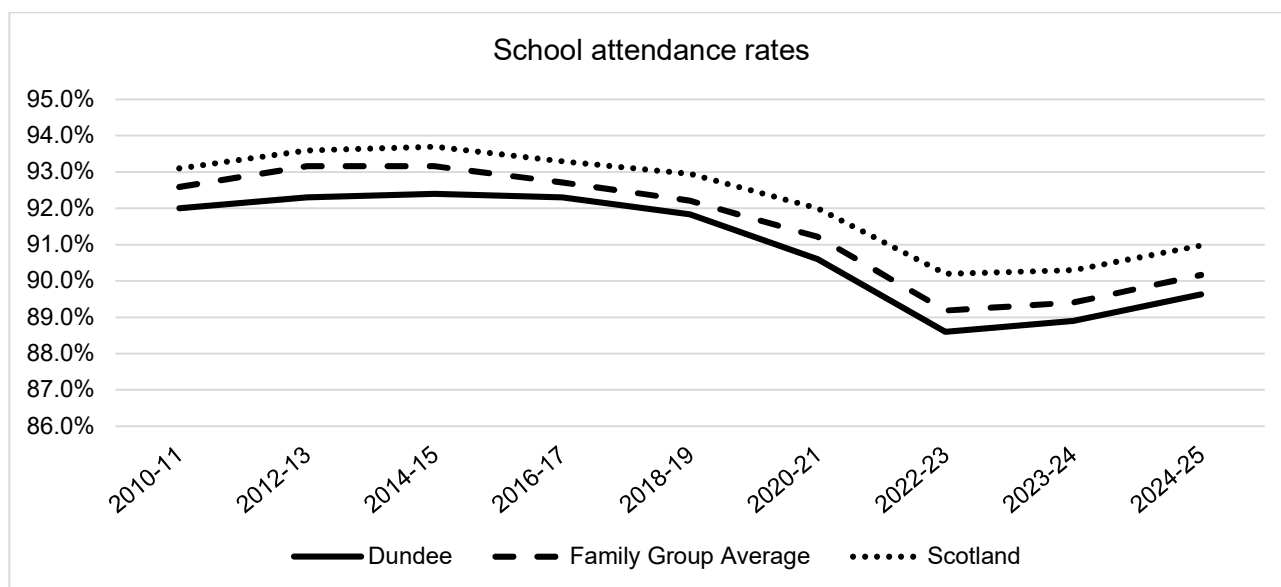
One key priority to reduce child poverty has been to maximise take up of all UK and Scottish welfare benefits for all those who are entitled to them. The income maximisation achieved through the support of the Council’s Advice Services for 2024/25 totalled £17,008,442, a 37% increase on the previous year’s gains.

Through the Child Poverty Pathfinder in Linlathen, 272 families were supported through a combination of targeted intervention and those self-identifying and reaching out for support. The pathfinder was extended in

2024/25 to also support families in the Mid Craigie area. The Local Fairness Initiatives in Linlathen and Stobswell West have made significant progress, delivering outcomes in financial wellbeing, employability, social connectedness, housing and green spaces, access to services and health and wellbeing. A range of these benefits can be found in the [Linlathen Local Fairness Initiative Evaluation Report](#).

## School Attendance Rates

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
<span style="color: red;">●</span>	% Attendance at School	88.9%	89.6%	90.2%	-1%	29 (=)



### Indicator Description

This indicator measures the average number of half-days attended, as a percentage of the total number of possible attendances for pupils in a local authority.

Up until 2022/23 this data was previously published biennially, however, this is now published annually.

Data for this indicator is obtained from the Scottish Government publication 'School Attendance and Absence Statistics'.

### Performance Context

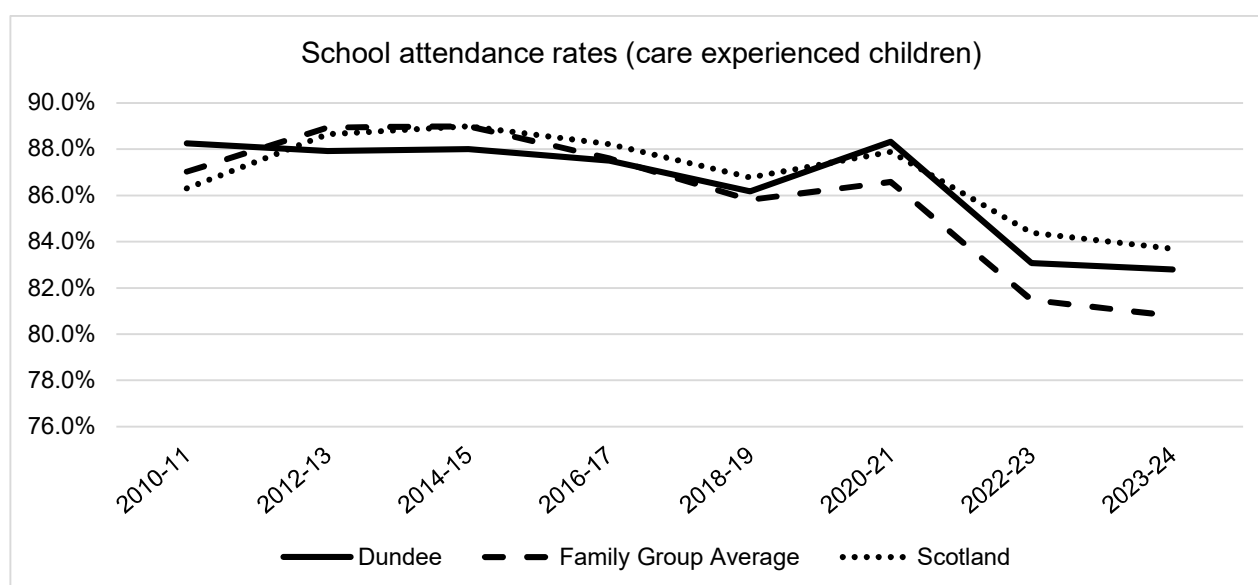
Since 2010/11, the School Attendance Rate for pupils in Dundee has been consistently lower than the family group average and Scotland as a whole. However, there has been an increase of 0.6% between 2023/24 and 2024/25. There have also been increases in the family group average and national figure. Dundee's family group position is joint 5<sup>th</sup> out of the 8 local authorities (unchanged since 2023/24) but national ranking remains low at 29 out of 32 local authorities.

All Dundee schools continue to have a focus on improving the presence (attendance and engagement) of their pupils, implementing learning from engagement in the Quality Improvement Improving School Attendance national programme during 2024/25 as well as learning from evidence from what has worked in other schools in Dundee. The Service's 'Every Dundee Learning Matters' (EDLM) Improvement Strategy, has a focus on ensuring that classroom teachers have increased opportunities to share, and learn from, practice that improves the presence of pupils in Dundee schools.

Good school attendance is key to ensuring that every child gets off to the best start in life and has access to support and learning that respond to individual needs and potential. Absence from school, whatever the cause, can disrupt learning. The role of school attendance in the care and protection of children is key.

## School Attendance Rates (care experienced children and young people)

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	School Attendance Rate for Care Experienced Children	83.1%	82.8%	80.8%	2%	24 (↓2)



### Indicator Description

This indicator measures the average number of half-days attended, as a percentage of the total number of possible attendances for pupils who care experienced children attending publicly funded and grant-aided mainstream school in a local authority.

Up until 2022/23 this data was previously published biennially, however, this is now published annually.

Data for this indicator is obtained from the Scottish Government publication 'Educational Outcomes for Scotland's Looked After Children'.

### Performance Context

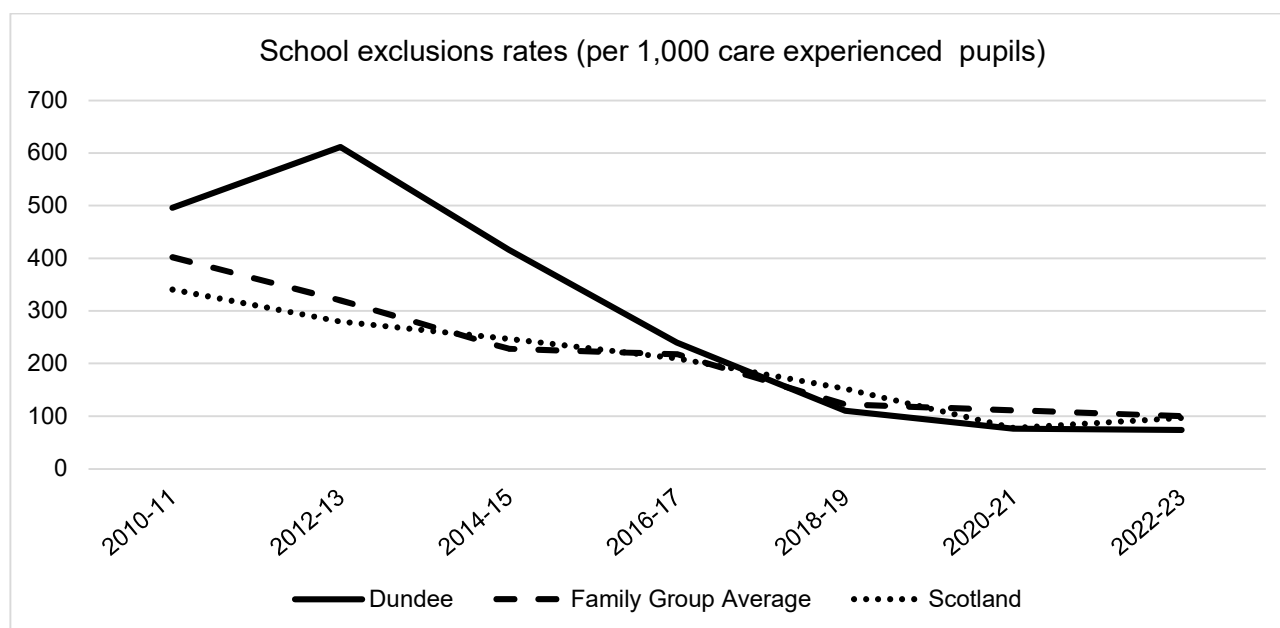
The school attendance rates for care experienced children in Dundee has decreased by 0.3 percentage points between 2022/23 and 2023/24, and by 5.5 percentage points since 2020/21. Although this decrease is reflected across the family group and Scotland as a whole, Dundee's national ranking has fallen by 8 places between 2020/21 and 2023/24. However, Dundee is ranked joint 4<sup>th</sup> in the family group and remains above the family group average. LGBF data for other Councils for 2024/25 is not yet available, but local data for Dundee shows an increase to 83.6%.

Dundee City Council has been delivering Our Promise to Care Experienced Children and Young People 2023/26, which will further enhance support and close the gap in educational attainment experienced by young people from protected groups. The average figure is adversely affected by the significantly lower attendance levels of children and young people subject to a Compulsory Supervision Order (CSO) or in Kinship Care. In response to this, a key priority is the range of existing supports for pupils subject to a CSO or in Kinship Care are being extended and systems tightened.

The [Our Promise Annual Update in October 2025](#) also highlights positive developments in education, with more care-experienced young people achieving qualifications. The percentage of care experienced pupils achieving one or more awards at SCQF Level 4 or better has steadily increased from 73% in 2020-21 to 81% in 2024-25.

### School Exclusion Rate (per 1,000 care experienced children and young people)

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Exclusion Rate for Care Experienced Children (per 1,000)	75.9	73.9	100.2	-26%	16 (↓3)



#### Indicator Description

This indicator measures the number of exclusion cases per 1,000 care experienced pupils and includes children who were looked after at any point during the academic year. Exclusions include both temporary exclusions and pupils removed from the register.

In Scotland, the power exists to exclude children and young people from school where it is considered that to allow the child or young person to continue attendance at school would be seriously detrimental to order and discipline in the school or the educational wellbeing of the learners there, however, exclusion should only be used as a last resort.

Data for this indicator is biennial and is published in the Scottish exclusion statistics.

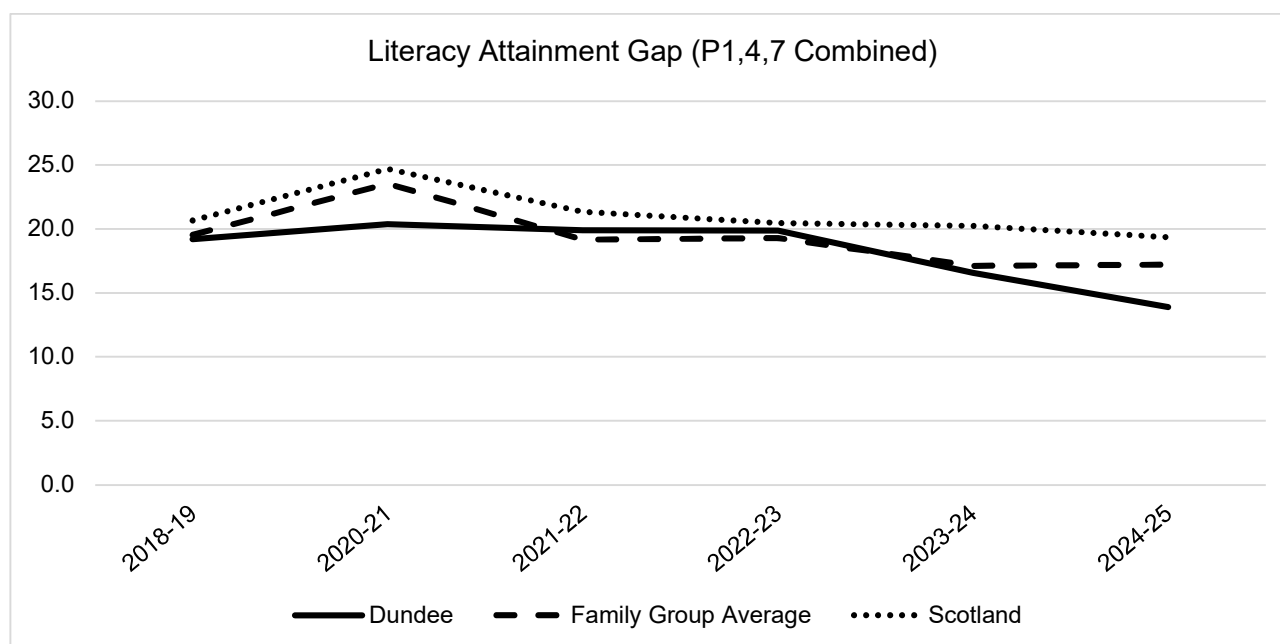
#### Performance Context

School exclusion rates for care experienced children have fallen across Scotland and the family group over the past decade, but the degree to which it has reduced in Dundee has been more substantial. This reflects the significant, concerted efforts by the Children and Families Service to implement a range of different approaches and solutions to positively engage young people in their education and improve relationships and behaviour. The rate of improvement has flattened over the past two years, but there has still been a small decrease from 75.9 to 73.9 exclusions per 1,000 pupils between 2020/21 and 2022/23.

Rates of exclusion for care experienced children remain higher than exclusion rates for all pupils (20.2 per 1,000 pupils). However, support will be provided to care experienced pupils and carers to minimise the number of exclusions through the delivery of Our Promise to Care Experienced Children and Young People 2023/26.

### Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils.

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Literacy Attainment Gap (P1,4,7 Combined) - Percentage point gap between the least deprived and most deprived	16.6	13.9	17.2	-19%	4 (↑3)



#### Indicator Description

This indicator measures the gap in literacy between children from Scotland's most and least deprived areas. A pupil is deemed to have achieved the expected level in literacy if they have achieved the expected level in all three literacy organisers: reading, writing, and listening and talking. The assessments of children's progress are based on teachers' professional judgements in schools.

Data for this indicator is collected from the Scottish Government publication: 'Achievement of Curriculum for Excellence Levels.'

#### Performance Context

44% of Dundee pupils live in SIMD Quintile 1 areas. Closing the attainment gap between the most and least disadvantaged children and young people is a key priority of the National Improvement Framework; it is also a key priority for the Children and Families Service.

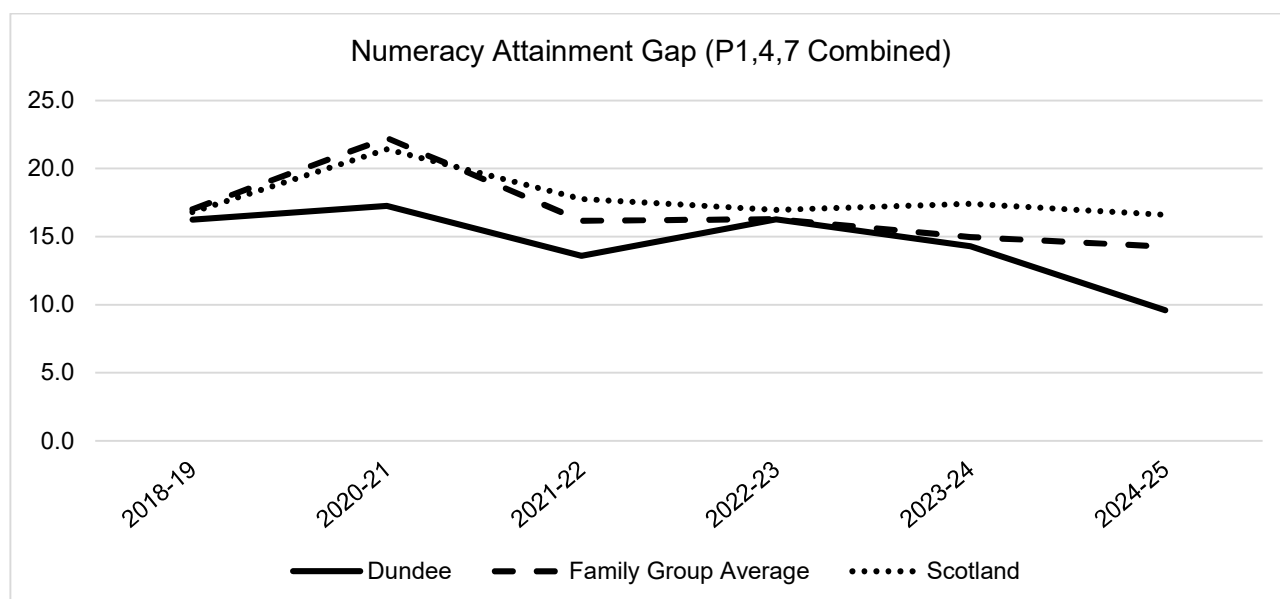
Between 2018/19 and 2022/23, the gap in literacy attainment between the most and least deprived areas in Dundee had consistently been sitting around 20 percentage points. It has now closed to 13.9 percentage points. This has been driven by the increase in literacy attainment of pupils living in the most deprived areas, which has increased from 66.2% to 69.2% between 2022/23 and 2024/25. However, this reduction in the attainment gap is also due to the decrease in attainment by pupils living in the least deprived areas, which has decreased from 86.0% to 83.1% between 2022/23 and 2024/25. For the second year in a row, Dundee's gap is narrower than the family group average, which is currently 17.2 percentage points.

Attainment in literacy for P1,4,7 pupils living in SIMD1 areas has improved in recent years, from 65.3% in 2018/19 to 69.2% in 2024/25. The Children and Families Service will continue to embed the '[Every Dundee Learner Matters Improvement Strategy](#)', with support from University of Glasgow Professors, meaning classroom teachers have increased opportunities to share, and learn from, practice that improves the presence, participation, and progress of pupils in Dundee schools. The Service is also working in partnership

with Education Scotland, in ten schools (across two cohorts in academic session 2025/26) which are involved in the Quality Improvement National Writing programme. These schools receive ongoing support directly from Education Scotland’s Attainment Advisor and the Service’s Pedagogy Team.

## Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils.

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Numeracy Attainment Gap (P1,4,7 Combined) - Percentage point gap between the least deprived and most deprived	14.3	9.6	14.3	-33%	4 (=)



### Indicator Description

This indicator measures the gap in numeracy between children from Scotland’s most and least deprived areas. The assessments of children’s progress are based on teachers’ professional judgements in schools.

Data for this indicator is collected from the Scottish Government publication: ‘Achievement of curriculum for excellence levels.’


### Performance Context

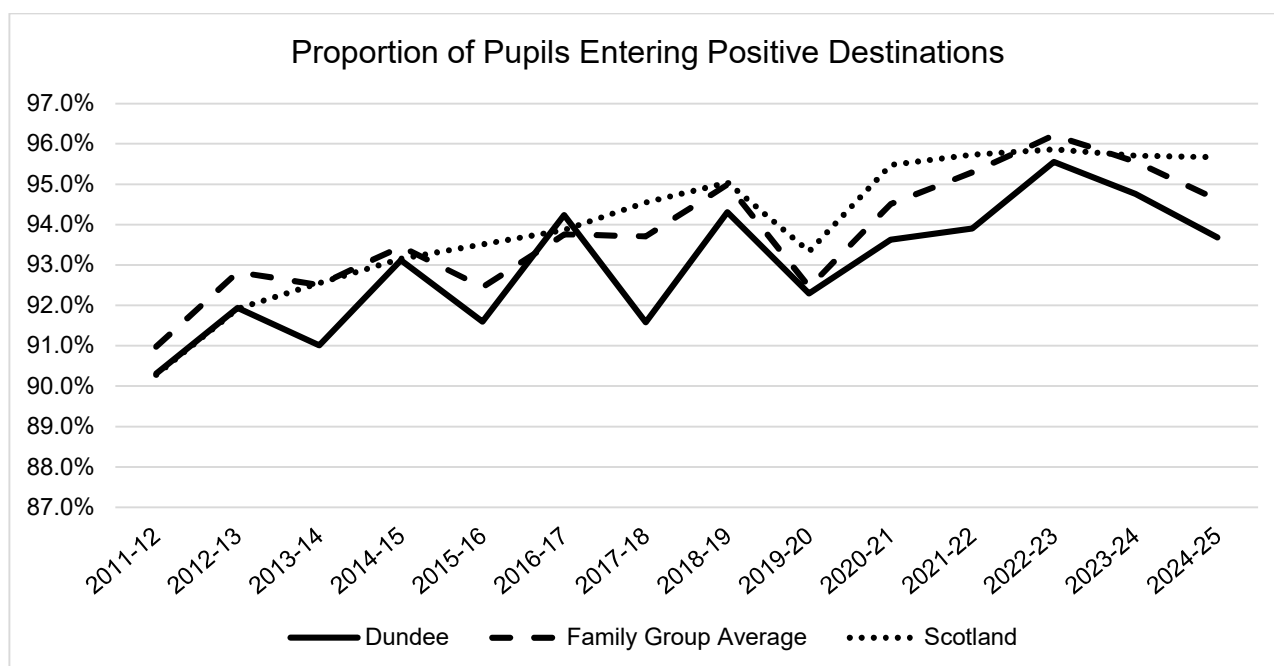
44% of Dundee pupils live in SIMD Quintile 1 areas. Closing the attainment gap between the most and least disadvantaged children and young people is a key priority of the National Improvement Framework; it is also a key priority for the Children and Families Service.

The numeracy attainment gap for primary pupils in Dundee of 9.6 percentage points is a decrease from 14.3 percentage points in 2023/24 and is below the pre-pandemic figure of 16.2 percentage points. It is also below the family group average of 14.3 percentage points, meaning that this indicator is currently on target. This has been driven by the increase in numeracy attainment of pupils living in the most deprived areas, which has increased from 74.1% to 76.2% between 2022/23 and 2024/25. However, this reduction in the attainment gap is also due to the decrease in attainment by pupils living in the least deprived areas, which has decreased from 90.4% to 85.9% between 2022/23 and 2024/25.

Attainment in numeracy for P1,4,7 pupils living in SIMD1 areas has improved in recent years, from 71.8% in 2018/19 to 76.2% in 2024/25. The Children and Families Service will continue to embed the ‘Every Dundee Learner Matters Improvement Strategy’ to support classroom teachers and their pupils improve engagement and attainment.

## % of pupils entering positive destinations

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Percentage of school leavers entering a positive destination	94.8%	93.7%	94.6%	-1%	27 (↓2)



### Indicator Description

This indicator measures the proportion of pupils who are entering any positive destinations after leaving school as a proportion of all school leavers. A positive destination can be either higher or further education, employment, training, voluntary work, or personal skills development. Data on initial destinations of school leavers is based on approximately three months after the end of school term their post review attainment information.

This indicator covers school leavers from all stages of secondary school. For most young people, S4 (15–16-year-olds) is the last compulsory year of school, but the majority choose to stay on and complete S5 (16–17-year-olds) and S6 (17–18-year-olds).

Data for this indicator is collected from the Scottish Government publication: 'School leaver initial destinations and attainment survey.'

### Performance Context


As the above graph shows, the percentage of pupils entering positive destinations in Dundee has fluctuated over the past decade, but the overall trend has improved from 90.3% in the base year 2011/12. Although this year's figure of 93.7% indicates a positive trend since the 2011/12 baseline year, the change over the two most recent years is less positive with a decrease from 95.6% in 2022/23. There has also been a decrease in the family group and Scottish average; however, Dundee's national ranking is now 27 out of 32, down from 25<sup>th</sup> in 2023/24, and down from 15<sup>th</sup> in 2022/23.

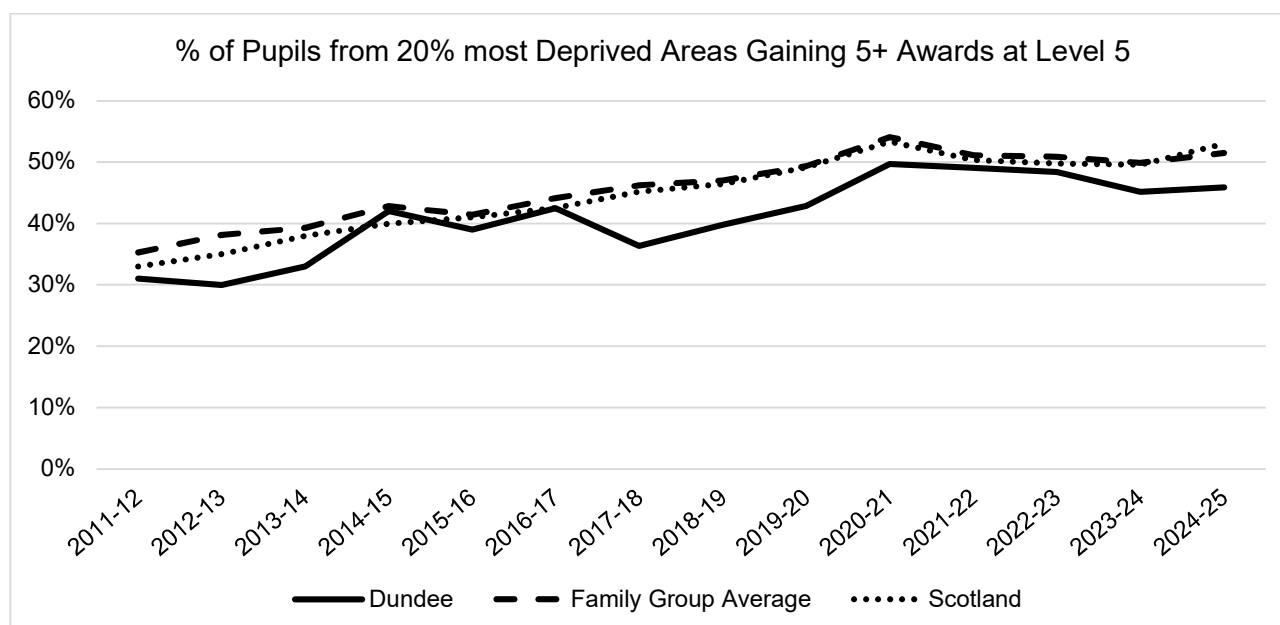
Dundee is making improvements in follow-up destinations (leavers in a positive destination >9 months after leaving school). In 2020/21 Dundee was ranked 30<sup>th</sup> out of 32 Local Authorities. Latest figure (2023/24) shows Dundee's ranking has improved to 19<sup>th</sup>.

Each school has established a Core Implementation Group to manage the transition of young people at the greatest risk of leaving school and not participating. True integrated partnership working and cross-sector collaboration has been achieved in each of our secondary and offsite settings. In addition, post-school quality

assurance meetings are scheduled for each school 4 times per year to support and challenge the Core Implementation Groups. This rigorous process ensures that no young person is forgotten or without an offer of support.

### % of pupils living in the 20% most deprived areas gaining 5+ awards at level 5

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	% pupils in lowest 20% SIMD achieving 5 or more awards at SCQF Level 5 or higher	45%	46%	52%	-12%	19 (=)



#### Indicator Description

This indicator provides a measure of achievement for senior phase (S4-S6) pupils who appear on the pupil census for local authority schools. The measure is the percentage of the pupil cohort from the 20% most deprived areas (SIMD1) gaining 5 or more awards at SCQF level 5.

Covid-19 led to changes in how National Qualifications were assessed and graded in the years 2020 to 2023. Care must therefore be taken when comparing attainment of school leavers, and any interpretation of changes must take full account of the different certification methods used in different years and changes in the attainment levels in 2019/20, 2020/21, 2021/22, 2022/23 and 2023/24 should not be seen as an indication that performance has improved or worsened, without further evidence.


The calculated data is provided directly to the IS from the Scottish Government.

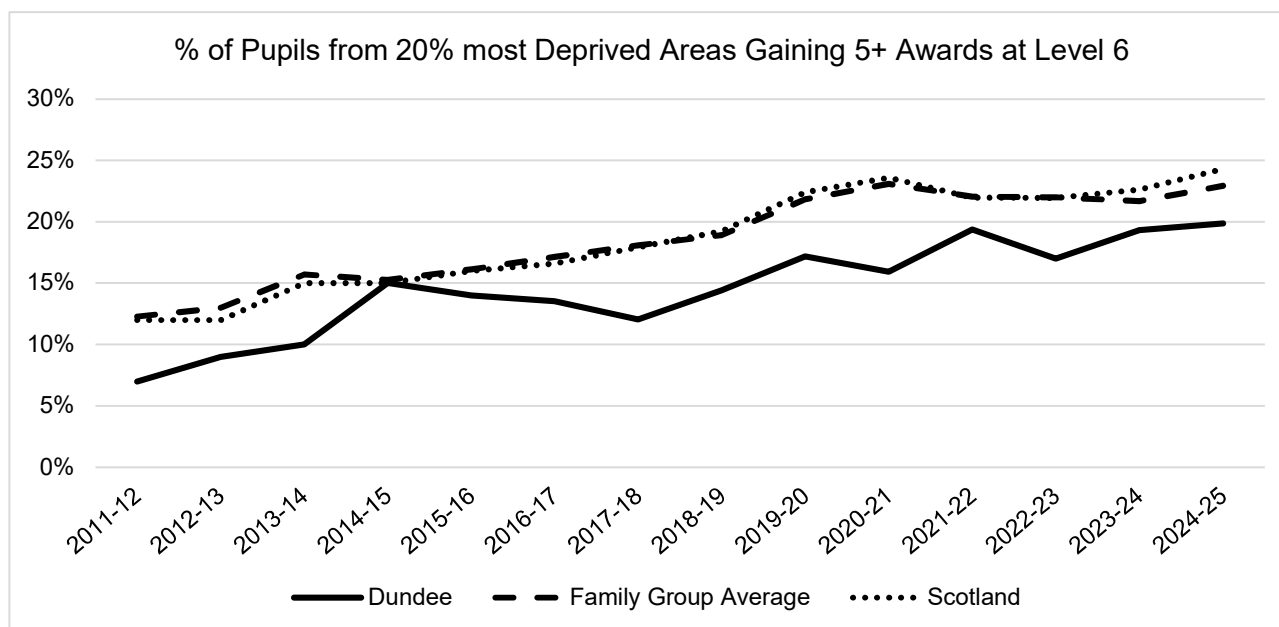
#### Performance Context

Between 2023/24 and 2024/25, this indicator has improved by 1 percentage point. However, comparison with the family group average benchmark shows that a lower proportion of pupils are gaining 5+ awards at level 5 than other local authorities with similar characteristics. As a result, this indicator remains an area for improvement. However, there has been long term improvement, with a 15% increase since the baseline year.

The most recent [Senior Phase Attainment Progress Update 2024/25](#) outlines a range of improvement actions which will contribute to further raising attainment and achievement. Key improvement activities continue to be embedded in school improvement plans and School Improvement Partnerships (SIPs) will be further strengthened to ensure that leaders at all levels can support and challenge effectively.

## % of pupils living in the 20% most deprived areas gaining 5+ awards at level 6

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	% Pupils in lowest 20% SIMD achieving 5 or more awards at SCQF Level 6 or higher	19%	20%	23%	-13%	17 (↓1)



### Indicator Description

This indicator provides a measure of achievement for senior phase (S4-S6) pupils who appear on the pupil census for local authority schools. The measure is the percentage of the pupil cohort from the 20% most deprived areas (SIMD1) gaining 5 or more awards at SCQF level 6.

Covid-19 led to changes in how National Qualifications were assessed and graded in the years 2020 to 2023. Care must therefore be taken when comparing attainment of school leavers, and any interpretation of changes must take full account of the different certification methods used in different years and changes in the attainment levels in 2019/20, 2020/21, 2021/22, 2022/23 and 2023/24 should not be seen as an indication that performance has improved or worsened, without further evidence.


The calculated data is provided directly to the IS from the Scottish Government.

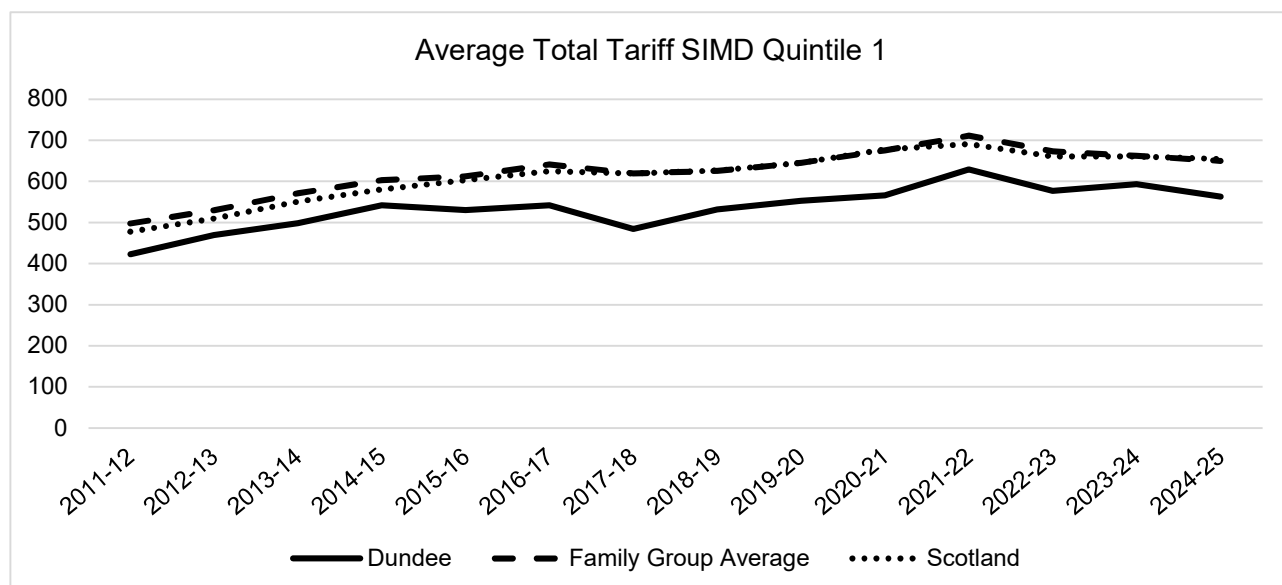
### Performance Context

Again, between 2023/24 and 2024/25, this indicator has improved by 1 percentage point. However, comparison with the family group average benchmark shows that a lower proportion of pupils are gaining 5+ awards at level 6 than other local authorities with similar characteristics. As a result, this indicator remains an area for improvement. However, there has been long term improvement, with 2024/25 being the highest figure achieved since the baseline year, with a 13% increase since the baseline year. Dundee's family group ranking for this indicator has also improved from 7<sup>th</sup> to 6<sup>th</sup>.

The Children and Families Service work towards improving secondary attainment by continuing to develop improvement a range of improvement actions, and collaborative learning between secondary practitioners.

### Average total tariff SIMD quintile 1

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Average Total tariff SIMD Quintile 1	593	563	650	-13%	20 (↓3)



#### Indicator Description

This indicator measures the average total tariff score for pupils in the senior phase for pupils in SIMD Quintile 1. Tariff points for each unit or course are calculated based on the SCQF level of the award and the grade achieved (for graded courses). Tariff points are accumulated by individual pupils for all eligible qualifications that are the latest and best in a subject (e.g., if a pupil sits National 5 maths and then Higher maths only the tariff points for Higher maths will be included in their total).

Covid-19 led to changes in how National Qualifications were assessed and graded in the years 2020 to 2023. Care must therefore be taken when comparing attainment of school leavers, and any interpretation of changes must take full account of the different certification methods used in different years and changes in the attainment levels in 2019/20, 2020/21, 2021/22, 2022/23 and 2023/24 should not be seen as an indication that performance has improved or worsened, without further evidence.


Tariff points for SIMD quintiles is calculated based on Insight data and is provided for the LGBF by the Scottish Government.

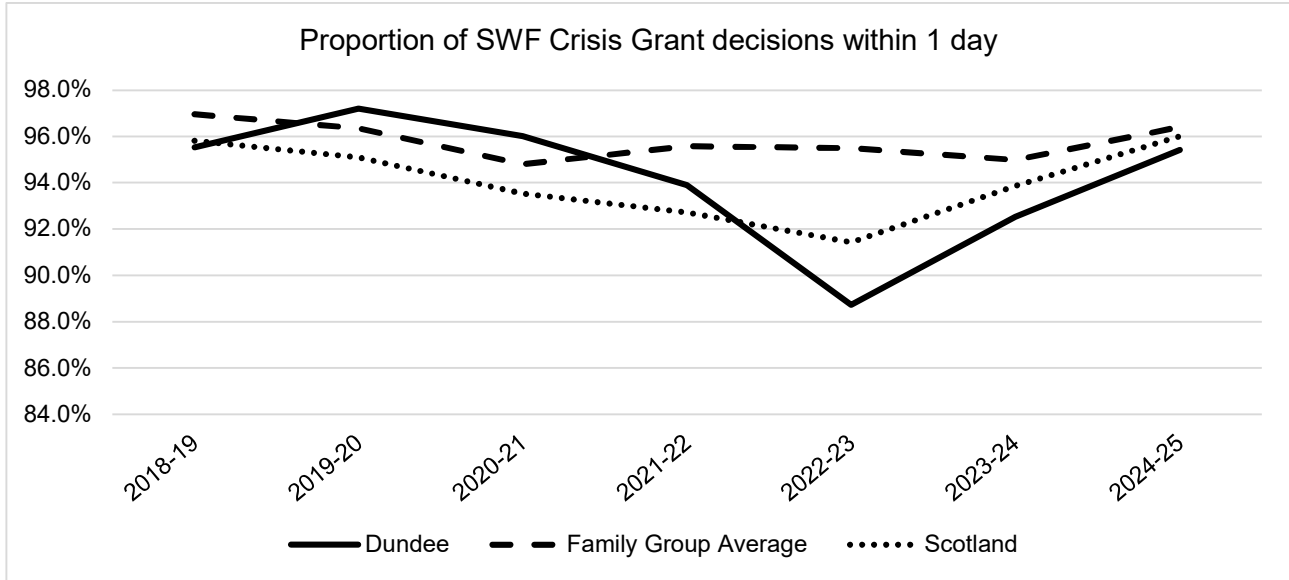
#### Performance Context

The average total tariff of pupils from the SIMD Quintile 1 has decreased between 2023/24 and 2024/25 from 593 to 563. This is 13% lower than the family group average of 650, meaning that this indicator remains an area for improvement. Dundee has the lowest figure in the family group and is an outlier. The second lowest council has an average SIMD1 tariff score of 629.

44% of Dundee pupils live in SIMD Quintile 1 areas. This indicator is included as a KPI in the Council Plan and Children and Families Service Plan, and progress reports for both plans will continue to monitor performance for this indicator. The Children and Families Service will continue to develop improvement plans and work collaboratively to strengthen the skills of Dundee’s secondary practitioners.

**% of Crisis Grant Decisions within 1 day**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	% of Crisis Grant Decisions within 1 day	92.5%	95.4%	96.4%	-1%	26 (↑3)



**Indicator Description**

This indicator measures the percentage of applications which have an initial decision being made within 1 working day of the application being received.

Data for this indicator is collected from Social Security Statistics published by Scottish Government.

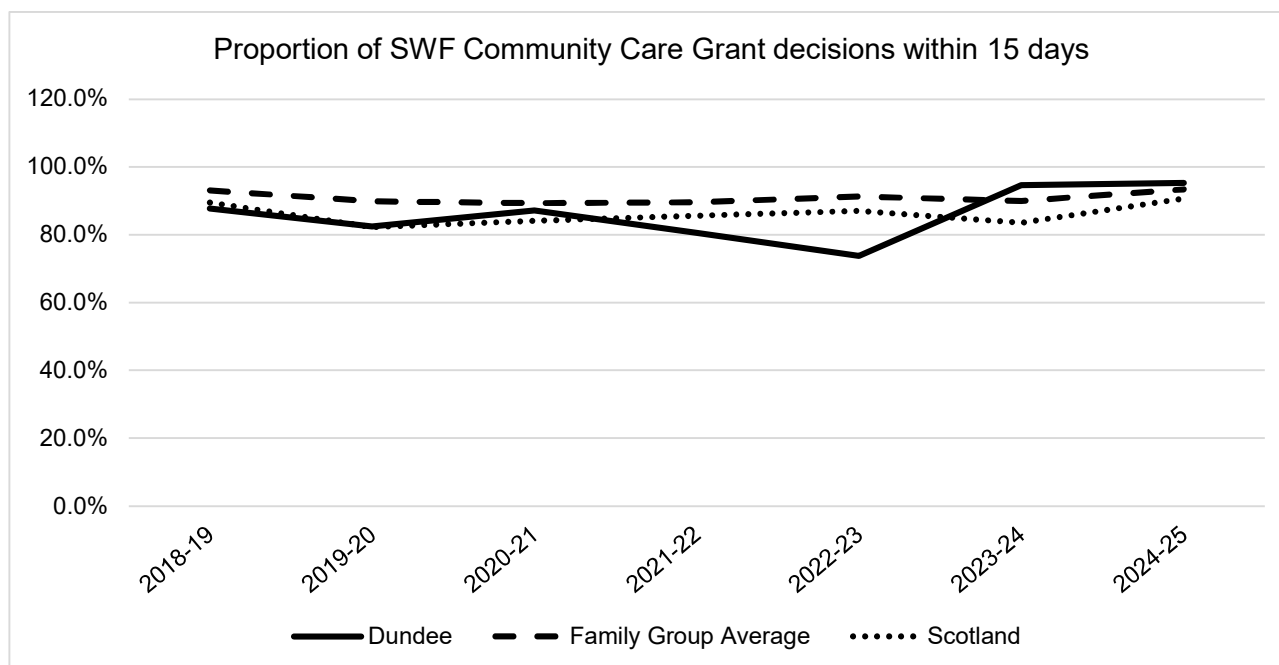
**Performance Context**

The proportion of Crisis Grant decisions within 1 day in 2024/25 improved from the previous year, increasing from 92.5% to 95.4%. This remains below the family group average of 96.4%. However, Dundee has improved its national ranking out of 32 councils from 29<sup>th</sup> to 26<sup>th</sup> and also improved its family group ranking and is now placed 5<sup>th</sup> out of 8 local authorities, an improvement on 6<sup>th</sup> in 2023/24.

Crisis Grants aim to help people on a low income who are in crisis because of a disaster or an emergency so an increase in decisions made within the 1-day target ensures that resources are timeously allocated to those who need them. The volume of Crisis Grants on which a decision has been made has decreased in Dundee between 2023/24 and 2024/25, decreasing from 6,555 to 4,800.

## % CCG Grant Decisions within 15 Days

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	% CCG Grant Decisions within 15 Days	94.6%	95.3%	93.4%	2%	20 (=)



### Indicator Description

This indicator measures the percentage of applications which have an initial decision being made within 15 working days of the application being received.

Data for this indicator is collected from Social Security Statistics published by Scottish Government.

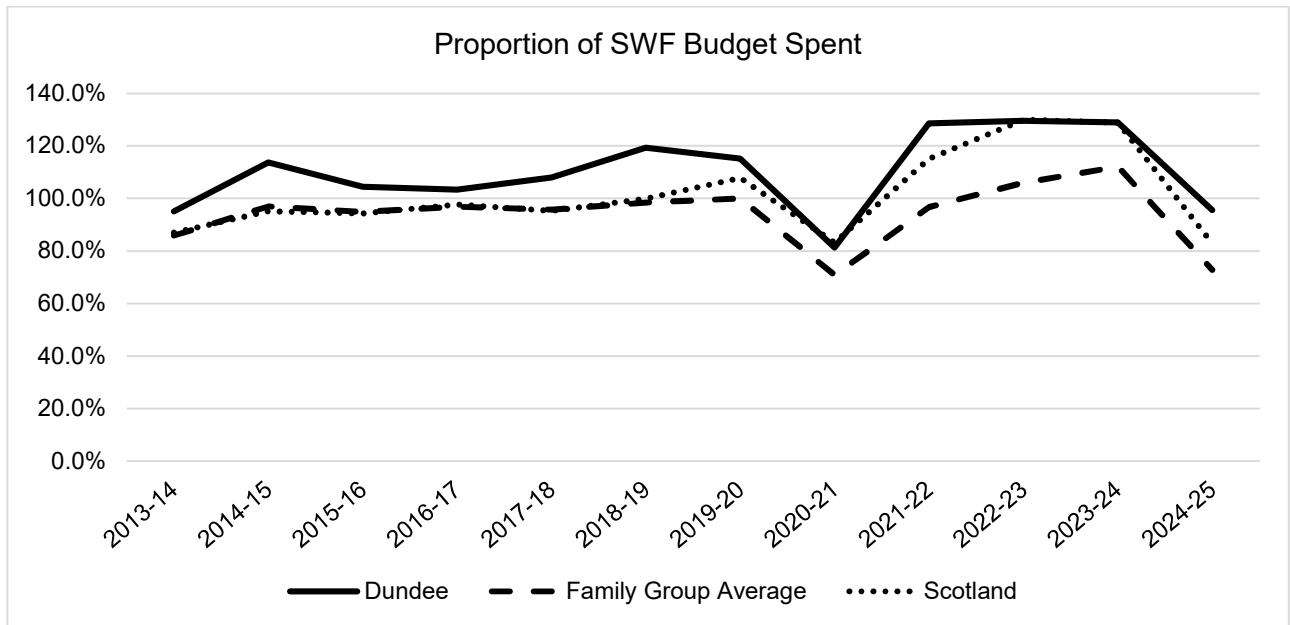
### Performance Context

The proportion of Scottish Welfare Fund Community Care Grant decisions within 15 days has improved from 94.6% to 95.3% between 2023/24 and 2024/25. This follows a significant improvement from 73.5% to 94.6% between 2022/23 and 2023/24. Dundee's figure is above the family group average meaning this indicator is on target. Dundee has also maintained its family group ranking of 5<sup>th</sup> out of 8 local authorities, having previously been 8<sup>th</sup> in 2022/23.

Community Care Grants aim to enable people to live independently, so an increase in decisions made within the 15-day target ensures that resources are timeously allocated to those who need them. The volume of Community Care Grants on which a decision has decreased in Dundee between 2023/24 and 2024/25 from 3,775 to 3,405.

**Proportion of Scottish Welfare Fund Budget Spent**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✔	The proportion of SWF Budget Spent	129.0%	95.6%	72.8%	31%	8 (18)



**Indicator Description**

This indicator measures the proportion of the budget set out for Scottish Welfare Fund spent at year end. It calculates the Council's combined expenditure on Crisis Grants and Community Care Grants and divides this by the SWF budget it has been allocated.

Data for this indicator is collected from Social Security Statistics published by Scottish Government.

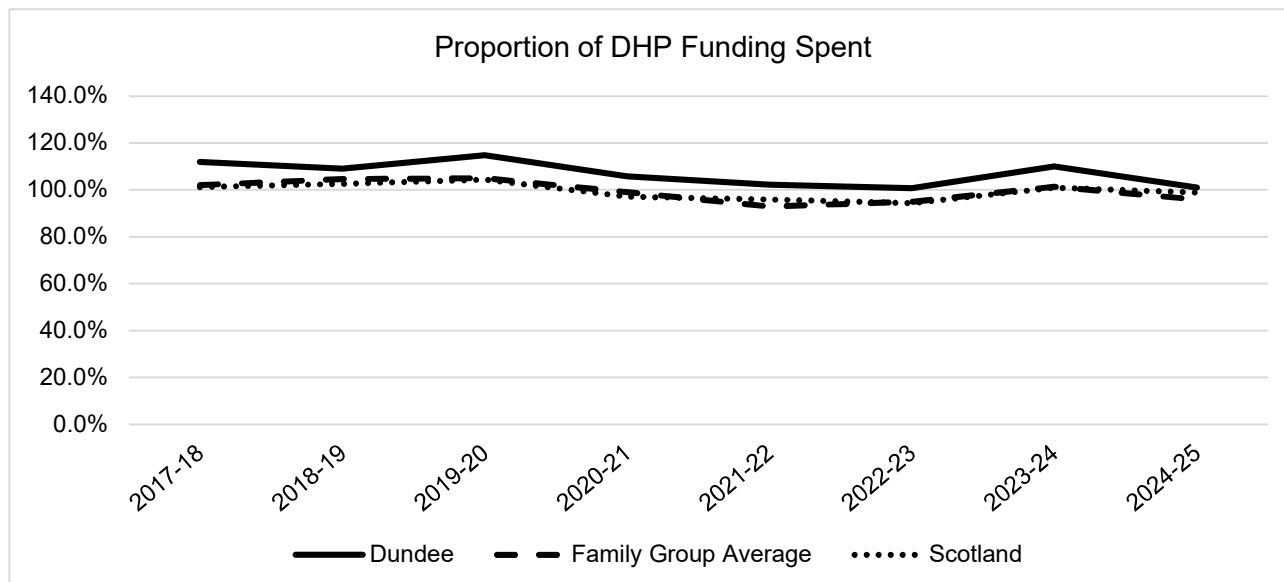
**Performance Context**

Dundee's expenditure on Crisis Grants decreased from £390,903 in 2023/24 to £274,172 in 2024/25 while expenditure on Community Care Grants increased from £1,315,692 to £1,612,910 during the same period. Between 2023/24 and 2024/25, Dundee's combined expenditure on Crisis Grants and Community Care Grants increased from £1,706,595 to £1,887,082. However, the SWF budget allocated to Dundee also increased more significantly in this period from £1,371,524 to £1,974,606. As a result, the proportion of Scottish Welfare Fund spent by Dundee City Council has decreased from 129% to 95.6%.

Prior to this, Dundee had spent roughly 30% over the SWF allocated to it for the past three years. (This level of overspend was common across Scotland, with Councils committing significantly more funds than the SWF budget allocated to them (129% in 2023/24,) as they could top up the SWF budget with their own funds.) Following distribution of an additional £652,000 programme funding in late November 2024, Dundee underspent the funds available. Despite this underspend, Dundee had the highest proportion of spend in the family group, and the 8<sup>th</sup> highest in Scotland. The surplus was carried forward into 2025/26 budget to cope with 2<sup>nd</sup> rapid relet scheme being planned.

## Proportion of Discretionary Housing Payment (DHP) Funding Spent

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Proportion of DHP Funding Spent	110.0%	101.0%	96.0%	5%	8 (↓6)



### Indicator Description

This indicator measures the proportion of DHP funding for the year spent at year end.

DHPs may be awarded when a local authority considers that a housing benefit or Universal Credit claimant requires further financial assistance towards housing costs.































Data for this indicator is collected from Social Security Statistics published by Scottish Government.

### Performance Context


Dundee's DHP expenditure for 2024/25 was £3,463,228, a decrease from £3,571,036 in 2023/24. Dundee's funding in this same period has increased from £3,252,148 to £3,415,271 meaning that the proportion of DHP funding spent by Dundee City Council has decreased between 2023/24 and 2024/25. The majority of expenditure was for Bedroom Tax mitigation (79.0%), with portions also spent on Benefit Cap mitigation (4.2%), Local Housing Allowance (4.8%) and Core Funding (12.0%).

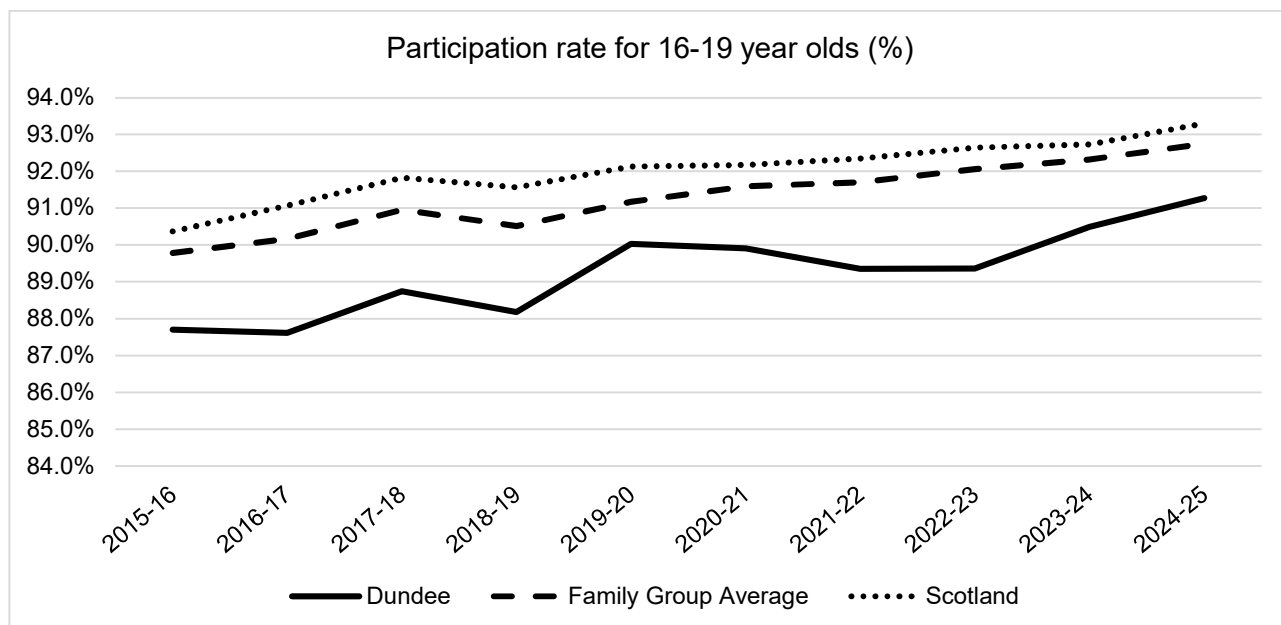
The Improvement Service ranks this indicator based on the maximisation of proportion of DHP funding spent. This means that as Dundee remains above the family group average and is in the top quartile of all Scottish councils, this indicator is on target, evidencing that Dundee is effectively making resources available for households who require financial assistance.

## Deliver Inclusive Economic Growth

Status	Performance Indicator	-2 Year	-1 Year	Current Value	Family Group Average	Difference	Short Term Trend	Long Term Trend	Scottish Relative Position	Lead Service
	% of 16-19 Year Olds participating in Education, Training or Employment	89.4%	90.5%	91.3%	92.8%	-2%			32 (↓2)	CD
	% Unemployed people accessing jobs via Council funded / operated employability programmes	12.8%	12.3%	12.4%	21.9%	-43%			19 (↓3)	CD
	% of Procurement Spent on Local Enterprises	38.9%	47.0%	57.7%	33.4%	73%			1 (↑2)	CS
	Claimant Count as % of 16-24 Population	3.9%	3.8%	3.7%	4.2%	-12%			20 (=)	CD
	Claimant Count as % of Working Age Population	4.4%	4.1%	3.9%	3.7%	5%			29 (=)	CD
	Immediately available employment land as a % of land allocated for employment	76.9%	76.3%	73.5%	28.6%	157%			4 (=)	CD
	Investment in Economic Development & Tourism per 1,000 population	£113,196	£161,309	£209,941	£143,141	47%			6 (↑1)	CD
	Number of Business gateway start-ups per 10,000 Population	14.7	16.2	19.3	12.2	58%			5 (↑12)	CD
	Proportion of people earning less than the Living Wage	9.8%	12.0%	13.0%	12.4%	5%			15 (↓9)	CE
	Average time taken to deliver a Business or Industry planning application decision (weeks)	11.6	11.7	10.5	11.0	-5%			12 (↑10)	CD

**Participation rate for 16–19-year-olds (%)**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	% of 16-19 Year Olds participating in Education, Training or Employment	90.5%	91.3%	92.8%	-2%	32 (↓2)



**Indicator Description**

This indicator measures the proportion (%) of 16–19-year-olds that are engaged in learning, training, or work (including volunteer work).

The annual measure takes account of all statuses for individuals over the course of the year rather than focusing on an individual’s status on a single day. Participation Status for an individual is calculated by combining the number of days spent in each status between 1<sup>st</sup> April and 31<sup>st</sup> March. The overall participation headline classification is based on the classification which has had the highest sum of days.

Data is collected from the Annual Participation Measure publication from Skills Development Scotland.

**Performance Context**

The participation rate for 16–19-year-olds in Dundee has improved between 2023/24 and 2024/25 from 90.5% to 91.3%. This is Dundee’s highest level of participation since the baseline year. However, despite this increase, Dundee has the lowest participation rate for 16–19-year-olds out of all local authorities in Scotland.


As Dundee remains low in the national ranking, as well as below the family group average benchmark, this remains an area for improvement. This has been an indicator where Dundee has been consistently below the family group average since the baseline year of 2015/16.

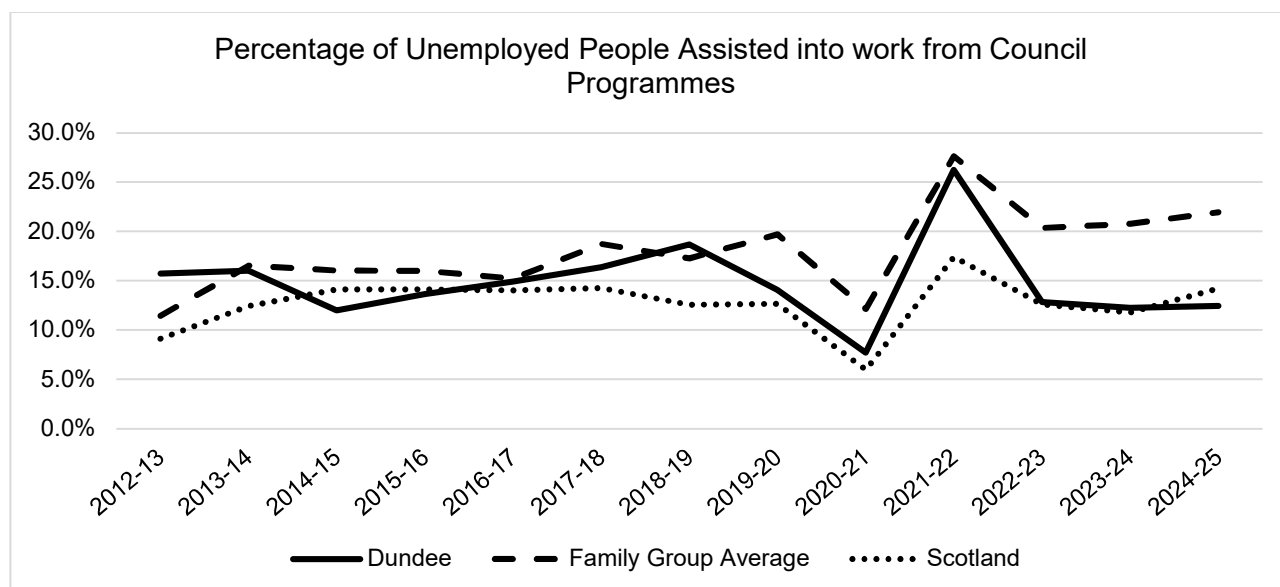
In addition to this indicator, the Council Leadership Team have been monitoring performance in relation to positive destinations of 16–19-year-olds in SIMD 1 and this has improved from 86% in 2023-24 to 87.3% in 2024-25.

The ‘[A Step Change in Positive Destinations for Young Dundonians](#)’ report was approved by the City Governance Committee on 22<sup>nd</sup> April 2024 and focuses on how partnership working across Council services, third sector and private sector organisations will collaborate during a young person’s school years and during the transition to and throughout post school life. An action plan was set out under the 6 themes to improve Dundee’s performance: Early Identification; Tracking and Monitoring; Integrated Approaches Towards Data; Post School Opportunities; Engagement with Communities and Families; and Additional Support Needs. Each theme has a series of “changes needed” and these shaped a series of actions.

A city-wide approach to data gathering and reporting of 16–19-year-old activity has been created by a partnership of DCC Education & DCC City Development, D&A College and Skills Development Scotland. This has seen an improvement in the number of young people who are recorded as being in an unknown or unconfirmed destination.

## Percentage of Unemployed People Assisted into work from Council Programmes

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	% Unemployed people accessing jobs via Council funded / operated employability programmes	12.3%	12.4%	21.9%	-43%	19 (↓3)



### Indicator Description

This indicator measures the total number of people in a year who have received support from a Council funded or operated employability programme and who go on to access employment.

This indicator counts the number of unique individuals that have accessed support from a Council operated and/or funded programme, is provided as part of their annual SLAED Indicators return. This is calculated as a proportion of the modelled unemployment count in the Annual Population Survey by ONS.

This indicator has been modified in the SLAED framework. It previously only counted unemployed people who accessed support, however, it now includes all individuals who access support (so it now includes people who e.g., are economically inactive and receive employability support).

### Performance Context

This indicator shows that the percentage of unemployed people assisted into work from council programmes has increased marginally by 0.1 percentage point between 2023/24 and 2024/25. Dundee is ranked 6<sup>th</sup> in the family group, and the current figure is below the family group average benchmark, meaning that this is an area for improvement. It is worth noting that the family group includes Comhairle nan Eilean Siar, which in this instance is significantly skewing the average with a much higher rate than other councils of 60%. Without this included, the family group average would be 16.5% which is still a higher proportion than Dundee's figure.

This indicator should also be analysed within the context of SLAED performance indicators and local partnership / service data which help to provide a more rounded representation of impact. For example, within the SLAED Indicators, Dundee performs very well with 42% of unique participants successfully supported into positive destinations - which is the 7<sup>th</sup> highest of local authorities in Scotland (3<sup>rd</sup> in 2023/24 and 10<sup>th</sup> in 2022/23), and 1<sup>st</sup> in the LGBF family group (1<sup>st</sup> in 2023/24 and 3<sup>rd</sup> in 2022/23). In addition, the cost per unique participant successfully supported into a positive destination is the 13<sup>th</sup> lowest cost nationally (8<sup>th</sup> in 2023/24 and 10<sup>th</sup> in 2022/23) and 3<sup>rd</sup> lowest in the family group (5<sup>th</sup> in 2023/24 and 2022/23).

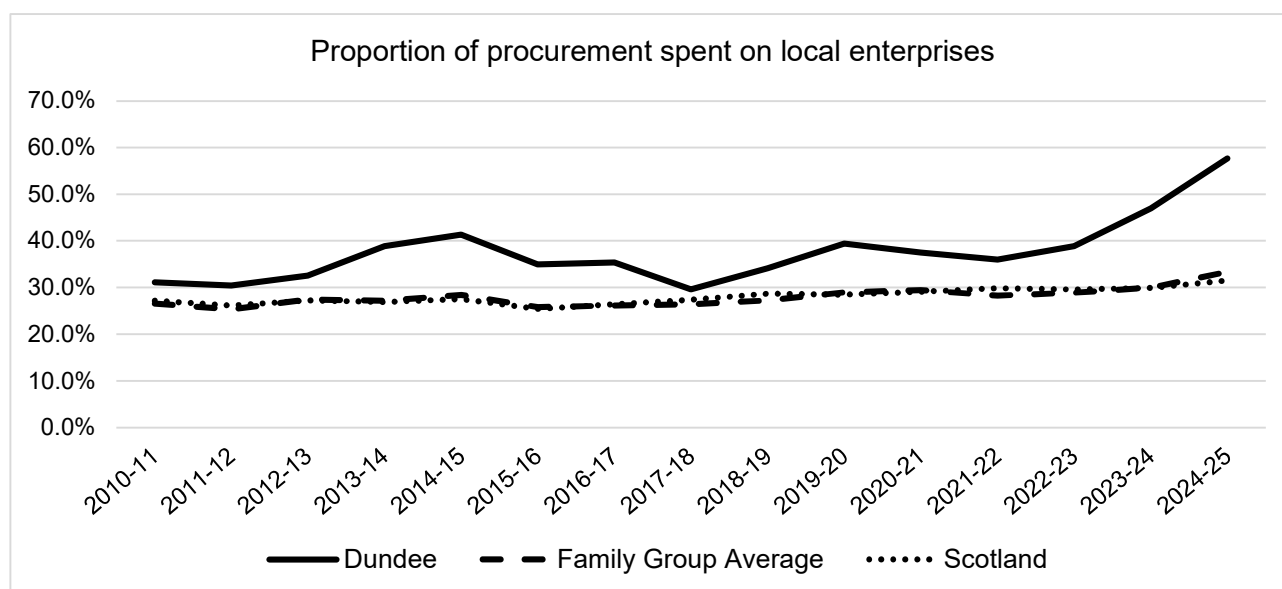
It is also important to consider that the LGBF does not account for a significant proportion of people that employability support services have assisted into other positive destinations. For example, further and higher education and training, or people who were initially employed and supported to increase their working hours/ income or get a more secure job.

Dundee’s Local Employability Partnership Discover Work is a multi-agency approach to the development of shared objectives, the alignment of efforts and the commitment of resources relating to employability and skills. Employability services funded by Discover Work will continue to support unemployed, economically inactive, and low-income employed people by providing best value for this service using the funding available from the Scottish and UK Governments.

Dundee City Council’s new single Corporate Employability Service (formed through the merger of the previous Adult Employability Team within City Development, and Youth Employability Team in Corporate Services) has been designed to be a simplified, streamlined and more integrated service which is attractive to those seeking employability support.

**% of procurement spend spent on local enterprises**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✔	% of Procurement Spent on Local Enterprises	47.0%	57.7%	33.4%	73%	1 (↑2)



**Indicator Description**

This indicator measures the proportion of procurement spent on local enterprises. This indicator only includes enterprises defined as “Core trade” i.e. where the councils spend is over £1,000. “Local” – is defined as enterprises within the same Local Authority.

Data is directly queried from the Procurement Hub by the IS

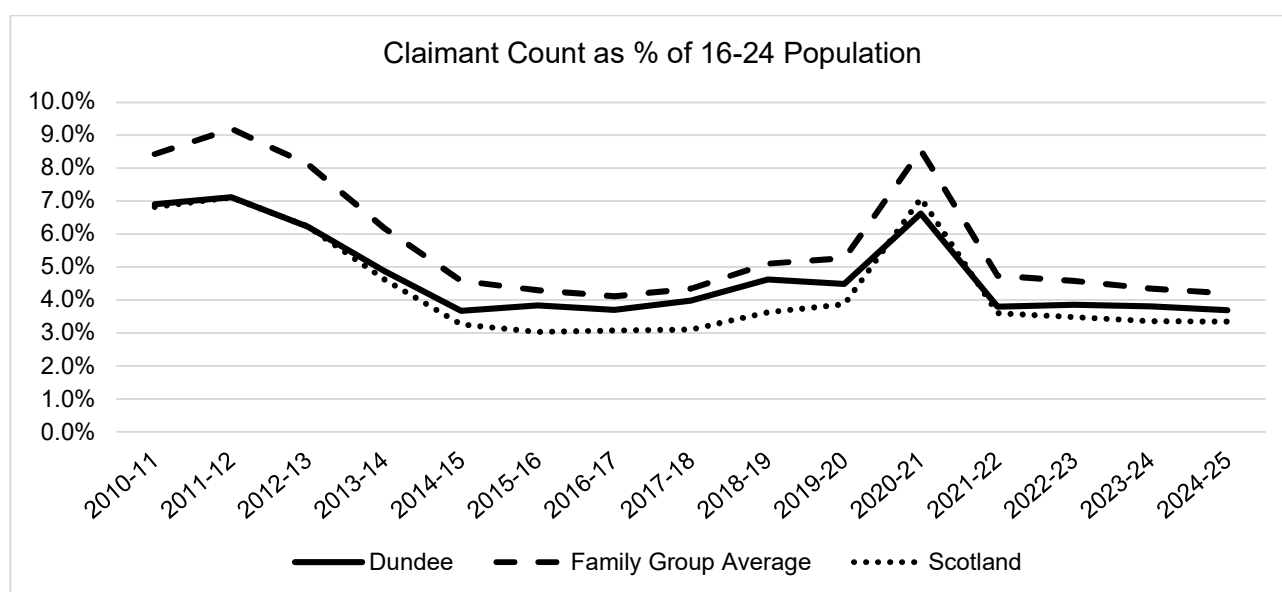
**Performance Context**

Dundee City Council’s proportion of procurement spent on local enterprises has increased between 2023/24 and 2024/25 from 47.0% to 57.7%. Dundee City Council has the highest proportion in its family group of similar local authorities and is ranked 1<sup>st</sup> nationally. The chart above shows that Dundee has also consistently had a higher procurement spend on local enterprises than both the family group and the Scottish average, demonstrating Dundee City Council’s commitment to its local economy.

Procurement is one of the 5 pillars of community wealth building. An extensive [Community Wealth Building Strategy and Action Plan](#) has been published and was presented to City Governance Committee on 23<sup>rd</sup> June 2025. This includes procurement as an important means to ensure that the maximum level of investment possible is retained within Dundee to support local jobs to support those local enterprises which Dundee City Council could support with procurement spend. Progress on local procurement is also included and monitored as part of Dundee City Council’s Council Plan.

**Claimant Count as a % of 16-24 Population**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✔	Claimant Count as % of 16-24 Population	3.8%	3.7%	4.2%	-12%	20 (=)



**Indicator Description**

This indicator measures the number of people aged 16-24 claiming either jobseeker’s allowance or universal credit as a percentage of 16-24 age population.

Data is sourced from the ONS NOMIS Data Portal. NOMIS uses MYE Population Estimates published by National Records of Scotland (NRS) for population figures.


**Performance Context**

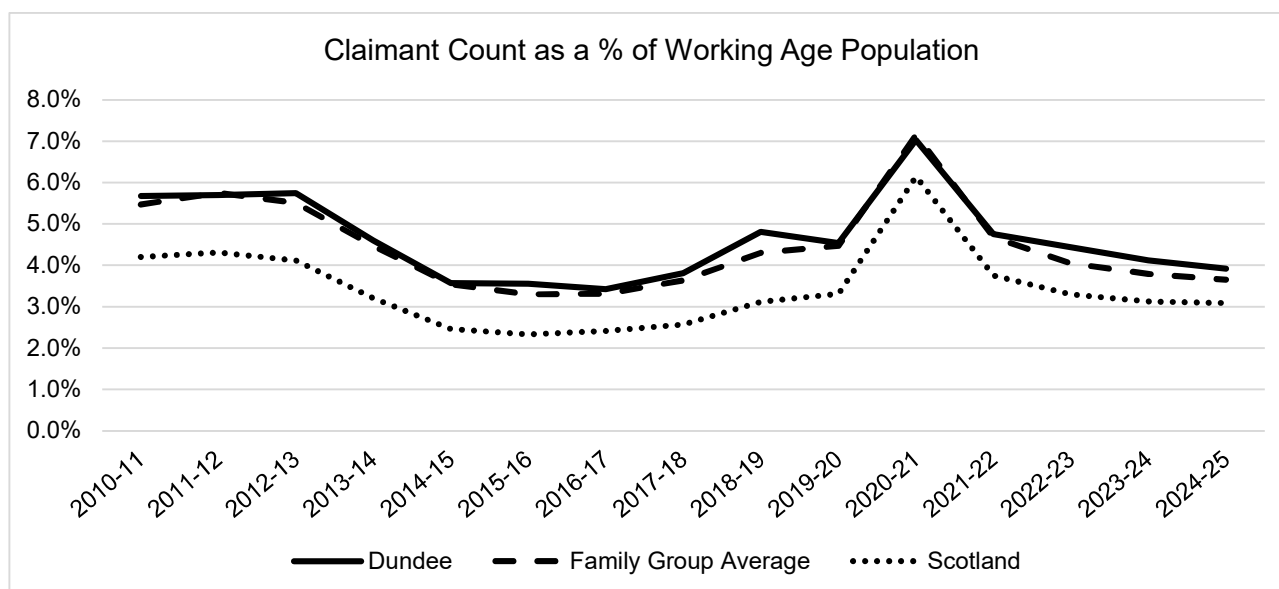
The claimant count as a % of 16-24 population in Dundee has decreased slightly by 0.1% between 2023/24 and 2024/25. Currently at 3.8%, this is much lower than the Covid peak of 6.9%, as well as lower than the pre-pandemic 2019/20 figure of 4.5%. Dundee also remains below the family group average of 4.2% and is ranked 2<sup>nd</sup> in the family group (behind Comhairle nan Eilean Siar).

Actions included in and monitored as part of the Council Plan which will help to increase the number of jobs available for younger people are:

- Increase and enhance employment pathways, in particular supporting around 11,000 economically inactive people towards job seeking and 16–19-year-olds into positive destinations.
- Maximise apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice.
- Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs.
- Continue to grow the number of jobs within Dundee Waterfront.
- Increase the percentage of care experienced young people in positive destinations.

## Claimant Count as a % of Working Age Population

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Claimant Count as % of Working Age Population	4.1%	3.9%	3.7%	5%	29 (=)



### Indicator Description

This indicator measures the number of people of working age claiming either jobseeker's allowance or universal credit as a percentage of the working age population.

Data is sourced from the ONS NOMIS Data Portal. NOMIS uses MYE Population Estimates for population figures.

### Performance Context

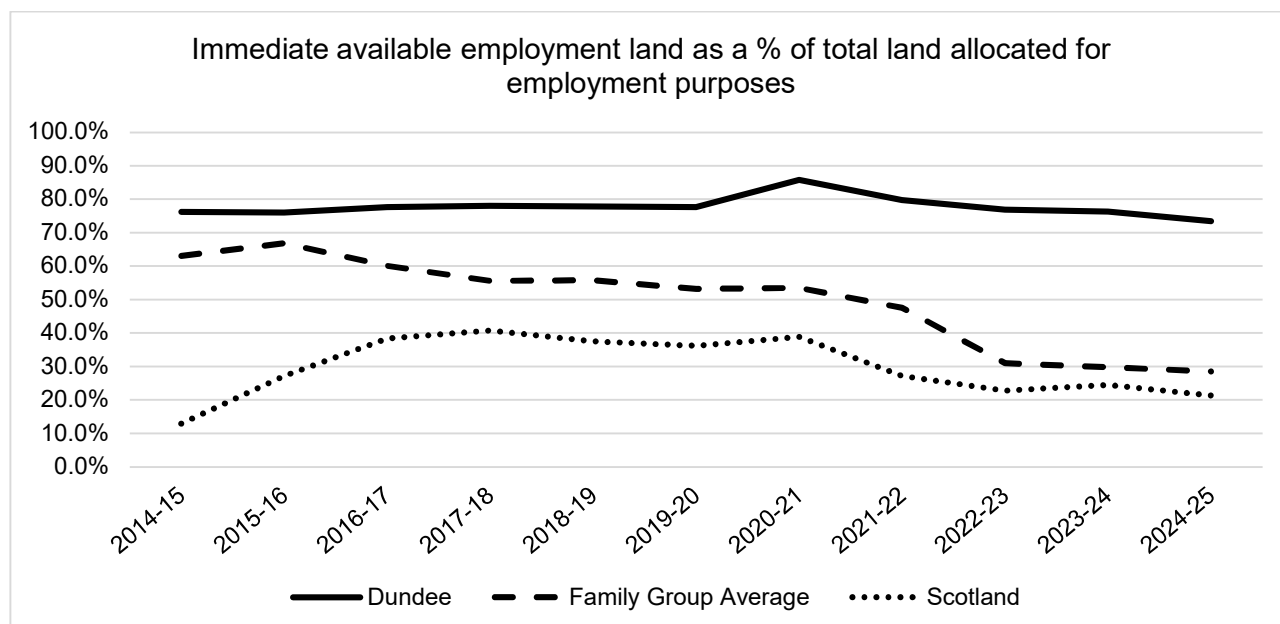
The claimant count as a % of working age population in Dundee has improved between 2023/24 and 2024/25. Currently at 3.9%, this is much lower than the Covid peak of 7.1%, as well as lower than the pre-pandemic 2019/20 figure of 4.6%. However, Dundee also remains above the family group average of 3.7% and is ranked joint 5<sup>th</sup> in the family group.

Actions included in the Council Plan which will help to increase the number of jobs available for working aged people are:

- Increase and enhance employment pathways, in particular supporting around 11,000 economically inactive people towards job seeking and 16–19-year-olds into positive destinations.
- Maximise apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice.
- Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs.
- Continue to grow the number of jobs within Dundee Waterfront.
- Increase the percentage of care experienced young people in positive destinations.

## Immediately available employment land as a % of total land allocated for employment purposes in the local development plan.

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Immediately available employment land as a % of land allocated for employment	76.3%	73.5%	28.6%	157%	4 (=)



### Indicator Description

This indicator measures immediately available employment land as a % of total land allocated for employment purposes in the local development plan.

The availability of land for development is a significant factor that affects local economic growth, and it falls within Councils' local development planning powers to influence this. This measure shows how 'investor ready' and competitive a Council is in providing infrastructure to do business.

Data for this indicator is submitted by councils as part of their annual return under the SLAED Indicators Framework.

### Performance Context

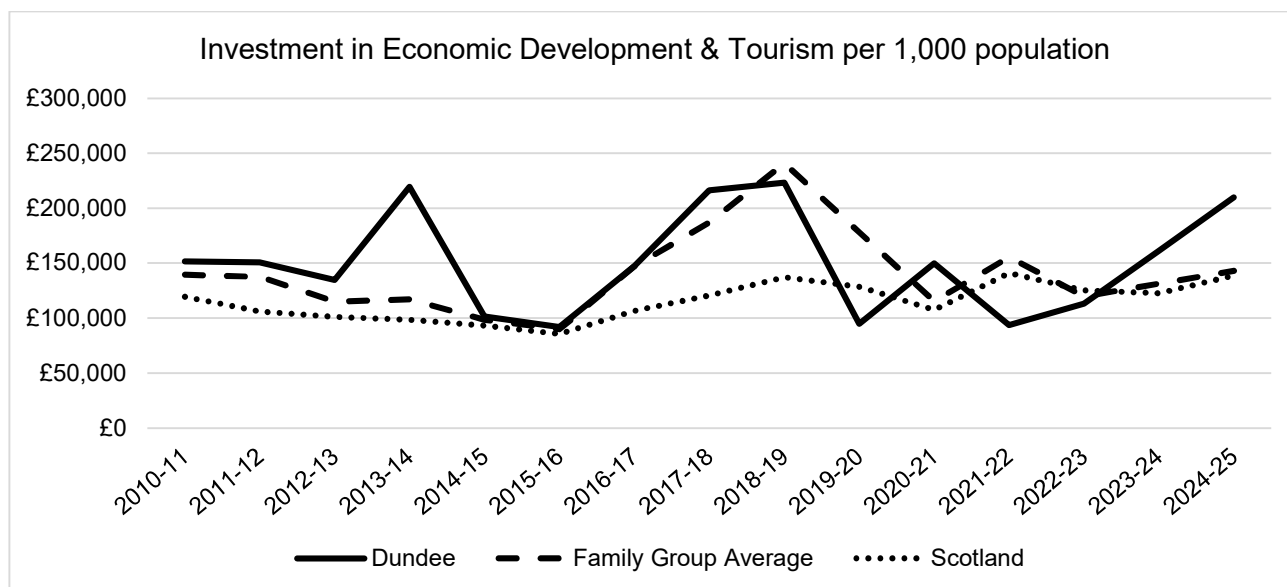
The graph above shows that Dundee has an exceptionally higher proportion of land allocated for employment purposes when compared to the family group average and the Scottish average. This demonstrates that Dundee City Council is 'investor ready' by providing infrastructure for business.

To help facilitate future economic development, Dundee City Council has a number of plans and strategies that will be focused on delivering inclusive economic growth including community wealth building. These include:

- Tay Cities Regional Economic Strategy & Action Plan
- Tay Cities Regional Deal Document
- Dundee Local Development Plan
- City Centre Strategic Investment Plan
- 2001 – 2031 Waterfront Masterplan

## Investment in Economic Development & Tourism per 1,000 Population

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Investment in Economic Development & Tourism per 1,000 population	£161,309	£209,941	£143,141	47%	6 (↑1)



### Indicator Description

This indicator measures the Investment in Economic Development & Tourism per 1,000 Population.

This indicator provides a measure of each Council's expenditure on the delivery of their economic development service, both in terms of capital and revenue costs. This indicator is one which local authorities should aim to maximise as a lever to support local economic development.

Gross expenditure is sourced from Local Finance Returns submitted by Councils to the Scottish Government and published as part of the Scottish Local Government Financial Statistics. Population is taken from mid-year estimates from the National Records of Scotland (NRS).

### Performance Context

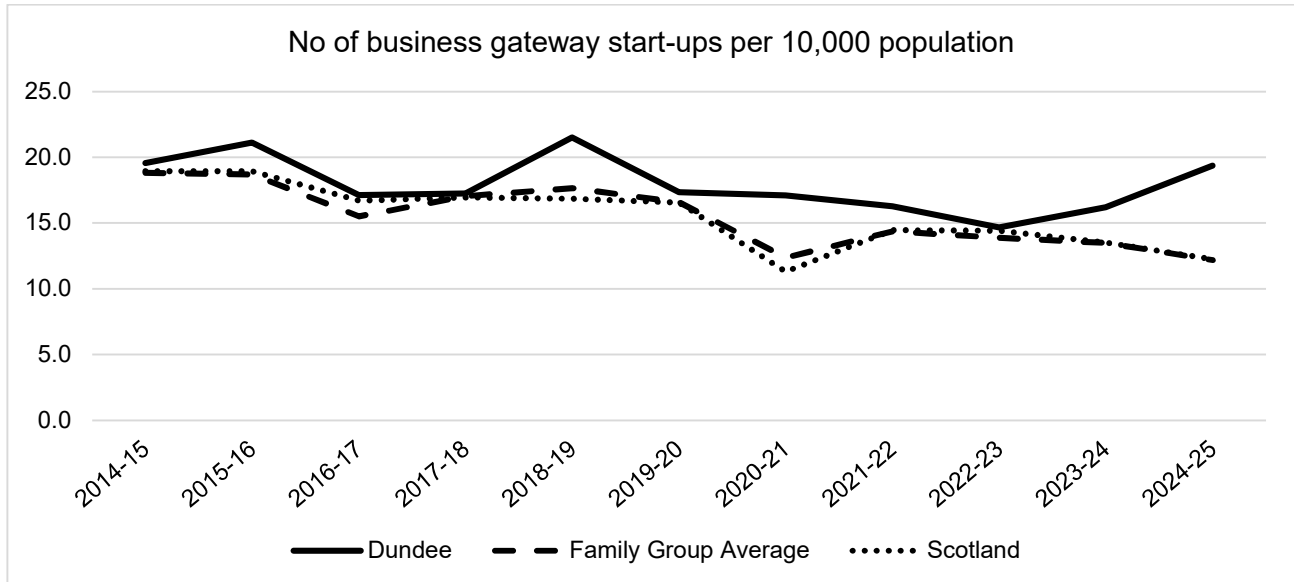
Dundee City Council's investment in economic development and tourism per 1,000 has increased between 2023/24 and 2024/25. There has been an increase in gross expenditure of 43.6% from £24,210,000 in 2023/24 to £31,466,000. Dundee's spend per capita is above the family group and Scottish averages and has increased Dundee's national relative position up 1 place from 7<sup>th</sup> to 6<sup>th</sup>. The Council is committed to investing appropriately in its strategic priority to deliver inclusive economic growth including community wealth building through a range of plans and strategies along with our partners.

These include:

- Tay Cities Regional Economic Strategy & Action Plan
- Tay Cities Skills Investment Plan
- Tay Cities Region Tourism Strategy
- Dundee City Events Strategy
- Dundee Local Development Plan
- City Centre Strategic Investment Plan

**No of business gateway start-ups per 10,000 population**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✔	Number of Business gateway start-ups per 10,000 Population	16.2	19.3	12.2	58%	5 (↑12)



**Indicator Description**

This indicator provides the rate of business gateway start-ups per 10,000 population. In looking at the intermediate outcome of Business Gateway Start-up support, the key economic outcome is that the business has begun trading. Data is available monthly. The annual figure is the average of monthly figures during a financial year.


Data for number of start-ups trading provided directly to the Improvement Service from COSLA. Population is taken from mid-year (June) estimates from the National Records of Scotland (NRS).

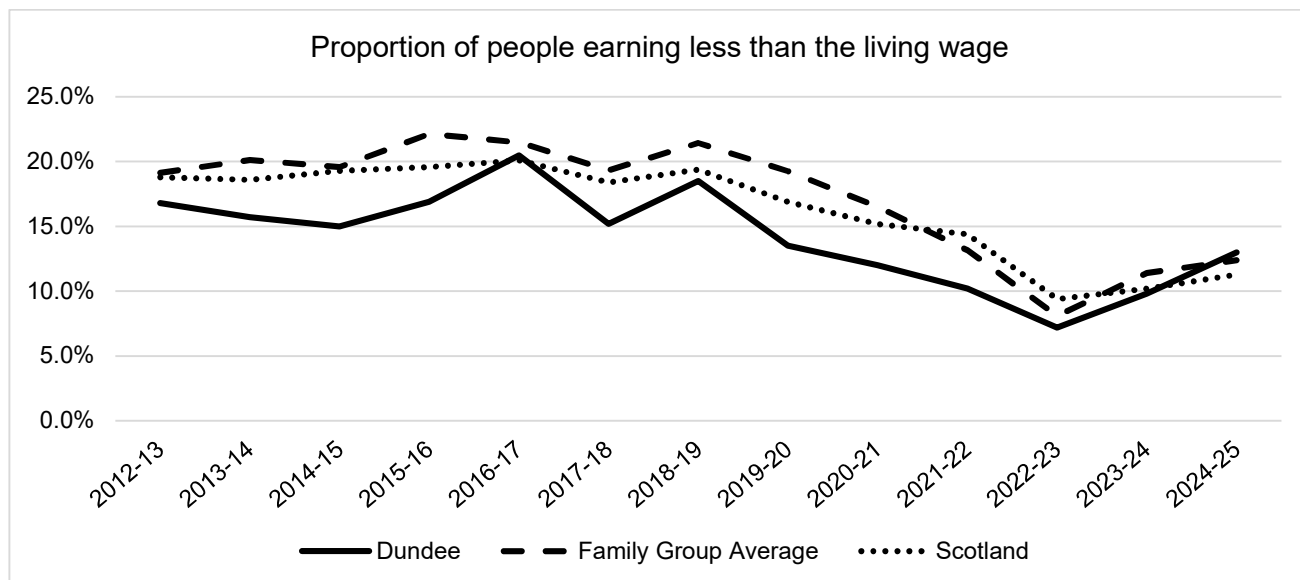
**Performance Context**

The number of business gateway start-ups per 10,000 in Dundee has increased by 19.5% between 2023/24 and 2024/25. In addition, Dundee has a higher rate of start-ups per population than the family group average and is ranked 2<sup>nd</sup> out of 8 urban local authorities within this group meaning that despite current financial challenges, this indicator is currently on target.

To further improve on providing a conducive environment for start-ups and entrepreneurship, within the Council Plan, Dundee City Council has committed to increase the number of start-ups and SMEs in the city and support their expansion. The number of new business start-ups increased to 292 in 2024-25 from 239 in 2023/24.

**Proportion of people earning less than the living wage**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Proportion of people earning less than the Living Wage	12.0%	13.0%	12.4%	5%	15 (↓9)



**Indicator Description**

This indicator measures the percentage of employees (18+) earning less than the real living wage. The real living wage rates have been independently calculated by the Resolution Foundation according to the cost of living based on household goods and services.

Data for this indicator has been collected from the ONS publication ‘Annual Survey of Hours and Earning’.

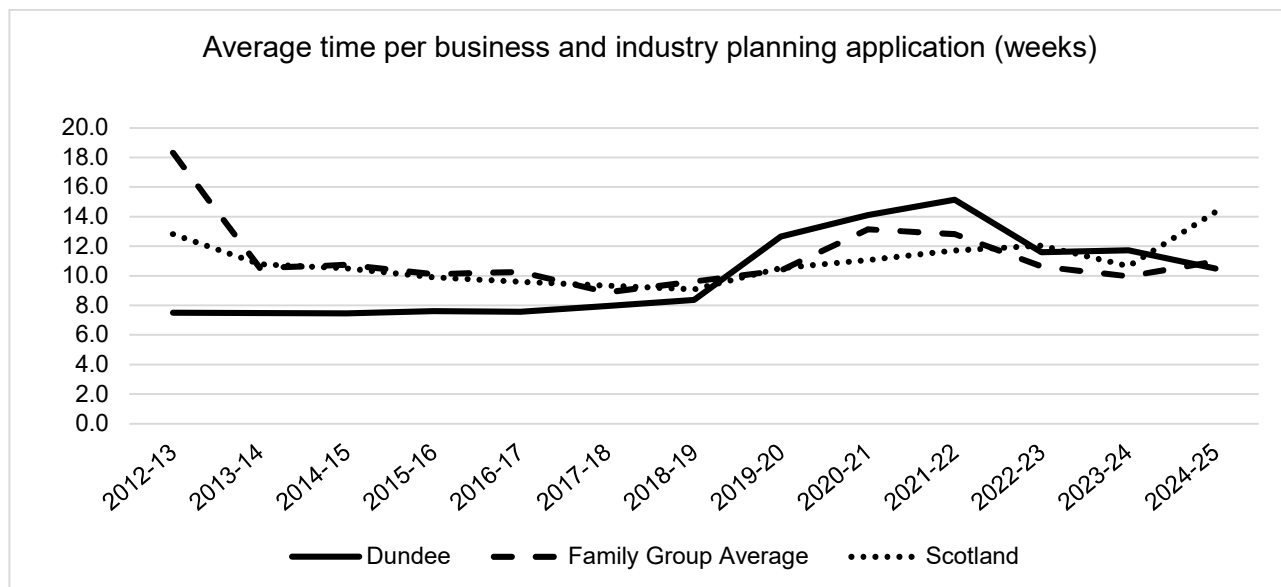
**Performance Context**

The proportion of people earning less than the living wage in Dundee has increased between 2023/24 and 2024/25. For the first time since the baseline year, the figure for Dundee is higher than the family group average, and Dundee is ranked 4<sup>th</sup> out of 6 councils in this group (Inverclyde and Comhairle nan Eilean Siar do not provide data for this indicator), showing that this is an area for improvement compared to other similar local authorities. Dundee is also ranked 15<sup>th</sup> highest across Scottish Councils, a drop of 9 places.

Dundee City Council continues to support employers attain living wage accredited status. As of the 31<sup>st</sup> of March 2026, there are 118 accredited Living Wage employers in Dundee who collectively employ 43,578 people. During 2025/26, 8 new organisations joined the Living Wage Network in Dundee, employing 137 staff and uplifting 58 workers to the real living wage.

**Average time per business and industry planning application (weeks)**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✔	Average time taken to deliver a Business or Industry planning application decision	11.7	10.5	11.0	-5%	12 (↑10)



**Indicator Description**

This indicator measures the average time taken to deliver a local business and industry planning application decision.

For planning applications, developments are put into one of three categories: local, major, or national. The LGBF measure only includes local developments. Local developments include applications for changes to individual houses and smaller developments for new housing (less than 50 homes) as well as applications covering areas of development such as minerals, business & industry, waste management, electricity generation, freshwater fish farming, marine finfish farming, marine shellfish farming, telecommunications, Approval of Matters Specified in Conditions (AMSCs) and other developments. Most applications will be for local developments.

Data is directly taken from the latest 'Planning Performance Statistics' publication on the Scottish Government website.

**Performance Context**

The average time per business and industry planning application has improved in Dundee, decreasing between 2023/24 and 2024/25 by 1.2 weeks to 10.5 weeks. As a result of this improvement, Dundee has reduced the average time to a level which is below the family group average of 11 weeks, meaning that the average planning decision is taking 0.5 weeks less in Dundee compared to the average.


The Council's Planning Service introduced a number of initiatives to help improve application times. This included enhanced staff training, pre-application and advice service, dedicated planning officers and improved communication channels. This data shows that the impact of these measures, along with digital transformation and streamlined processes have had impact on the efficiency of processing applications.

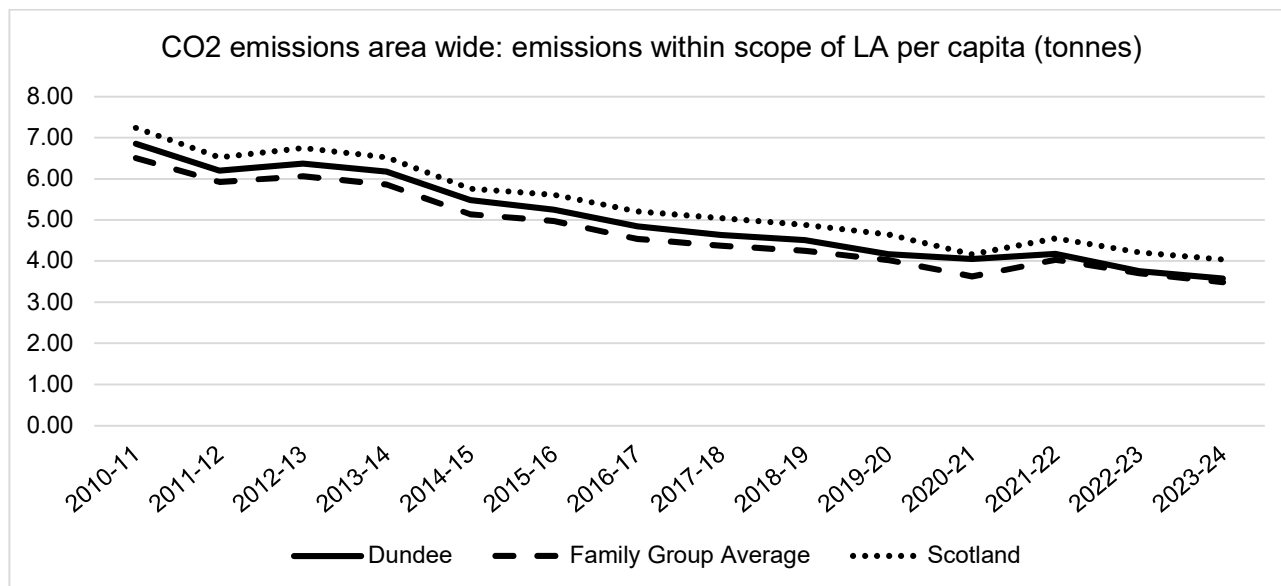
## Tackle Climate Change and Reach Net Zero Emissions by 2045

Status	Performance Indicator	-2 Year	-1 Year	Current Value	Family Group Average	Difference	Short Term Trend	Long Term Trend	Scottish Relative Position	Lead Service
	CO2 emissions area wide: emissions within scope of LA per capita (t CO <sub>2</sub> e) *	4.17	3.76	3.58	3.49	3%			9 (↓1)	NS
	CO2 emissions from Transport per capita (t CO <sub>2</sub> e)	15.77	20.78	14.76	21.21	-30%			6 (↑7)	NS
	Percentage of household waste recycled or composted	35.6%	36.6%	35.1%	42.3%	-17%			29 (↓3)	NS

\* Indicates Data is 2023/24

**CO<sub>2</sub> emissions area wide: emissions within scope of Local Authority per capita**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	CO <sub>2</sub> emissions area wide: emissions within scope of LA per capita (t CO <sub>2</sub> e)*	3.76	3.58	3.49	3%	9 (↓1)



**Indicator Description**

This indicator records the annual carbon dioxide emissions per capita (in tonnes) in the local authority area that are within the scope of influence of the local authority. This excludes certain emissions which it has been considered local authorities are unable to directly influence, including emissions from motorway traffic, emissions from diesel railways, emissions from the Land Use, Land Use Change and Forestry sector and emissions from sites within the EU ETS (except power stations).

Data is collected from the UK Government 'UK local authority and regional carbon dioxide emissions national statistics' publication. Population is taken from the Mid-Year Population Estimates from NRS.

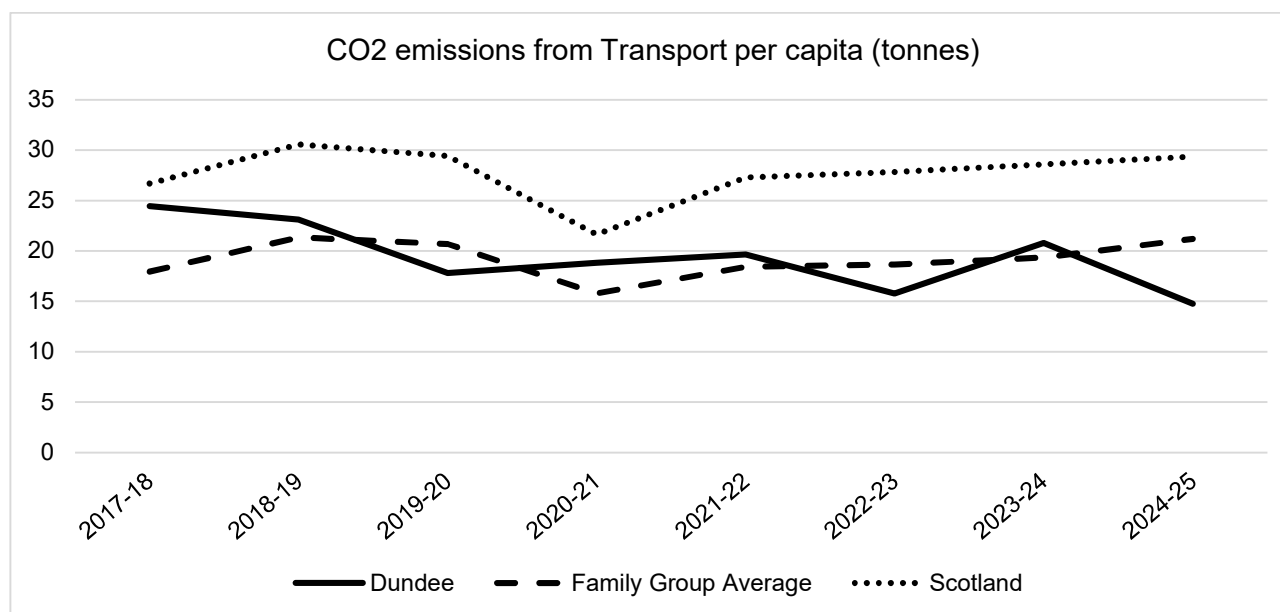
**Performance Context**

Dundee's CO<sub>2</sub> emissions within scope of Local Authority per Capita improved marginally, down from 3.76 in 2023/24 to 3.58 in 2024/25. The improvement is not significant enough in comparison to others and the Council dropped one place nationally. Although Dundee has the 9<sup>th</sup> lowest emissions in scope for this indicator, within the urban family group Dundee is below the average and still sitting 5<sup>th</sup> out of the group of 8 councils with similar characteristics.

Dundee is making steady progress towards its Net Zero commitments. The LEZ is fully operational; the Council has received multiple awards for its drive towards net zero and use of electric vehicles across the fleet. A range of projects within the city centre are underway to support cleaner mobility, sustainable development and regeneration aligned to net zero aims. Progress is also supported by urban planning that prioritises sustainable travel and climate-resilient design.

## CO<sub>2</sub> emissions from Transport per capita

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	CO <sub>2</sub> emissions from Transport per capita (t CO <sub>2</sub> e)	20.78	14.76	21.21	-30%	6 (↑7)



### Indicator Description

This indicator reports carbon dioxide emissions from transport per capita (in tonnes) in the local authority area.

The data for emissions come from 'Annual Local Authority Climate Report', published by Sustainable Scotland Network. Population is taken from the Mid-Year Population Estimates from NRS.


### Performance Context

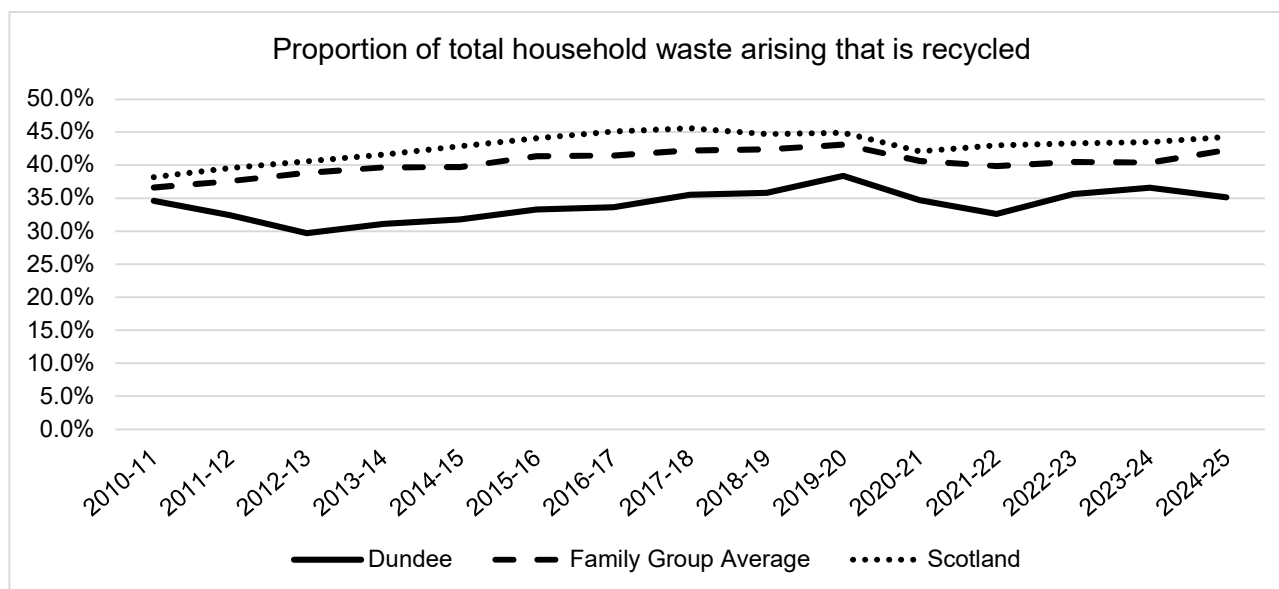
Dundee's CO<sub>2</sub> emissions from Transport per capita has improved by 29% between 2023/24 and 2024/25. Dundee's transport emissions are also now 30% below the family group and are at the lowest level since the baseline year in 2017/18. This improved performance is also reflected in Dundee's relative position in the family group and nationally, being ranked 3<sup>rd</sup> out of 8, and 6<sup>th</sup> out of 32 respectively.

Reducing emissions from transport is a significant challenge, not just for Dundee but for every other area across the country. Dundee is addressing transport emissions and has taken several climate-focused actions. The LEZ will cut emissions from the most polluting vehicles within the city centre, and awards in relation to the implementation of electric vehicles demonstrates leadership in fleet decarbonisation. Several transport-related projects are being delivered under the City Centre Strategic Investment Plan which includes supporting sustainable travel and lower-emission movement around the city. Dundee is also the first local authority to use the ClimateOS platform, modelling emission-reduction pathways including: reducing reliance on fossil-fuel cars, increasing cycling and walking infrastructure and transition targets for transport such as shifting from driving to active travel.

In relation to the Council's Net Zero ambitions, there is clear evidence the Council is making steady progress, however we have more to do in achieving climate goals.

**% of total household waste arising that is recycled**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Percentage of household waste recycled or composted	36.6%	35.1%	42.3%	-17%	29 (↓3)

**Indicator Description**

This indicator shows the percentage of total waste arising that is recycled. It includes waste from household collection rounds, and other household collections such as bulky waste collections, waste deposited by householders at household waste recycling centres recycling points/ bring banks. It excludes non-domestic properties such as hospitals, schools, universities, residential hostels and homes, campsites, caravan sites, self-catering holiday accommodation, public halls, and penal institutions,

Household waste data is available on the SEPA website.













**Performance Context**

The proportion of total household waste recycled has deteriorated in Dundee between 2023/24 and 2024/25. As a result of this deterioration, Dundee's national position has fallen 3 places to 29<sup>th</sup> out of 32 and our recycling rate is 17% lower than the family group average. This indicator therefore remains an area for improvement.


Towards a Waste Free Dundee 2026-30, outlined as part of the new Waste and Recycling Strategy Action Plan, sets out a number of actions and initiatives aimed at increasing recycling rates. This includes behaviour-change programmes aimed at raising awareness, service improvements, reducing waste sent to disposal and reducing contamination of recycling bins (particularly in flatted properties).

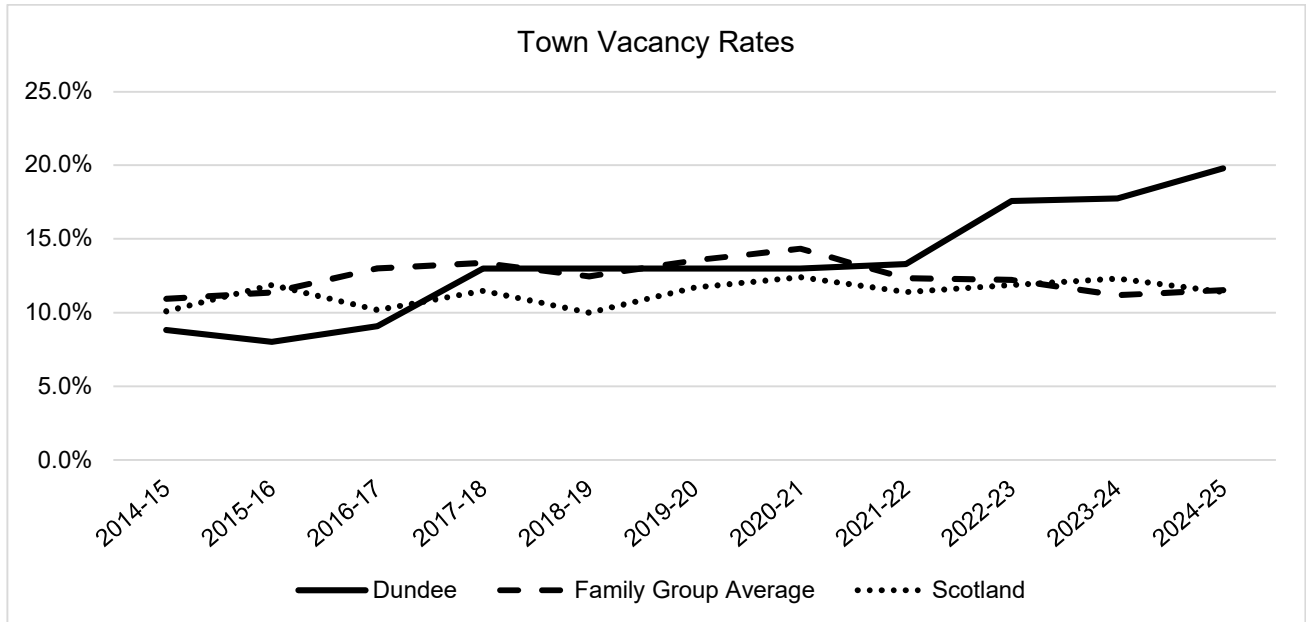
Many of these initiatives are already being implemented and the Council hopes to see a positive change in the data for 2025/26.

## Build Resilient and Empowered Communities

Status	Performance Indicator	-2 Year	-1 Year	Current Value	Family Group Average	Difference	Short Term Trend	Long Term Trend	Scottish Relative Position	Lead Service
	Town vacancy rates	17.6%	17.7%	19.8%	11.5%	72%			31 (↓2)	CD
	Street Cleanliness Score - Streets cleaned to an acceptable standard	86.2%	86.4%	83.2%	88.9%	-6%			30 (↑1)	NS
	% of housing stock meeting SHQS	79.2%	79.0%	80.6%	85.9%	-6%			18 (↓4)	NS
	Average time taken to complete non-emergency repairs (days)	15.8	14.5	15.7	9.6	64%			25 (↓3)	NS

**Town Vacancy Rates**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Town vacancy rates	17.7%	19.8%	11.5%	72%	31 (↓2)



**Indicator Description**

This indicator measures the number of vacant commercial units as a percentage of total units for the local authority's key town centres.

The vibrancy of town centres is a strategic priority for Economic Development and Planning Services. An important measure of the extent to which town centre management / regeneration policies and initiatives are working is the level of vacant units within town centres.

Data for this indicator is submitted by councils as part of their annual return under the SLAED Indicators Framework.


**Performance Context**

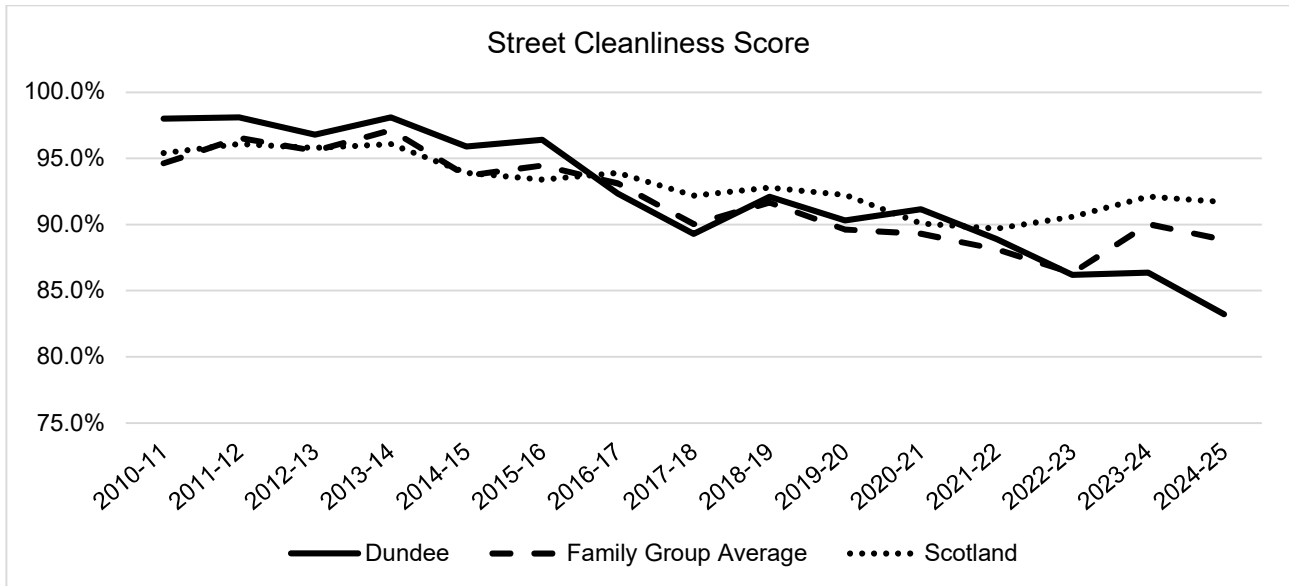
Dundee's town vacancy rates have been increasing since 2021/22 and in 2024/25 are 19.8%, the highest level since the baseline year of 2014/15. Local town vacancy rates in Dundee are 72% more than the family group benchmark. The vibrancy of the town centre is clearly an area of improvement for the Council, and the Strategic Investment Plan sets out our ambitions for the development of the city centre up to 2050.

The Council continues to make significant strides to improving public spaces, including pedestrian areas and green spaces to make the city centre more attractive. This includes the £2 million project to permanently transform Union Street into an accessible pedestrianised space. Investment in the Overgate has seen vacancy rates fall to 2% for the Centre. However, key closures in the Murraygate and Reform Street have had a negative impact. A [public realm and infrastructure improvements for the City Centre's Eastern Quarter](#) document has been published with 8 shortlisted environmental improvements.

The Council continues to involve residents, businesses and other stakeholders in the planning and development process to ensure the plan meets the needs of the community. One current collaborative project is the launch of a Business Improvement District in the City Centre following the approval of 380 eligible businesses. The plan for this district focuses on four main ways of improving the area, making it safer through crime reduction and security initiatives, cleaner with enhanced street cleaning and maintenance, more vibrant with marketing and events, and empowering the business community through support and networking. These improvements will be funded by a 1.5% levy on eligible businesses in the area.

**Street Cleanliness Score**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Street Cleanliness Score - Streets cleaned to an acceptable standard	86.4%	83.2%	88.9%	-6%	30 (↑1)



**Indicator Description**

This is a measure of the quality of the street cleansing services provided by councils. The cleanliness index is achieved following inspection of a sample of streets and other relevant land and includes % of streets receiving A and B code of practice definitions (i.e. no litter and predominately free of litter and refuse with no accumulations).

This data is taken from Keep Scotland Beautiful’s Local Environmental Audit and Management System.


**Performance Context**

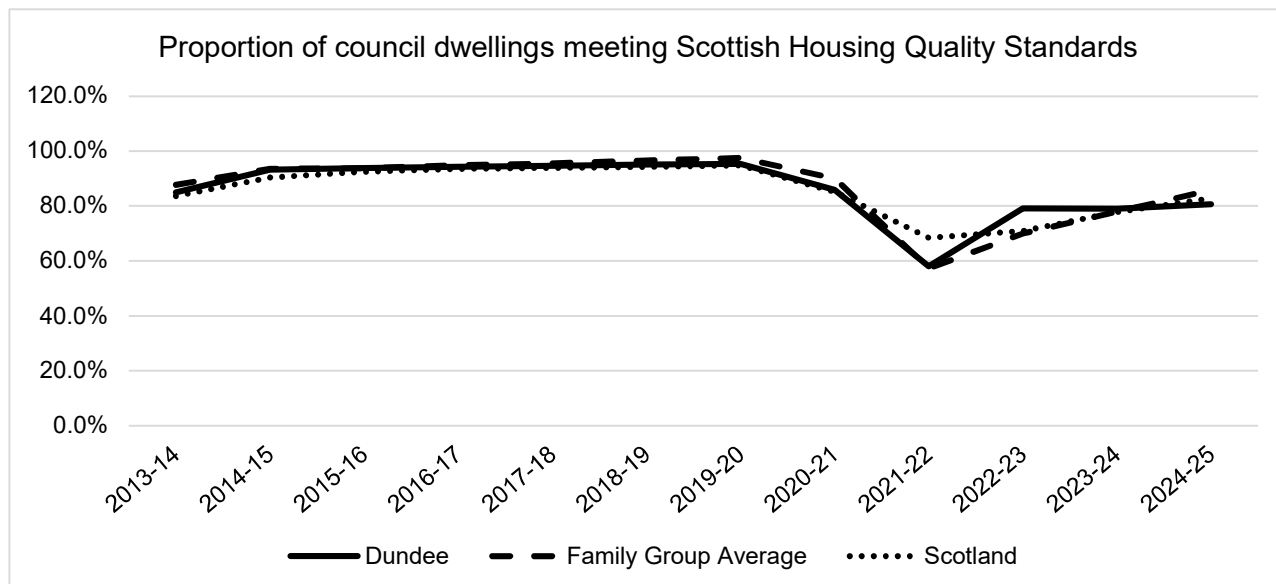
The slight increase in performance in 2023/24 has not been maintained in 2024/25 and Dundee’s street cleanliness score dropped to 83.2%, the lowest level since recording began. A slight dip in the family group and national average has resulted in Dundee moving from 31<sup>st</sup> to 30<sup>th</sup> place, however, the Council still sits at the bottom of the family group, 6% off target.

During 2024/25, Environmental Services continued to strive to improve the score, supported by £200,000 additional revenue funding to support street cleaning across the city. The recruitment of additional seasonal environment staff and ongoing community clean up works took place. Litter management was the focus within the new Take Pride in Your City Action Plan 2024-26.

Despite all of the above efforts, the street cleanliness score has not improved. It may be that 2025/26 data will show the benefit of the interventions; however, the Council is committed to making improvements to the city and will take this action forward as an area for improvement.

**% of council dwellings meeting Scottish Housing Standards**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	% of housing stock meeting SHQS	79.0%	80.6%	85.9%	-6%	18 (↓4)



**Indicator Description**

This indicator measures the percentage of council dwellings that meet the Scottish Housing Quality Standard (SHQS).

The Scottish Housing Regulator collects and publishes this data as part of the Scottish Housing Charter publication.


**Performance Context**

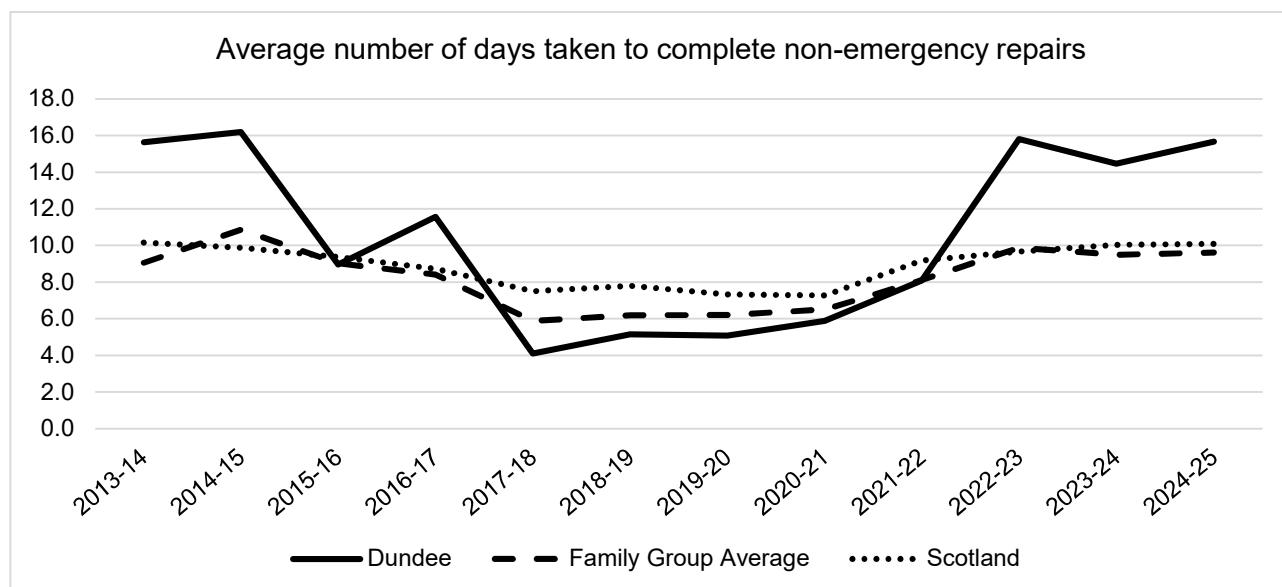
The graph above shows that up until 2020/21, Dundee had a high proportion of dwellings which were meeting Scottish Housing Standards. The number had been increasing year on year over the previous decade. However, due to electrical testing becoming a requirement of SHQS, the percentage of dwellings dropped in 2021/22. Both housing repairs and housing quality were affected by Covid related access issues and subsequent delays in carrying out key safety, inspection, and maintenance services.

Work to clear the backlog of electrical testing from 2021/22 (and those which were due in 22/23) progressed well, and this was reflected in the reported figures for 2022/23 which showed an increase from 58.1% to 79.2%. The Council maintained this level with 79% meeting standards in 2023/24 and 2024/25 data shows an improvement on last year to 80.6%. Despite this improvement, with other Councils also improving, Dundee's national position fell four places to 18<sup>th</sup>. Dundee sits 4<sup>th</sup> in the family group.

The Council has several active programmes aimed at increasing the proportion of homes that meet SHQS. The Council has regular engagement with the Scottish Housing Regulator to ensure ongoing efforts remain targeted, effective and compliant in relation to tenant safety, structural concerns and quality issues.

**Average number of days taken to complete non-emergency repairs.**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Average time taken to complete non-emergency repairs (days)	14.5	15.7	9.6	64%	25 (↓3)



**Indicator Description**

This is the average time taken (expressed in working days) between the earliest date a request is received by the landlord (from either the tenant or a repairs inspector) until the work is satisfactorily completed in the opinion of the landlord.




























The Scottish Housing Regulator collects and publishes this data as part of the Scottish Housing Charter publication.

**Performance Context**

The Council's response time for non-emergency repairs has deteriorated from 14.5 days in 2023/24 to 15.7 days in 2024/25. This has reversed the decrease between 2022/23 and 2023/24, and Dundee remains well above the family group average 9.6 days.

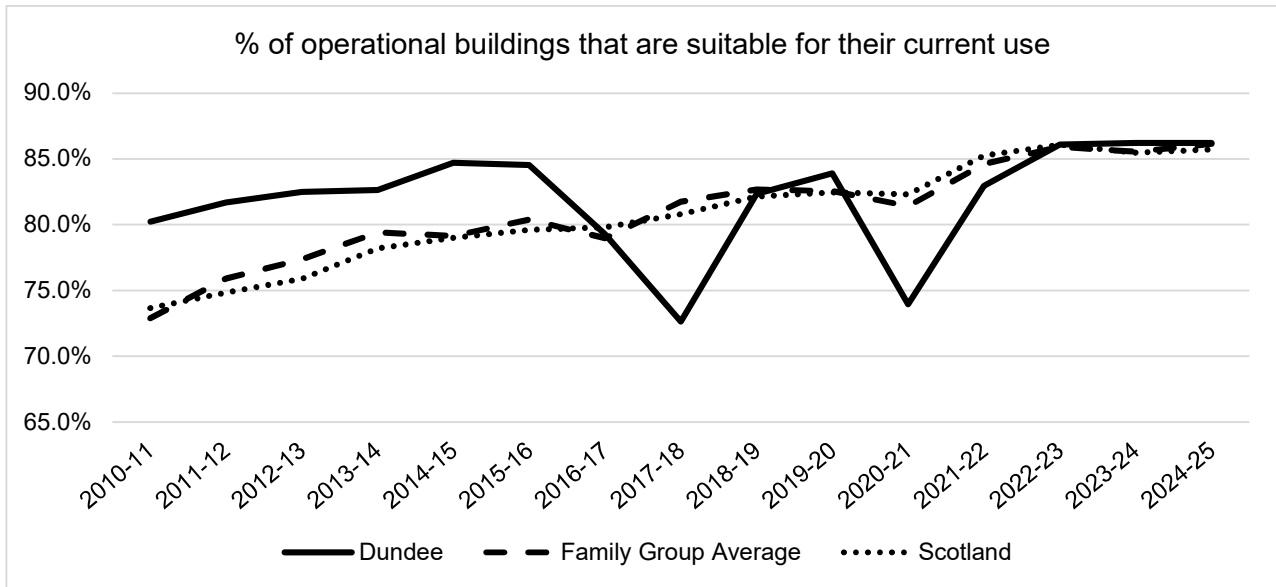
However, following the approval of The Housing Repairs and Relets Plan, alongside the delivery of the plan to remove the repairs and relet backlog, work to modernise the design and delivery of the repairs service to deliver greater levels of customer satisfaction and value for money took place. Since implementation, there has been an improving trend with this indicator. In September 2024, the Council took on average over 16 days to complete a non-emergency repair. Since then, almost every month, this figure has reduced. By the end of 2025, the Council had improved response time to just over 11 days, an improvement, on average, of approximately 5 days. This data from the 2025/26 year shows that the redesign of systems and processes has made a positive difference and will be reflected in the LGBF data next year. This indicator continues to be monitored on a monthly basis by Council Leadership Team.

## Design a Modern Council

Status	Performance Indicator	-2 Year	-1 Year	Current Value	Family Group Average	Difference	Short Term Trend	Long Term Trend	Scottish Relative Position	Lead Service
	% of operational buildings that are suitable for their current use	86.1%	86.2%	<b>86.2%</b>	<b>86.1%</b>	0%			19 (↑1)	CD
	% of internal floor area of operational buildings in satisfactory condition	81%	81%	<b>81%</b>	<b>90.1%</b>	-10%			29 (↑1)	CD
	Sickness absence days per employee (non-teacher)	16.2	17.5	<b>17.9</b>	<b>14.7</b>	22%			31 (↓1)	CS
	Sickness absence days per teacher	6.1	7.9	<b>7.8</b>	<b>7.2</b>	8%			14 (↑3)	CF
	Gender pay gap	0.3%	-1.2%	<b>-1.5%</b>	<b>0.4%</b>	-475%			12 (=)	CS
	Actual outturn as a percentage of budgeted expenditure	97.8%	101.6%	<b>101.2%</b>	<b>101.3%</b>	0%			22 (↓2)	CS
	Uncommitted General Fund Balance as a % of council annual budgeted net revenue	2.2%	2.1%	<b>1.7%</b>	<b>1.9%</b>	-11%			24 (↓8)	CS
	Total useable reserves as a % of council annual budgeted revenue	19.2%	19.7%	<b>15.7%</b>	<b>20.1%</b>	-22%			21 (↑1)	CS
	Reliance on Reserves as a % of Net Expenditure	0.1%	0.9%	<b>1.5%</b>	<b>0.7%</b>	114%			26 (↓7)	CS

**% of operational buildings that are suitable for their current use**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	% of operational buildings that are suitable for their current use	86.2%	<b>86.2%</b>	86.1%	0%	19 (↑1)



**Indicator Description**

This indicator measures the proportion of operational buildings that are suitable for their current use. “Operational accommodation” is all property used for the delivery of services. It includes schools and temporary buildings but excludes rented housing stock and properties available for commercial let. “Suitable for its current use” means assessed using the SEMP core facts criteria as either performing well and operating efficiently or performing well but with minor problems.


Councils return this data direct to the Improvement Service.

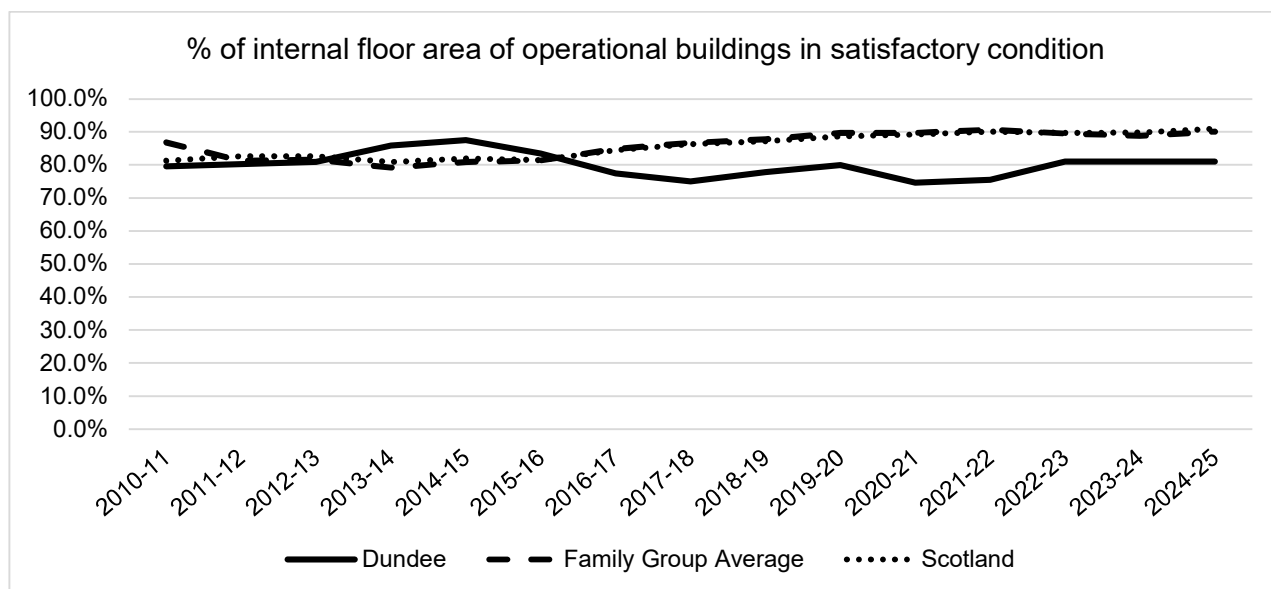
**Performance Context**

Dundee City Council’s proportion of operational buildings in satisfactory condition has again been maintained at 86.2% for a consecutive year. As Dundee remains marginally higher than the family group average, this indicator is on target. Dundee’s ranking has improved from 20<sup>th</sup> to 19<sup>th</sup> nationally.

A ten-year Property Rationalisation Strategy is being developed, ensuring that the Council explores every opportunity and takes the necessary steps to increase this proportion further. The Strategy will ensure the Council continues to work and support colleagues across all Services, Leisure and Culture Dundee and wider partnerships, including community groups, to identify potential areas within the portfolio where the Council can vacate from existing older and less efficient properties to provide services from alternative modern functional premises.

**% of internal floor area of operational buildings in satisfactory condition**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	% of internal floor area of operational buildings in satisfactory condition.	81%	<b>81%</b>	<b>90.1%</b>	-10%	29 (↑1)



**Indicator Description**

This indicator measures the proportion of internal floor area of operational buildings in satisfactory condition. “Gross internal floor area” is defined as the total internal floor surface area within the external walls. It includes space in cupboards, toilets, and cloakrooms etc. “Operational accommodation” is all property used for the delivery of services. It includes schools and temporary buildings but excludes rented housing stock and properties available for commercial let. “Satisfactory condition” means assessed using the condition categories as specified in the Federation of Property Societies as either performing as intended and operating efficiently or performing as intended but showing minor deterioration.


Councils return this data direct to the Improvement Service.

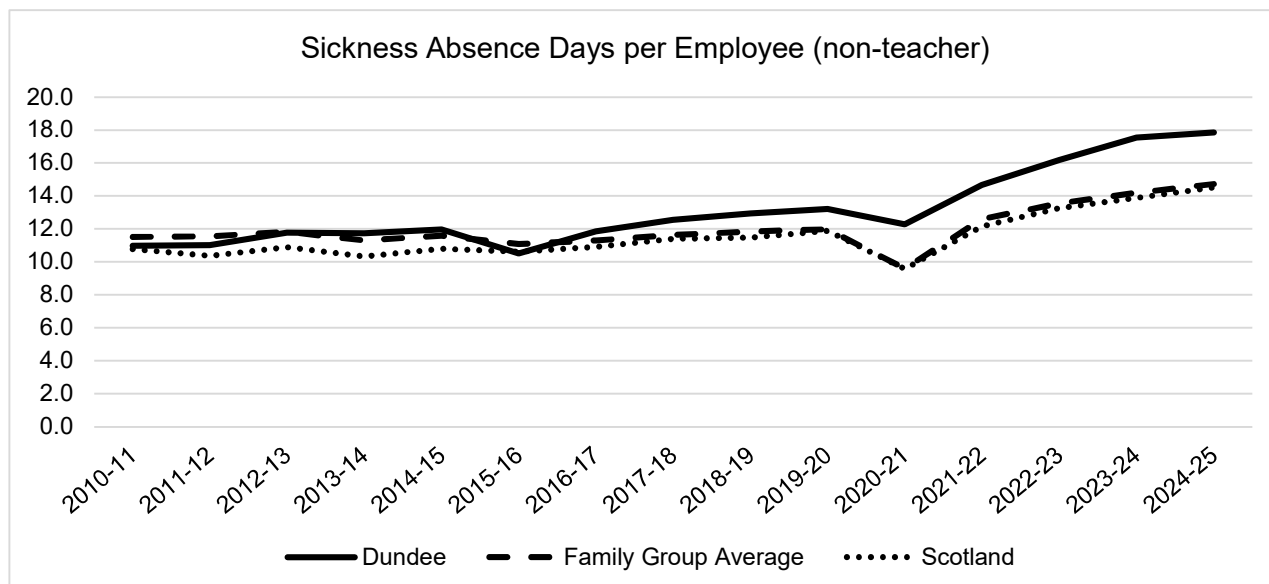
**Performance Context**

Dundee has maintained a level of 81% for the third consecutive year and improved the national position by one place. However, this is still 10% below the benchmark. As already stated, a new ten-year Property Rationalisation Strategy is being developed and key workstreams identified.

The demolition of buildings in poor condition is also a way to reduce the Council’s property footprint and reduce repair costs. The planned demolition of Clepington Road Depot MOT side building is on hold awaiting a decision from Contracts Services on their future building planning. The opening of Greenfield Academy in August 2025 saw the merger of Braeview Academy and Craigie High School with both former schools now no longer operational and programmed for demolition. Kirkton Community Centre is also being demolished.

**Sickness absence days per employee (non-teacher)**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Sickness absence days per employee (non-teacher)	17.5	<b>17.9</b>	<b>14.7</b>	22%	31 (↓1)



**Indicator Description**

This indicator calculates the sickness absence days per employee by dividing the total number of days lost per year through sickness absence by the total number of FTE staff. Total number of days lost per year through sickness absence includes absence, which is self-certified, certified by a GP, long-term (even if staff are unpaid), industrial injury or disability. Authorised leave, which is not sickness absence, e.g., annual leave, school closure days, maternity, paternity, adoption, maternity support, parental leave, or other similar authorised absence which is not sickness absence is not included.

Total number of FTE staff includes all permanent, temporary, or fixed term staff no matter how long they have been employed by the council. All casual/ supply employees who have no contract hours, and agency staff are to be excluded from the calculations. Part time staff are also included by calculating the FTE for both the numerator and denominator on a consistent basis. For example, where the standard working week for full time employees is 36.25 hours, someone working a 15hr week counts as 41% FTE, therefore, such a part time staff with 9 shifts lost due to sickness absence would have  $9 \times .41 = 3.7$  days sickness absence.

Councils return this data direct to the Improvement Service.


**Performance Context**

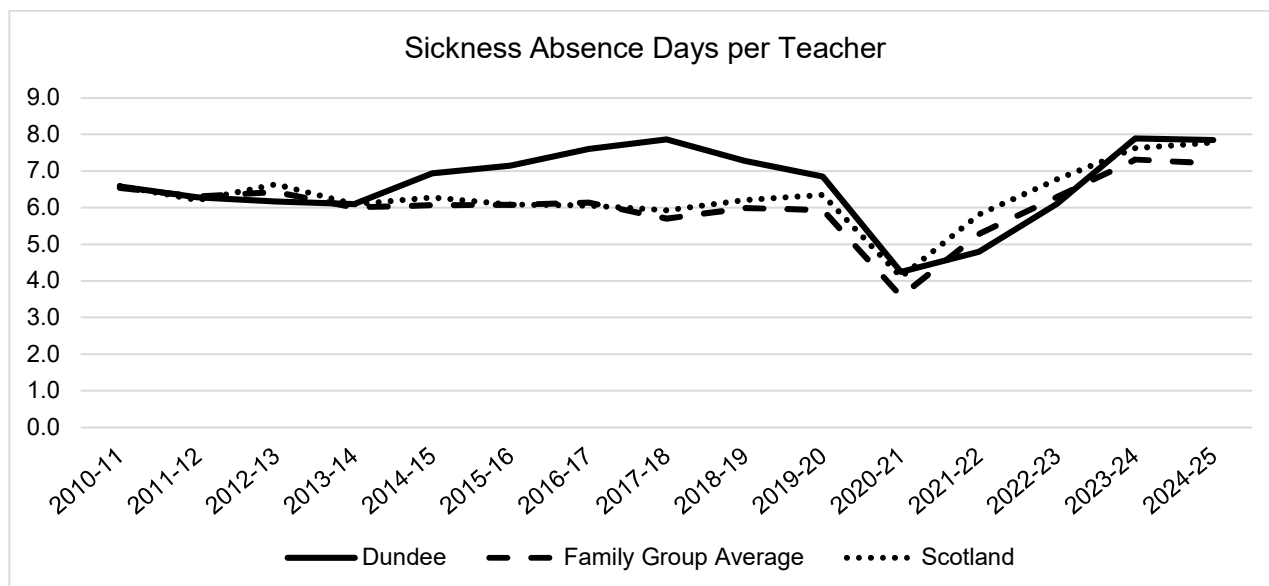
Sickness absence days per employee (non-teacher) increased in Dundee City Council between 2023/24 and 2024/25. The last two years of LGBF data therefore shows that non-teacher employee absence has increased from 14.7 days in 2021/22 to 17.9 days in 2024/25. While this follows a similar trend to the national and family group average, Dundee is notably above the benchmark with, on average, 3 more days lost to sickness compared with our family group average.

There is more recent data available which shows an improving situation. The indicator was at its highest in January 2025 where there were 18.41 days lost per employee. This has reduced through 2025 to 17.05 days in January 2026. The number of initiatives put in place to support employees are having a positive impact on absence and employee wellbeing remains a key priority for the Council.

Improving attendance at work remains a standing item on the agenda every month for Council Leadership Team.

## Sickness Absence Days per Teacher

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Sickness absence days per teacher	7.9	7.8	7.2	8%	14 (↑3)



### Indicator Description

This indicator calculates the sickness absence days per teacher by dividing the total number of days lost per year through sickness absence by the total number of FTE staff. Total number of days lost per year through sickness absence includes absence, which is self-certified, certified by a GP, long-term (even if staff are unpaid), industrial injury or disability. Authorised leave, which is not sickness absence, e.g., annual leave, school closure days, maternity, paternity, adoption, maternity support, parental leave, or other similar authorised absence which is not sickness absence is not included.

Total number of FTE staff includes all permanent, temporary, or fixed term staff no matter how long they have been employed by the council. All casual/ supply employees who have no contract hours, and agency staff are to be excluded from the calculations. Part time teachers are also included by calculating the FTE for both the numerator and denominator on a consistent basis. For example, where the standard working week for full time employees is 36.25 hours, someone working a 15hr week counts as 41% FTE, therefore, such a teacher with 9 shifts lost due to sickness absence would have  $9 \times .41 = 3.7$  days sickness absence.

Councils return this data direct to the Improvement Service.

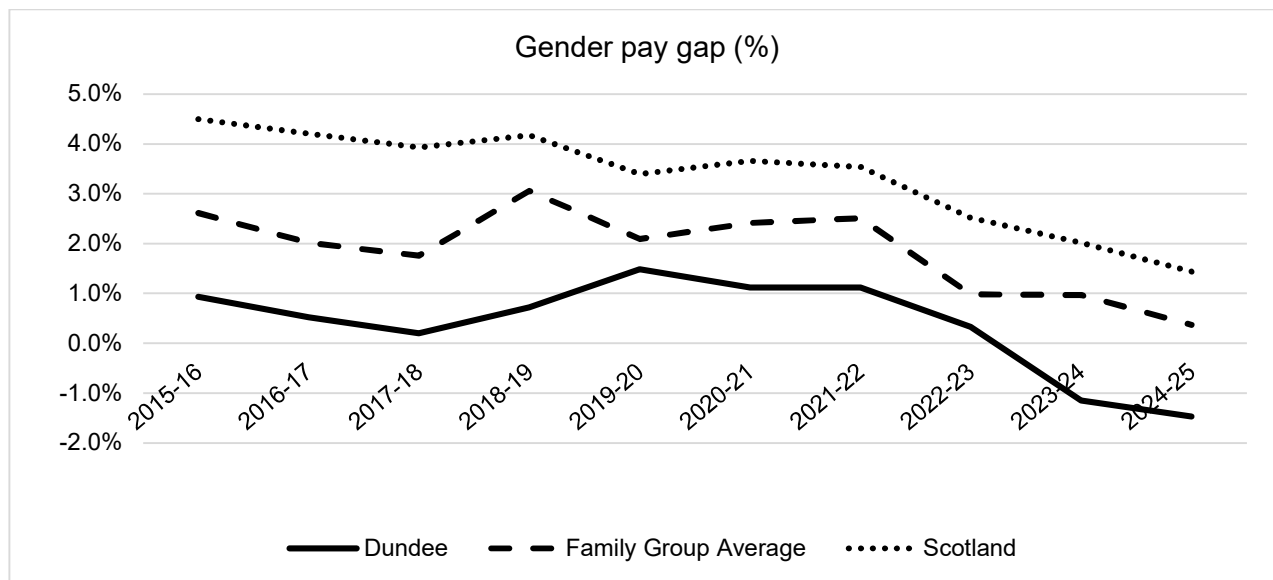
### Performance Context

Sickness absence days per teacher has improved in Dundee City Council between 2023/24 and 2024/25 with the Council moving up into the top half nationally. At 7.8 days in 2024/25, the Council remains 8% behind the family group average. As with non-teacher absence, more recent data, monitored closely by managers, senior leaders and on a monthly basis by Council Leadership Team, shows an improving trend over the last year for all employee groups. In January 2025 there were 8.35 days lost per employee. This has reduced through 2025 to 7.01 days in January 2026.

Improving attendance at work remains a standing item on the agenda of Council Leadership Team every month.

**The gender pay gap (%)**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✔	Gender pay gap	-1.2%	-1.5%	0.4%	-475%	12 (=)



**Indicator Description**

The gender pay gap is the percentage difference between men’s and women’s hourly pay. This is calculated as the difference between average hourly rate of pay for male staff and average hourly rate of pay for female staff divided by the average hourly rate of pay for male staff. A positive figure indicates male employees are, on average, paid more per hour than female employees, while a negative figure indicates that female employees are, on average, paid more per hour than male employees.

All council staff are included in this calculation. The figures reported should be the number of staff employed by the council on 31 March. For this calculation, any fringe benefits (such as leases of free cars, health insurance, and a range of non-cash benefits) and any overtime pay are excluded.

Councils return this data annually direct to the Improvement Service.

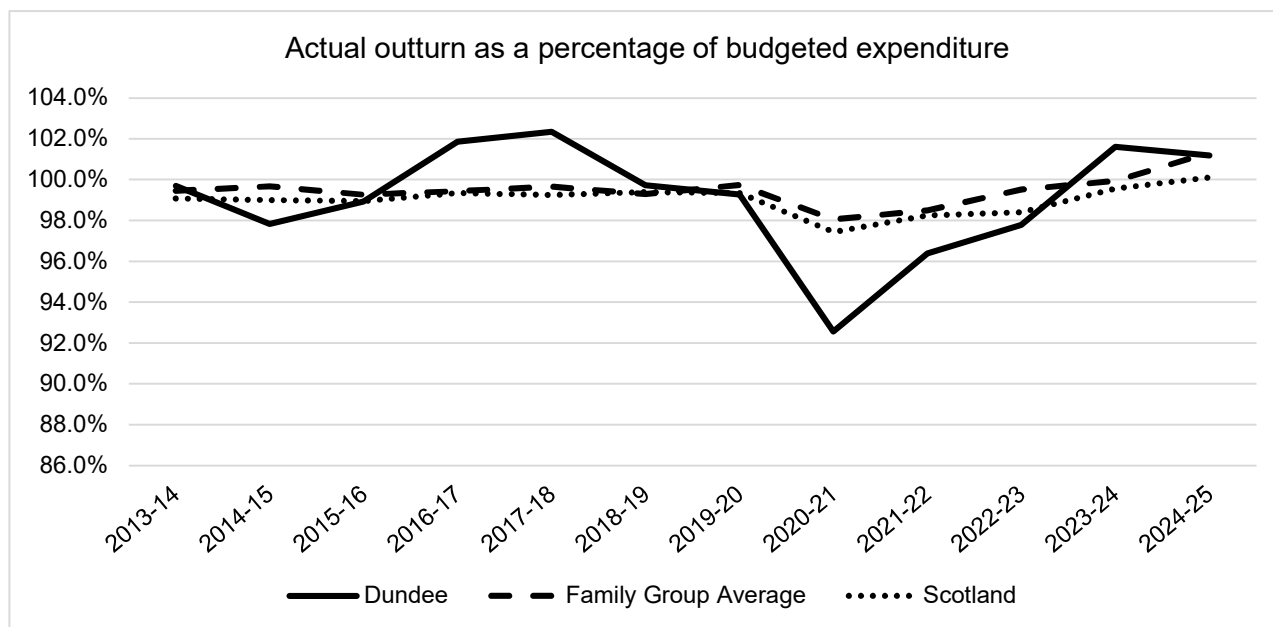
**Performance Context**

The aim of the gender pay gap indicator is to be as close to zero as possible. Dundee has consistently performed well for this indicator compared to the Family Group and Scottish averages, indicating that Dundee City Council is fulfilling its commitments for equal opportunities.

Dundee City Council commits in the Council Plan to firstly have adaptable and flexible structures which promote working across organisational boundaries with greater employee empowerment, integrated teams, and agile workforce and secondly to have a values-based culture that will unlock and develop the skills and potential of our workforce.

**Actual outturn as a percentage of budgeted expenditure**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Actual outturn as a percentage of budgeted expenditure	101.6%	101.2%	101.3%	0%	22 (↓2)



**Indicator Description**

This indicator measures actual outturn as a percentage of budgeted expenditure (per Actual Outturn Report submitted to Committee).

Councils return this data direct to the Improvement Service as part of the annual LGBF Finance Collection.


This is a goldilocks indicator, with Council's being ranked on how close they are to 100%.

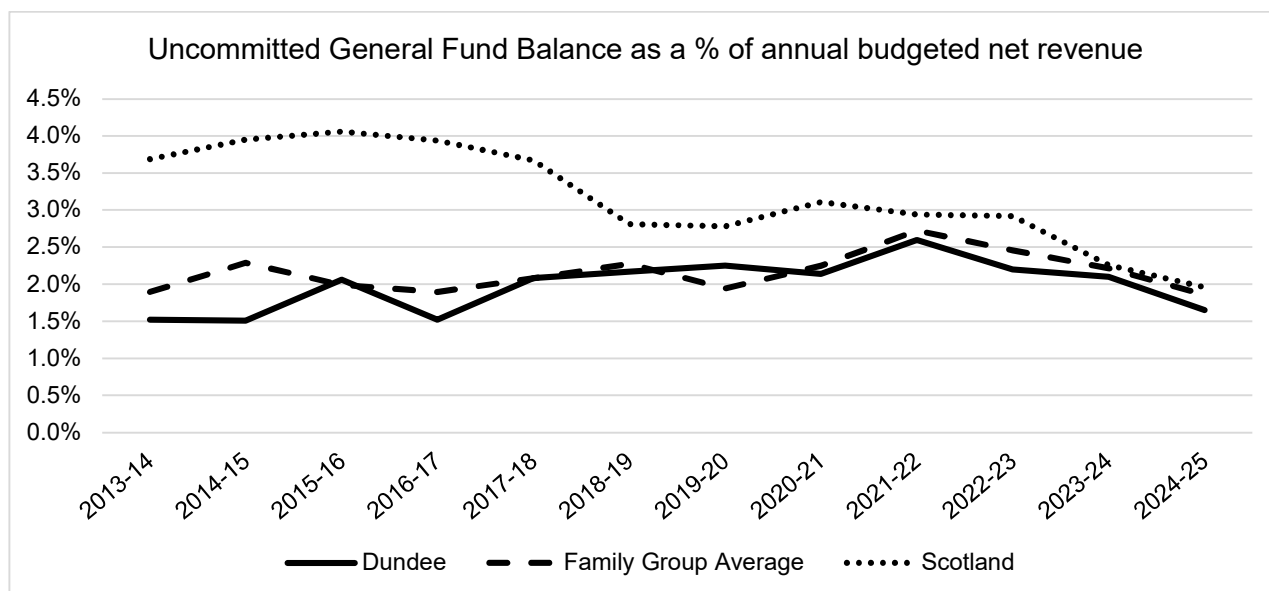
**Performance Context**

Dundee City Council's actual outturn as a percentage of budgeted expenditure has improved from 2023/24 to 2024/25. The actual outturn for 2024/25 reduced by 0.4% to 101.2% from 101.6% in 2023/24, and Dundee ranks 4<sup>th</sup> within the family group, although it compares less favourably with Scotland as a whole, being ranked 22<sup>nd</sup>. Although overbudget, it is within a manageable range. This is evidencing a continued commitment to sound financial management and regular budget monitoring to Elected Members.

Maintaining spend within budget over the last few years has been challenging and is evidence the Council is committed to its transformation programme to being lean and efficient with a clear set of priorities that deliver for Dundee citizens and communities, focusing resources where they can make the biggest difference.

## Uncommitted General Fund Balance as a % of council annual budgeted net revenue

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Uncommitted General Fund Balance as a % of council annual budgeted net revenue	2.1%	1.7%	1.9%	-11%	24 (↓8)



### Indicator Description

This indicator is calculated as the ratio of uncommitted general fund balance to net revenue expenditure.


Councils return this data direct to the Improvement Service as part of the annual LGBF Finance Collection.

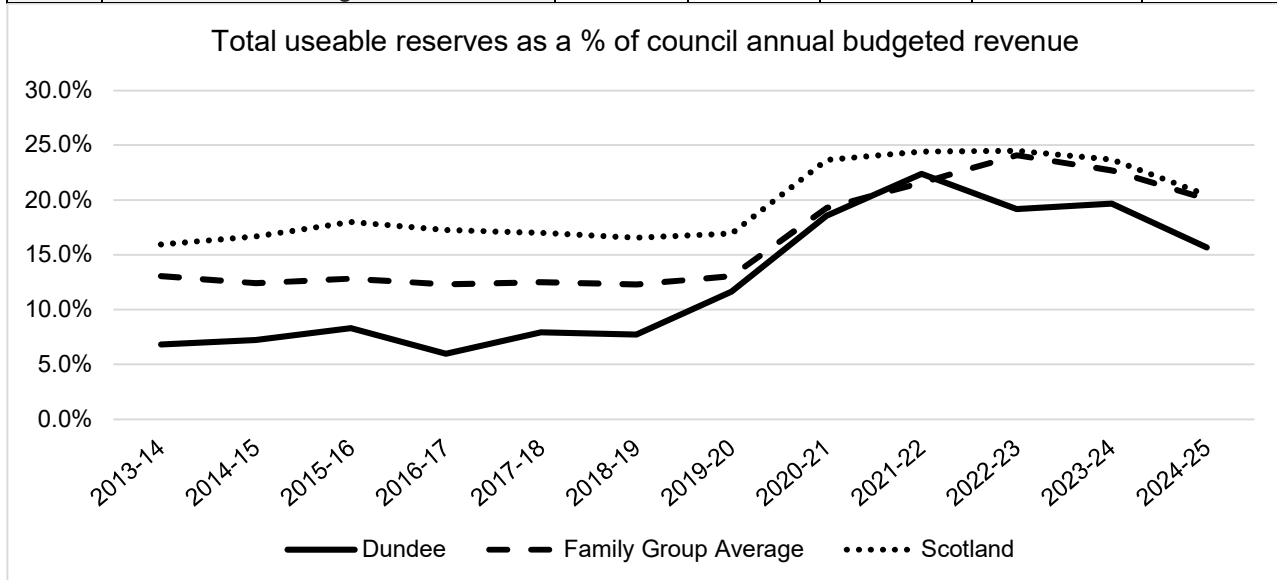
### Performance Context

The Council's long-term financial strategy aims to maintain healthy reserve levels to manage financial risks and support long term sustainability. It outlines measures to manage budget shortfalls, including the use of reserves. The Council aims to retain 2% of revenue budget to ensure financial stability, provide a buffer for unexpected expenditures, revenue shortfalls and to maintain priority service delivery.

Dundee City Council's uncommitted general fund balance as a % of annual budgeted net revenue has fallen to 1.7% between 2023/24 and 2024/25, falling below 2% for the first time since reporting began in 2019/20 and significantly below the preferred minimum to ensure financial stability. Unallocated reserves have now fallen below 2 per cent for the family group average as well, reflecting financial fragility across councils similar to Dundee.

### Total useable reserves as a % of Council annual budgeted revenue

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Total useable reserves as a % of council annual budgeted revenue	19.7%	15.7%	20.1%	-22%	21 (↑1)



#### Indicator Description

This indicator is calculated as the ratio of total usable reserves to council annual budgeted revenue. Definitions include:

- Total usable reserves from as per Movement in Reserves Statement should be used.
- The budget is the approved budget for the start of the year.
- Total usable reserves should include Capital Grants Unapplied and Capital Fund.


Councils return this data direct to the Improvement Service as part of the annual LGBF Finance Collection.

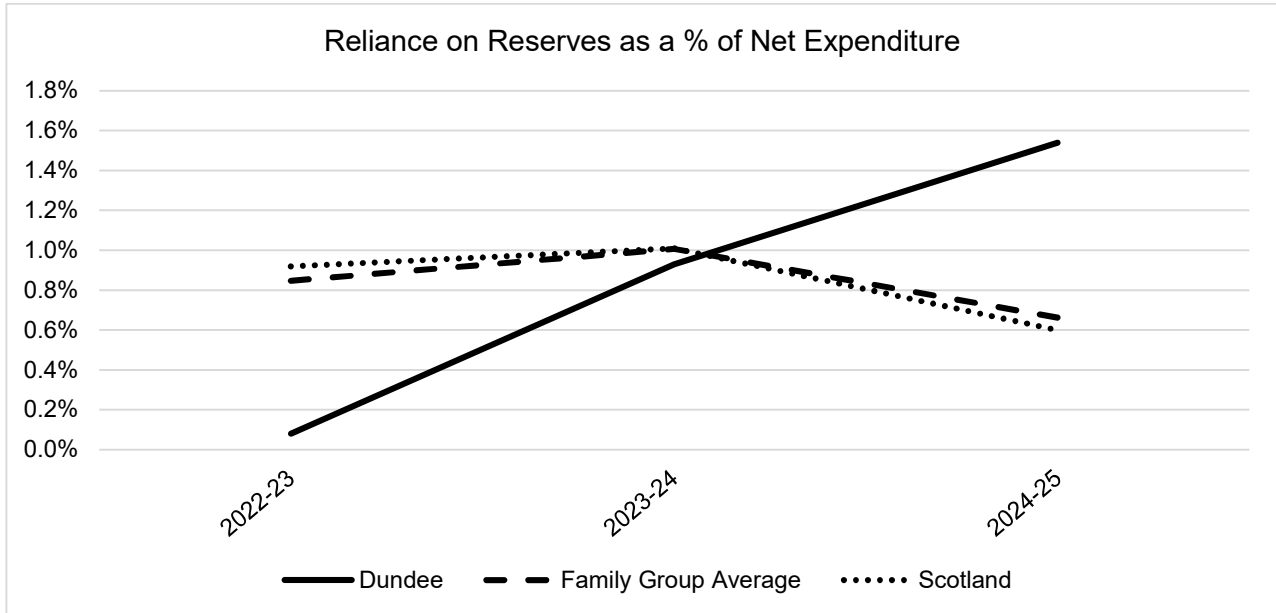
#### Performance Context

Dundee City Council's total useable reserves as a % of council annual budgeted revenue reduced by 4% between 2023/24 and 2024/25, moving the Council to more than 20% away from the family group benchmark. Dundee is not in an exceptional position, Audit Scotland report this is typical across all Scottish Local Authorities. The national picture shows useable reserves fell by around 7% between 2023/24 and 2024/25.

Reliance on the use of reserves is identified as a key area for improvement for the coming year (see relevant indicator below). The reduction in useable reserves provides the Council with less protection against income shortfalls, cost pressures and other unforeseen situations.

**Reliance on Reserves as a % of Net Expenditure**

Status	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Reliance on Reserves as a % of Net Expenditure	0.9%	1.5%	0.7%	114%	26 (↓7)



**Indicator Description**

This indicator shows approved use of reserves to address identified revenue budget gaps during budget setting, as defined by, and provided, to Audit Scotland in support of the Accounts Commissions 'Local Government Budgets' publication.

**Performance Context**

The Council's reliance on the use of reserves as a % of new expenditure has increased from 0.1% in 2022/23 to 1.5% in 2024/25. In contrast to the averages for the family group and nationally, Dundee is continuing on a deteriorating trajectory. In light of this and the commentary on the position in relation to the two indicators above, the Council will be taking this forward as a key area for improvement over next year and beyond.

With falling useable reserves, tightly constrained, reducing balances and increasing reliance on non-recurring measures to sustain services, the Council needs to take action to reduce reliance on reserves. Moving forward into 2026/27, this is a key area for improvement for the Council

**REPORT TO:** CITY GOVERNANCE COMMITTEE - 22 JUNE 2026

**REPORT ON:** NON-DOMESTIC RATES DISCRETIONARY AND HARDSHIP RELIEF POLICY

**REPORT BY:** EXECUTIVE DIRECTOR OF CORPORATE SERVICES

**REPORT NO:** 121-2026

## **1.0 PURPOSE OF REPORT**

- 1.1 The purpose of the report is to provide members with details of the Council's Non-Domestic Rates (NDR) Discretionary and Hardship Relief Policy that exists to offer additional support by granting discretionary relief to charities, organisations and other businesses in exceptional circumstances.

## **2.0 RECOMMENDATIONS**

- 2.1 The Committee is asked to note the information in this report including the Council's NDR Discretionary and Hardship Relief Policy attached in Appendix 1.

## **3.0 FINANCIAL IMPLICATIONS**

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

## **4.0 BACKGROUND**

- 4.1 Non-Domestic Rates Discretionary Relief is provided for under Section 4 of the Local Government (Financial Provisions etc.) (Scotland) Act 1962, as amended. The legislation allows local authorities to grant discretionary relief from the payment of non-domestic rates where they consider it appropriate to do so.
- 4.2 Eligible organisations, including charities and non-profit bodies, may receive mandatory relief of 80%, where they occupy premises and use them wholly or mainly for charitable purposes. Local Authorities have discretion to award the remaining 20% as discretionary relief. Where this 20% discretionary relief is granted, 75% is reimbursed by Scottish Government and 25% is directly met by the Local Authority.
- 4.3 Discretionary relief is not an automatic entitlement and is considered on a case-by-case basis, having regard to local policy and individual circumstances. In determining applications to award discretionary relief, consideration may be given where organisations:
- operate, primarily, to provide benefit to Dundee residents and taxpayers
  - provide and maintain grounds and buildings used for the purposes of leisure time occupation and these facilities are available to members of the public at large

- 4.4 In addition, local authorities also have discretion to award hardship relief where it is satisfied the circumstances are exceptional and the ratepayer would otherwise suffer significant financial hardship. In awarding any hardship relief, consideration would be given to the specific financial circumstances of the applicant and satisfactory evidence of this would require to be provided demonstrate their case. Hardship relief can be awarded to a value of 100%. Where this granted, the full cost of any relief is directly met by the Local Authority.
- 4.5 As set out in the delegation of powers to officers that are included within the Standing Orders of the Council and Schemes of Administration (Article V of the Minute of Meeting of the City Governance Committee 22 September 2025, Report No 293-2025 refers), the Executive Director of Corporate Services has authority to deal with remission of relief of rates applications, including hardship relief.

## 5.0 CURRENT POSITION

- 5.1 The following table details the current position in terms of discretionary or hardship reliefs currently awarded from Dundee City Council. It is noted there are currently 342 properties in Dundee in receipt of discretionary relief in financial year 2026/27. As outlined in paragraph 4.2, where top up discretionary relief is awarded, 25% is funded through the Council's Revenue Budget. There are currently no awards of relief on the basis of hardship that have been granted.

Description	Value
Total Liability Amount	£7,539,133
Discretionary Top Up Relief (20%)	£1,563,315
Hardship Relief	£0
<b>Total Cost to DCC</b>	<b>£390,829</b>
<b>DCC 2026/27 Budget allocation</b>	<b>£392,000</b>

## 6.0 POLICY IMPLICATIONS

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 was consulted in the preparation of this report.

Dundee City CouncilNon-Domestic Rates Discretionary and Hardship Relief Policy**1. Introduction**

Non-Domestic Rates (NDR), also known as business rates, are a tax levied on non-domestic lands and heritages in Scotland, in accordance with Part II of the Local Government (Scotland) Act 1975, as amended.

NDR are payable by the person entitled to occupy a non-domestic property and are calculated by applying the non-domestic rate poundage, set annually by the Scottish Ministers, to the property's rateable value as entered in the Valuation Roll.

The rateable value is determined independently by the Assessor for Tayside Valuation Joint Board and represents the net annual value at which the property might reasonably have been expected to let at the statutory valuation date.

Dundee City Council is responsible for the billing and collection of NDR within its area and income from NDR contributes to the funding of local authority services.

Liability for NDR may be reduced or removed through statutory reliefs, including mandatory reliefs, and through the award of discretionary relief granted by Dundee City Council under the relevant provisions of non-domestic rating legislation and associated Scottish Government guidance.

Discretionary Relief can be granted to/for the following: -

- Charitable/Non-Profitmaking Organisations
- Sports Clubs
- Hardship (limited to exceptional circumstances)

**2. Legislative Background**

This policy sets out how the Council will exercise its discretionary powers to award NDR Discretionary Relief under relevant Scottish legislation including:

- The Local Government (Financial Provisions etc.) (Scotland) Act 1962, as amended
- The Local Government (Scotland) Act 1975, as amended
- The Community Empowerment (Scotland) Act 2015
- Charities and Trustee Investment (Scotland) Act 2005
- Non-Domestic Rating (Rural Areas and Rateable Value Limits) (Scotland) Order 2005
- The Non-Domestic Rating (Scotland) Act 2020

### **3. Scope of the Policy**

This policy applies to:

- Occupiers or ratepayers of non-domestic properties within the Council area
- Applications for discretionary relief that are not automatically granted through mandatory relief schemes
- Requests for relief in exceptional or unforeseen circumstances

This policy does not replace statutory mandatory reliefs but operates alongside them.

### **4. Principles**

In administering discretionary relief, the Council will be guided by the following principles:

- Fairness and consistency
- Transparency and accountability
- Value for public money
- Support for communities
- Economic wellbeing and inclusivity

### **5. Roles and Responsibilities**

The Council will ensure that transactions are governed by robust controls, with clear segregation of duties. Financial decisions will be made by identified officers and reviewed by appropriate managers. These arrangements will be clearly detailed in relevant service operation manuals.

### **6. Definition of Exceptional Circumstances**

Exceptional circumstances may include, but are not limited to:

- Severe financial hardship
- Significant community, economic or social benefit, where awarding relief would provide a clear and demonstrable benefit to the wider Dundee community
- Clear evidence that refusal of relief would result in an inequitable outcome
- Situations not reasonably foreseen when this policy was adopted

Each case will be determined on its individual merits.

### **7. Assessment Criteria**

When considering discretionary or hardship relief, regard may be given to:

- The nature of the business, organisation or activity
- Community, economic or social benefit
- Employment impact

- Availability of other support or relief
- Previous awards of discretionary relief
- The cost to the public purse
- The financial position of the ratepayer

No single factor will be decisive.

## 8. Duration and Percentage of Relief

- Relief may be awarded for a fixed period or ongoing basis, as determined by officers
- Hardship Relief may be awarded up to 100% at the Council's discretion
- Awards are subject to review and withdrawal if circumstances change

## 9. Review of Decisions

There is no statutory right of appeal against discretionary relief decisions. However, applicants may request a review only where:

- New or relevant information becomes available
- There is evidence of an administrative error

## 10. Fraud Prevention

The Council reserves the right to:

- Request supporting evidence
- Withdraw relief where false or misleading information has been provided
- Recover sums awarded unlawfully

## 11. Monitoring and Reporting

- Awards of discretionary relief will be monitored and reported as required

## 12. Policy Review

This policy will be reviewed:

- At least every **three years**, or earlier if legislative or policy changes require this.

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**REPORT TO:** CITY GOVERNANCE COMMITTEE – 22 JUNE 2026

**REPORT ON:** HEALTH AND CARE (STAFFING) (SCOTLAND) ACT 2019 – STATUTORY ANNUAL REPORT

**REPORT BY:** INTERIM EXECUTIVE DIRECTOR, CHILDREN AND FAMILIES / EXECUTIVE DIRECTOR, DUNDEE HEALTH AND SOCIAL CARE PARTNERSHIP

**REPORT NO:** 135-2026

## 1.0 PURPOSE OF REPORT

To seek approval of the Council's statutory annual report in relation to the Health and Care (Staffing) (Scotland) Act 2019.

## 2.0 RECOMMENDATIONS

It is recommended that the City Governance Committee:

- 2.1 Note the requirement on Dundee City Council to produce and publish an annual report under Section 3 (6) of the Health and Care (Staffing) (Scotland) Act 2019 by the 30 June 2026.
- 2.2 Consistent with arrangements implemented in 2025, approve the proposal that the Dundee Integration Joint Board and Dundee City Council publish a joint annual report covering all aspects of social care and social work services (including early years services and housing support services).
- 2.3 Approve the content of the draft annual report (attached as Appendix 1) as this relates to the functions of Dundee City Council. Noting the content within the report that relates to the functions of Dundee Integration Joint Board will be considered at their meeting on 24 June 2026.
- 2.4 Note the planned approach to publication of the report following its approval by both the IJB and Dundee City Council.

## 3.0 FINANCIAL IMPLICATIONS

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

## 4.0 MAIN TEXT

- 4.1 The Health and Care (Staffing) (Scotland) Act 2019 (the 2019 Act) establishes a statutory framework for ensuring appropriate staffing levels in health and care services in Scotland. It aims to enable safe and high-quality care and improved outcomes for service users and to embed a culture of openness and transparency, ensuring staff are informed about decisions relating to staffing and able to raise concerns. The 2019 Act came into force on 1 April 2024. Further information about the 2019 Act is available at: [Health and Care \(Staffing\) \(Scotland\) Act 2019: overview - gov.scot](#)
- 4.2 Section 3 (2) of the 2019 Act focuses on the duties of integration authorities and local authorities in terms of "...planning or securing the provision of a care service from another person under a contract, agreement or other arrangements..." setting out that these public bodies must have regard to the guiding principles for health and care staffing (set out in Section 1 of the Act), the duty on care service providers to ensure appropriate staffing and appropriate training for staff and the duty to have regard to relevant guidance issued by Scottish Ministers. Section 3 (6) requires both integration authorities and local authorities to publish information on the steps they have taken to comply with Section 3(2) and ongoing risks affecting their ability to comply

in an annual report at the end of each financial year. The second annual report must be published by 30 June 2026.

4.3 The Scottish Government has published statutory guidance to support the implementation of the 2019 Act ([Health and Care \(Staffing\) \(Scotland\) Act 2019: draft statutory guidance for consultation](#)). This clarifies that the reporting requirements applies only to:

- The planning or securing of services from a third party.
- Only care services listed under section 47 (1) of the Public Services Reform (Scotland) Act 2010.
- Relevant services planned for and secured only during the reporting period (for this year, 2024/25) – including all new, renewed or renegotiated agreements.
- The planning and securing stages only; there is no requirement under the 2019 Act for ongoing monitoring or scrutiny of third-party providers.

No further guidance has been made available regarding the expected content or format of reports, other than a basic template issued by the Scottish Government for the 2025/26 reporting year. A desktop review of reports published by other authorities in 2024/25 has been undertaken to inform the drafting of the 2025/26 report. Officers from both the Dundee Health and Social Care Partnership and Dundee City Council will continue to advocate through national networks and professional bodies for enhanced guidance and a more detailed template for future years reports.

4.4 In Dundee the responsibilities for the planning and securing of the relevant care services are split between Dundee IJB and Dundee City Council as summarised below:

Services planned for by Dundee IJB	Services planned for by Dundee City Council
<ul style="list-style-type: none"> <li>• a support service (adults only);</li> <li>• a care home service (adults only);</li> <li>• a nurse agency;</li> <li>• an adult placement service; and</li> <li>• a housing support service.</li> </ul>	<ul style="list-style-type: none"> <li>• a support service (children and community justice only);</li> <li>• a care home service (children only);</li> <li>• a school care accommodation service;</li> <li>• a child care agency;</li> <li>• a secure accommodation service;</li> <li>• an offender accommodation service;</li> <li>• an adoption service;</li> <li>• a fostering service;</li> <li>• child minding;</li> <li>• day care of children; and</li> <li>• a housing support service.</li> </ul>
Services secured (procured) by Dundee City Council	
<ul style="list-style-type: none"> <li>• a support service;</li> <li>• a care home service;</li> <li>• a school care accommodation service;</li> <li>• a child care agency;</li> <li>• a secure accommodation service;</li> <li>• an offender accommodation service;</li> <li>• an adoption service;</li> <li>• a fostering service;</li> <li>• an adult placement service;</li> <li>• child minding;</li> <li>• day care of children; and</li> <li>• a housing support service.</li> </ul>	

In order to provide a coherent overview of activity to plan and secure services has been undertaken inline with the requirements of Section 3(2) of the 2019 Act, it is proposed that Dundee IJB and Dundee City Council publish a joint annual report covering all aspects of social care and social work services (including early years and housing support services). This is consistent with the arrangement approved and implemented for the first annual report in

2024/25. It is intended that this will allow stakeholders, including members of the public, to better understand the full process of planning and securing services within a single document. The draft report is attached as Appendix 1.

4.5 It is widely acknowledged that the duties set out in section 3(2) of the 2019 Act significantly overlap with a range of other legislative provisions, national standards and outcomes and regulation and scrutiny frameworks, for example:

- [National Health and Wellbeing Outcomes: A framework for improving the planning and delivery of integrated health and social care services](#)
- [Health and Social Care Standards: My support, my life](#)
- Public Bodies (Joint Working) (Scotland) Act 2014
- Equality Act 2010
- Care Inspectorate Quality Frameworks for adult support and protection, care homes for adults and older people, support services, housing support services and nurse agencies (available at: [Quality frameworks and KQ7s](#))
- Care Inspectorate Quality Frameworks for early learning and childcare, childminders, childcare agencies, justice accommodation services, secure accommodation services, care homes for children and young people and children and young people in need of protection (available at: [Quality frameworks and KQ7s](#))

Many of these other provisions pre-date the 2019 Act and have been embedded in strategic planning, commissioning and procurement for social care and social work services for many years. This includes provisions specifically related to staffing levels and quality, which are scrutinised closely in partnership with the Care Inspectorate and the Scottish Social Services Council (SSSC). It should be noted that the Care Inspectorate has not yet developed any staffing tools for social care and social work services (allowed for under Section 12 of the 2019 Act), therefore all staffing ratio requirements currently used in services arise from other pieces of legislation or guidance. For this reason, the annual report reflects many arrangements that have been in place in both the IJB and the Council for a significant period of time and which members may already be aware of through previous reports and briefings.

Arrangements to support the discharge of these legislative duties are kept under regular review to ensure they remain aligned with the wider national framework. As there have been no substantive changes to guidance, policy and good practice during the current reporting period, the annual report reflects continuity of the arrangements previously reported in 2024/25.

4.6 Following approval of the report by both the Dundee IJB and Dundee City Council it will be published on their respective websites and formally submitted to the Scottish Government by the deadline date of 30 June 2026.

## 5.0 POLICY IMPLICATIONS

5.1 This report has been subject to an Integrated Impact Assessment to identify impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. An impact, positive or negative, on one or more of these issues was identified. An appropriate senior manager has checked and agreed with this assessment. A copy of the Integrated Impact Assessment showing the impacts and accompanying benefits of / mitigating factors for them is included as an Appendix to this report.

## 6.0 CONSULTATIONS

6.1 Dundee City Council Leadership Team and the Chief Social Work Officer have been consulted in the preparation of this report.

**7.0 BACKGROUND PAPERS**

None

GLYN LLOYD  
INTERIM EXECUTIVE DIRECTOR, CHILDREN AND FAMILIES

DATE: 12 MAY 2026

DAVE BERRY  
EXECUTIVE DIRECTOR, DUNDEE HEALTH AND SOCIAL CARE  
PARTNERSHIP

# Health and Care (Staffing) (Scotland) Act 2019

## Annual Report 2025/26

Name of local authority / integration authority: Dundee Integration Joint Board / Dundee City Council

Report authorised by: Dundee Integration Joint Board (24 June 2026) and Dundee City Council (City Governance Committee) (22 June 2026)

Name: Dave Berry / Glyn Lloyd

Designation: Chief Officer, Dundee Integration Joint Board / Interim Executive Director, Children and Families Service, Dundee City Council

Date: 24 June 2026

Details of where the report will be published:

- [Publications | Dundee Health and Social Care Partnership](#)
- [Children's and Community Justice Social Work | Dundee City Council](#)

Services which have been taken into account in this report:

X	Support services
X	Care home services
	School care accommodation services
	Nurse agencies
X	Child care agencies
X	Secure accommodation services
X	Offender accommodation services
X	Adoption services
X	Fostering services
X	Adult placement services
X	Child minding
X	Day care of children
X	Housing support service

## 1. Context

### 1.1 Local Governance Arrangements

The Dundee Integration Joint Board (IJB) was established on 1 April 2016. In Dundee, adult health and social care functions have been delegated to the IJB; a full list is set out in the Dundee Health And Social Care Integration Scheme 2022. Children's health and social care functions remain with NHS Tayside and Dundee City Council respectively.

The IJB is a separate legal body, independent of NHS Tayside and Dundee City Council. It is responsible for planning adult health and social care services, including services secured through contracts, agreements or other arrangements with third-party providers.

Dundee City Council is responsible for planning children's social care, social work and early years services, including those delivered by third-party providers. Both the IJB and the Council also have a role in planning housing support services.

The IJB cannot enter into contracts directly with third-party providers. Where it plans to commission a service, it directs Dundee City Council or NHS Tayside to procure it and put the necessary contractual arrangements in place.

In Dundee, a dedicated Social Care Contracts Team supports the commissioning and procurement of social care, social work, early years and housing support services planned by the IJB or Dundee City Council.

In relation to the services listed under Section 47 (1) of the Public Services Reform (Scotland) (Act) 2010 local arrangements for the planning and procurement of services are summarised below:

Services planned for by Dundee IJB	Services planned for by Dundee City Council
<p>a support service (adults only);  a care home service (adults only);  a nurse agency;  an adult placement service; and  a housing support service.</p>	<p>a support service (children and community justice only);  a care home service (children only);  a school care accommodation service;  a child care agency;  a secure accommodation service;  an offender accommodation service;  an adoption service;  a fostering service;  child minding;  day care of children; and  a housing support service.</p>
Services secured (procured) by Dundee City Council	
<p>a support service;  a care home service;  a school care accommodation service;  a child care agency;  a secure accommodation service;  an offender accommodation service;</p>	<p>an adoption service;  a fostering service;  an adult placement service;  child minding;  day care of children; and,  a housing support service.</p>

Section 3(6) of the *Health and Care (Staffing) (Scotland) Act 2019* requires each local authority and integration authority to publish an annual report on the steps taken to comply with the Act when planning and securing services, and on any ongoing risks to compliance. Dundee IJB and Dundee City Council have agreed to produce a single annual report covering all social care and social work services, including early years and housing support services.

## 1.2 Local Planning and Commissioning Arrangements

### 1.2.1 Adult Services

The IJB is responsible for the strategic commissioning of delegated adult health and social care functions. It must publish a strategic commissioning plan and review it every three years. The current strategic framework, published in 2023, is the: [IJB Strategic Commissioning Framework 2023-2033](#). It sets out the main priorities and strategic shifts for adult health and social care services, including support services, care home services, adult placement services and housing support services.

The framework is supported by a range of other planning documents, including strategic plans for specific care groups such as mental health and wellbeing and carers. Individual services within Dundee Health and Social Care Partnership also maintain service plans, setting out in more detail their delivery priorities and areas for improvement.

### 1.2.2 Children and Families Services (including Community Justice)

The Children and Families Service Improvement Plan 2023–27 has been developed in line with the priorities set out in the Tayside Plan for Children, Young People and Families and in the Council Plan and City Plan, alongside statutory requirements, policy drivers, best practice research, demographic trends, and a review of recent performance and improvement needs.

Implementation of the plan is monitored by the Children and Families Service Senior Leadership Team, working with early learning and childcare settings, primary, secondary and special schools, and social work teams. Where progress depends on partner services, including commissioned services, monitoring is carried out with the relevant organisations and formal partnership groups.

Individual services, including commissioned early learning and childcare services such as day care of children and childminding, must also develop and monitor their own annual improvement plans.

### 1.2.3 Neighbourhood Services

The IJB Strategic Commissioning Framework sets out the overall priorities and strategic directions for our external housing support services, ensuring that these services are person-centred and comply with legislative requirements, thereby reflecting the Guiding Principles of the Health and Care (Staffing) (Scotland) Act 2019.

The Rapid Rehousing Transition Plan (RRTP) supports the strategic commissioning framework and involves collaboration with our Health and Social Care partnership and the third sector accommodation providers to ensure that individuals experiencing homelessness can access suitable accommodation with the appropriate support to suit their needs. In 2025/26, Dundee City Council also approved a new Local Housing Strategy and formally declared a housing

emergency, strengthening the strategic context for housing support and homelessness services across the city.

### 1.2.4 Commissioning and Procurement

All commissioning and procurement activity for social care services is supported by a specialist Social Care Contracts Team. As part of the Strategic Commissioning Cycle, the team contributes to strategic planning and advises on and supports all procurement activity.

Procurement activity is carried out inline with:

Procurement law framework	Socia care procurement / commissioning
Public Contracts (Scotland) Regulations 2015 – sets out a set of light touch rules for procuring services valued at over £663,540.	Social Work (Scotland) Act 1968 – key underlying legislation relevant to social care.
Procurement Reform (Scotland) Act 2014 – sets out rules for procuring services valued at between £50,000 and £663,540.	Social Work (Scotland) Act 1968 – key underlying legislation relevant to social care.
Procurement (Scotland) Regulations 2016 – set out rules for procuring services valued at between £50,000 and £663,540.	Regulation of Care (Scotland) Act 2001 – to improve the standards of social care services.
	Community Care and Health (Scotland) Act 2002 – introduces free personal care for older people and rights for unpaid carers.
	Mental Health (Care and Treatment) (Scotland) Act 2003 – to develop community-based mental health services and involve service users in decisions.
	Adult Support and Protection (Scotland) Act 2007 – gives greater protection to adults at risk of harm or neglect.
	Social Care (Self Directed Support) (Scotland) Act 2013 – key legislation relevant to Self-Directed Support.
	Community Justice (Scotland) Act 2016 – to improve community justice outcomes.
	Carers (Scotland) Act 2016 – to improve support for all carers.
	Local Government in (Scotland) Act 2003 – key legislation relevant to local authorities achieving best value in all that they do.

*Reproduced from: Coalition of Care and Support Providers in Scotland: A Brief Guide for procuring Social Care services*

Procurement routes and options for social care services (including early years and housing support services) include:

- Competitive tender
- Flexible frameworks / mini competitions

- Outcome-based contract and monitoring
- Public Social Partnerships
- Alliance Contracts
- Participatory budgeting
- Direct awards

All procurement activity is carried out in line with the legislative framework and the relevant provisions of Dundee City Council's Standing Orders. A draft Social Care Procurement Policy has also been developed to reflect the requirements of the 2019 Act.

Once procurement is complete, the Social Care Contracts Team and Legal Services support the agreement of contracts and the associated contract monitoring arrangements. All services are covered by a contract, although the form this takes varies depending on the value of the award, the nature of the service, and the funding source. Most arrangements use a model social care contract, although frameworks and funding agreements may also be used where appropriate.

### 1.3 Planning and Procurement Activity – 01 April 2025 – 31 March 2026

All social care contracts with providers are reviewed on an annual basis and renewed where contract monitoring outcomes and strategic planning activity supports this. This annual cycle reflects the budgetary cycles followed by both the Dundee IJB and Dundee City Council. In summary for 2025/26 this included:

- 223 social care services with an anticipated total annual value of just over £78.5 million. Including:
  - 41 services purchased for children's social care, including awards made via the Education Support Services and Counselling in Schools Frameworks (valued at £5.5 million per annum).
  - 182 services purchased for adult social care.
- 38 Early Learning and Childcare Services (including childminders) contracted to offer funded ELC (valued at £6 million per annum).

In addition to this, Care Home Services are secured via the National Care Home Contract which is administered by Scotland Excel.

## 2. Compliance - Section 3 (2) of the Health and Care (Staffing) (Scotland) Act 2019:

### 2.1 Guiding Principles

#### 2.1.1 Adult Social Care and Social Work

The Guiding Principles of the 2019 Act<sup>1</sup> closely reflect the principles that already underpin a wide range of legislation, national standards and outcomes, and regulation and scrutiny frameworks for adult social care and social work services, including:

- [National Health and Wellbeing Outcomes: A framework for improving the planning and delivery of integrated health and social care services](#)
- [Health and Social Care Standards: My support, my life](#)
- Public Bodies (Joint Working) (Scotland) Act 2014
- Equality Act 2010
- Care Inspectorate Quality Frameworks for adult support and protection, care homes for adults and older people, support services, housing support services and nurse agencies (available at: [Quality frameworks and KQ7s](#))

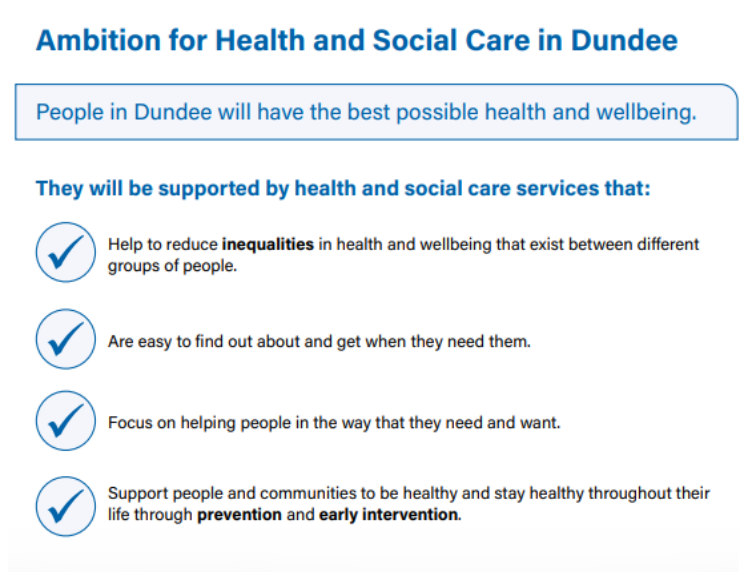


Figure 1 IJB Ambition for Health and Social Care in Dundee

<sup>1</sup> The Guiding Principles are:

1. Improving standards and outcomes for service users; 2. Taking account of the particular needs, abilities, characteristics and circumstances of different service users; 3. Respecting the dignity and rights of service users; 4. Taking account of the views of staff and service users; 5. Ensuring the wellbeing of staff; 6. Being open with staff and service users about decisions on staffing; 7. Allocating staff efficiently and effectively; and, 8. Promoting multi-disciplinary services as appropriate.

Subsequently these Guiding Principles have also been incorporated into the IJB's Strategic Commissioning Framework and are reflected both in the IJB's ambition for health and social care in Dundee, in the IJB's values and in their Strategic Priorities (and related strategic shifts). This means that the Guiding Principle are central to all Strategic Commissioning activity led by the IJB, including planning for the procurement of services from third party providers.

The Integration Joint Board's Values	
<b>Human rights</b>	Making sure that everything we do promotes and protects the human rights of everyone in Dundee.
<b>Equality and fairness</b>	Working in a way that understands the differences between people and communities so that everyone gets the help that they need to have good health and wellbeing.
<b>Whole life</b>	Contributing to good health and wellbeing from birth to death, including supporting people to have a good death. Supporting other public services in their leadership of work to promote good health and wellbeing in the early years and throughout childhood.
<b>Collaborative</b>	Making sure that we listen to and work together with people who use health and social care services, <b>unpaid carers</b> and the workforce.
<b>Innovative</b>	Testing new, improved and better approaches to promoting health and wellbeing.
<b>Compassionate</b>	Making sure that we treat everyone with kindness, compassion and dignity. This includes people who use health and social care services, <b>unpaid carers</b> and the health and social care workforce.
<b>Transparent</b>	Making sure that we communicate clearly with the public about the decisions we make, why we have made them and the impact they have had on health and wellbeing.
<b>Empowering</b>	Working with people and communities to share power, make decisions and support them to access the things they need to meet their own health, wellbeing and social care needs.
<b>Sustainability</b>	Investing in services and supports that make the best use of the money and other <b>resources</b> that the <b>IJB</b> has just now to reduce the future demand on health and social care services. Using evidence about 'what works' to help the <b>IJB</b> to do this. Working in a way that helps to reduce the impact of climate change on the future health and social care needs of people.

Figure 2 IJB Values

**Inequalities**  
**Support where and when it is needed most.**  
 Targeting **resources** to people and communities who need it most, increase **life expectancy** and reduce differences in health and wellbeing.

**Self Care**  
**Supporting people to look after their wellbeing.**  
 Helping everyone in Dundee look after their health and wellbeing, including through **early intervention** and **prevention**.

**Open Door**  
**Improving ways to access services and supports.**  
 Making it easier for people to get the health and social care supports that they need.

**Planning together**  
**Planning services to meet local need.**  
 Working with communities to design the health and social care supports that they need.

**Workforce**  
**Valuing the workforce.**  
 Supporting the health and social care workforce to keep well, learn and develop.

**Working together**  
**Working together to support families.**  
 Working with other organisations in Dundee to prevent poor health and wellbeing, create healthy environments, and support families, including **unpaid carers**.

Figure 3 IJB Strategic Priorities

**Guiding Principles 2 and 3** - All IJB decisions about planning health and social care services, including those involving services purchased from third-party providers, are subject to Equality Impact Assessment in line with the Equality Act 2010. These assessments are published in an accessible format.

**Guiding Principle 4** - As required by the Public Bodies (Joint Working) (Scotland) Act 2014 and related guidance, the IJB's Strategic Commissioning Framework was developed through engagement with people who use health and social care services, unpaid carers, local communities, and the workforce. The statutory review of the framework carried out in 2025/26 also included engagement with these groups. Further information is available in the: [Strategic Commissioning Framework 2023-2033 - Statutory Review](#) (from page 13).

**Guiding Principle 4** - In 2025/26, the IJB also carried out a public consultation to inform the 2026/27 budget-setting process. This included proposals relating to social care and social work services, including services purchased from the third and independent sectors. Changes were made to the consultation process in response to feedback from the previous year, including in-person and online sessions for providers, the workforce and the public. Further information is available in the: [Dundee IJB Budget Consultation - Results Report](#)

**Guiding Principle 5** – Dundee IJB and Dundee Health and Social Care Partnership have adopted a whole-system approach to staff wellbeing, regardless of employer. This means staff employed by Dundee City Council, NHS Tayside, and third and independent sector organisations can access workforce wellbeing resources developed for the Partnership. These include learning and development opportunities, self-care resources, signposting and referral information, and tailored team support from Learning and Organisational Development colleagues.

**Guiding Principles 4 -8** - In June 2025, the Dundee IJB approved a fully updated version of the *Dundee Health and Social Care Partnership Integrated Workforce Plan 2025–2028*. The revised plan reflects the requirements of the 2019 Act and its Guiding Principles, with stronger focus on workforce arrangements within third and independent sector providers. It identifies several key challenges, including an ageing workforce, gaps in workforce data, high absence levels, workforce communication and engagement, workforce availability, succession planning, access to shared staffing tools, capacity for change and transformation, and access to learning and development resources. Further information is available in the [DHSCP Integrated Workforce Plan 2025-2028](#)

**Guiding Principles 5 and 7** – The IJB's Strategic Risk Register was also fully updated in 2025/26 (see page 111 at: [DIJB February 2026](#)). It now includes three risks directly relevant to the 2019 Act: workforce capacity, external provider sustainability, and engagement. These reflect ongoing challenges linked to recruitment, retention and staff wellbeing identified through the review of the Integrated Workforce Plan. The IJB, through its Performance and Audit Committee, monitors strategic risks quarterly and uses this information to inform strategic planning and commissioning.

## 2.1.2 Children and Families Services (including Community Justice)

The Guiding Principles of the 2019 Act<sup>2</sup> closely reflect the principles that already underpin a wide range of legislation, national standards and outcomes, and regulation and scrutiny frameworks for Children and Families services (including Community Justice), including:

- The Children (Scotland) Act 1995
- Children and Young People (Scotland) Act 2014
- Children (Care and Justice) (Scotland) Act 2024
- Adoption and Children (Scotland) Act 2007
- Community Justice (Scotland) Act 2016
- Working with children in conflict with the law 2021: standards
- Secure care: pathway and standards
- National Care Standards: Foster Care and Family Placement Services
- Social work services in the criminal justice system: National Outcomes and standards
- Care Inspectorate Quality Frameworks for children and young people in need of care and protection, childcare agencies introducing and supplying childcare staff, secure accommodation services, care homes for children and young people and school care accommodation (special residential schools), support services (not care at home), fostering, adoption and adult placement services, (available at: [Quality frameworks and KQ7s](#))

The Guiding Principles are built into all aspects of commissioning within Children and Families Services, including Community Justice. This is supported through regular engagement and discussion with commissioned services to ensure support and interventions meet the assessed needs of children, young people and their families. Monitoring of commissioned services focuses on outcomes and identifying unmet need, helping to inform future service development. The Guiding Principles also support Dundee City Council's aim of making sure children, young people and families get the right support at the right time, with a whole-family and place-based approach.

The guiding principles are evidenced throughout Dundee City Councils strategic plans, including:

- [Dundee City Plan](#)
- [Dundee Council Plan](#)
- Protecting People Delivery Plans
- [Community Justice Outcome Improvement Plan](#)

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<sup>2</sup>The Guiding Principles are:

1. Improving standards and outcomes for service users; 2. Taking account of the particular needs, abilities, characteristics and circumstances of different service users; 3. Respecting the dignity and rights of service users; 4. Taking account of the views of staff and service users; 5. Ensuring the wellbeing of staff; 6. Being open with staff and service users about decisions on staffing; 7. Allocating staff efficiently and effectively; and, 8. Promoting multi-disciplinary services as appropriate.

- Children's Services Partnership Plan 2026-2029

**Guiding Principle 1** - We improve standards and outcomes for service users by ensuring compliance with service-specific regulations and standards, which are central to our commissioning and monitoring discussions with partner providers. The impact of support is reviewed for each child through Child's Plan Meetings, and this informs ongoing monitoring. Outcomes are also measured through regular audit and self-evaluation.

**Guiding Principle 2** - We take account of the different needs, abilities, characteristics and circumstances of service users through regular analysis of data, helping us identify emerging patterns of need and vulnerability. Participation and engagement also help us better understand families' experiences of support. This informs future planning and discussions with partner providers about the type and level of services required.

**Guiding Principle 3** - We respect the dignity and rights of service users by ensuring our own compliance, and that of partner providers, with data protection legislation and confidentiality requirements. We also make sure robust complaints processes are in place, clearly communicated to families, and used to capture and act on learning. Where appropriate, we support people to access legal advice. Families' experiences of services, including complaints, are reflected in monitoring discussions with providers.

**Guiding Principle 4** – We gather the views of service users in ways that work best for them. Children and families are regularly involved in planning through Child Planning Meetings, including Team Around the Child, Looked After Child Reviews and Core Group Meetings. Their views are gathered through direct contact, advocacy and a range of approaches designed to help children express themselves. We have also developed a framework to capture the views of children living in our residential houses and their families. This includes children who are non-verbal because of age or disability. Staff views are gathered through surveys, focus groups and annual conferences, and are used to inform the development and review of services.

**Guiding Principle 6** – We are open with staff and service users about commissioning and staffing decisions, and aim to communicate these clearly through both regular and targeted engagement. Safer staffing is considered in all commissioning and monitoring arrangements, and is also proactively addressed when children are placed away from their family through placement-matching discussions.

**Guiding Principle 7** – We work with commissioned providers to allocate staff efficiently and effectively, based on a clear understanding of the needs of children, young people and families. Providers are expected to have robust recruitment processes in place, with regular review of the skills required for each role and arrangements to identify ongoing development needs through supervision.

**Guiding Principle 8** - We actively promote multi-agency working through partnership planning at both strategic and operational level. This begins at the first point of contact through the Multi-Agency Screening Hub and continues across the full continuum of support through GIRFEC

approaches, from Team Around the Child meetings to Child Protection, Looked After Children and Care and Risk Management processes. Multi-agency data is used to inform service delivery, supported by a range of partnership-led initiatives and policies that strengthen collaborative working, including:

- Chief Officers Group
- Chief Officer Group for Protecting People
- Children at Risk Committee
- Alcohol and Drugs Strategic Group
- Children, Families and Communities Committee
- Local Community Planning Partnership
- Risk and Assurance Board
- Child Poverty Executive Board
- Dundee's Young people Strategic Group
- Our Promise Partnership
- GIRFEC Leadership Group

### 2.1.3 Early Learning and Childcare

The Guiding Principles of the 2019 Act closely reflect the principles that already underpin a wide range of legislation, national standards and outcomes, and regulation and scrutiny frameworks for Early Learning and Childcare (ELC) services, including:

- [Funding follows the child and the national standard for early learning and childcare providers: operating guidance 2025](#)
- [Quality improvement framework for the early learning and childcare sectors](#)
- The Education (Scotland) Act 1980
- The Children and Young People (Scotland) Act 2014
- [Health and Social Care Standards: My support, my life](#)

All ELC providers including Local Authority Nurseries and Funded Providers are expected to give ongoing consideration to the guiding principles outlined in the Health and Care (Staffing) (Scotland) Act 2019 as exemplified below:

#### **Improving standards and outcomes for service users. Sources of evidence:**

- Meeting the ELC National Standard.
- Developing and implementing an annual Improvement Plan and Standards and Quality report.
- Ongoing, collaborative self-evaluation which seeks or takes account of the view of children, families and staff – regular consultation with families is encouraged.
- Regular and ongoing quality assurance processes/audits which reflects 'A quality improvement framework for the early learning and childcare sectors'.

#### **Taking account of the needs, abilities, characteristics and circumstances of different service users. Sources of evidence:**

- Adhering to Care Inspectorate Personal Planning Guidance.
- Having robust planning and evaluation processes in place that reflects
- A quality improvement framework for the early learning and childcare sectors’.
- Individual planning, where required / appropriate, taking account of Getting it Right for Every Child (GIRFEC) approach.
- Child protection training takes place annually and at the point of induction to ensure that children are safe and protected.

#### **Respecting the dignity and rights of service users. Sources of evidence:**

- Adhering to Care Inspectorate Personal Planning Guidance.
- Ongoing development, review and implementation of establishment level vision, values and aims.

#### **Taking account of the views of staff and service users. Sources of evidence:**

- Regular questionnaires, staff surveys and meeting with parents.
- Children’s voice is regularly sought in responsive planning, learning journals and Team Around the Child processes.
- Ongoing, collaborative self-evaluation which involves children, families and staff, taking account of ‘A quality improvement framework for the early learning and childcare sectors’.
- Families are involved in planning to meet their child’s needs through a GIRFEC approach, including Team Around the Child Meetings.
- Settings are encouraged to seek the views of families in a range of ways, including both formal and informal approaches.
- Regular staff meetings and staff development activity supports staff to share their voice and views in a range of ways.

#### **Ensuring the wellbeing of staff. Sources of evidence:**

- Staff are supported through an annual appraisals/Quality Conversations/ PRD approach.
- Staff development is relevant to the staff’s needs and the service improvement plan, building staff competence and capacity.
- Induction processes refer to the National Induction Resource.
- Ongoing quality assurance/auditing provides staff with feedback to support continuous improvement.
- A range of well-being resources are available for Local Authority staff.

#### **Being open with staff and service users about decisions on staffing. Sources of evidence:**

- Handbooks/ foyer displays reflect the staff team and are visible / available to families.
- Changes to the staff team are shared with families through appropriate forms of communication, including newsletters / updates.

### Allocating staff efficiently and effectively. Sources of evidence

- Senior leadership teams deploy staff across the setting, taking account of children's needs and staff skills and knowledge.
- A range of posts ensures that children have access to suitably qualified staff.

### Promoting multidisciplinary services as appropriate. Sources of evidence:

- Multi – disciplinary working is promoted and supported through a GIRFEC approach, including Team Around the Child Meetings.
- Any referral to another agency is with permission from families.
- Individual planning is in place where required.

## 2.1.4 Neighbourhood Services

The Health and Social Care Standards set out what is required for support services in Scotland and describe the standard of care a person can expect. The standards in conjunction with the 5 principles of dignity and respect, compassion, be included, responsive care and support and wellbeing align with the guiding principles in the act.

Support services for people experiencing homelessness are all registered services with the Care Inspectorate and the work they do is already reflected in the care inspectorate standards and inspections.

Where there is not complete alignment through Health and Social Care standards, support contracts incorporate and reflect the Guiding Principles of the 2019 Act both through service specifications constructed for individual services and standard contractual clauses that reflect both the expectations of Dundee City Council from the service provider and references to a range of legislative requirements relevant to the provision of social care.

## 2.2 Commissioning and Procurement

### 2.2.1 Social Care, Social Work and Housing Support

All social care services purchased by the Council (either on its own behalf or following direction by the IJB) are subject to a contractual arrangement. For the majority of services model contract specific to social care services is used<sup>3</sup>, which incorporates:

- **Section A** – Terms and conditions, governance arrangements, including requirement to report significant events, complaints etc.
- **Section B** – Service Specification, applicable to service, details expectations for service, aims and objectives and outcomes.

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<sup>3</sup> Where a framework or funding letter is used as an alternative to the model contract this will include terms and conditions and services specifications that are aligned to the content of the model contract.

- **Section C** – Monitoring – outlines roles and responsibilities of monitoring group members, monitoring format, reporting requirements and agreed timescales for monitoring.
- **Section D** – Finance – detailing contract values, payment schedule and financial monitoring template.

Overall, contracts reflect the Guiding Principles of the 2019 Act through both service specifications for individual services and standard contract clauses. These set out Dundee City Council’s expectations of providers and refer to the legislative requirements relevant to social care, social work and early years services. In relation to specific Guiding Principles the 2024/25 model contract key clauses include:

Table 1:

Guiding Principle	Contract Clauses
1. Improving standards and outcomes	<p>A requirement for providers to implement quality assurance systems to ensure effective working practices and required standards.</p> <p>A requirement for providers to have in place a recognised form of external accreditation, such as the Good Governance Award.</p> <p>A requirement to regularly review all policies and procedures in line with best practice.</p> <p>Detailed requirements for contract monitoring.</p>
2. Taking account of individual needs, abilities and characteristics	<p>A requirement on providers to have in place clear policy statements and procedures in relation to all aspects of public protection.</p> <p>Requirements to provide information to service users prior to the service commencing and to regularly review care and support plans.</p>

Guiding Principle	Contract Clauses
	Requirements to ensure the provider complies with the Human Rights Act 1998 and Equality Act 2010.
3. Respecting dignity and rights	<p>Requirements in relation to maintaining the confidentiality of people using the service and to comply with data protection legislation.</p> <p>A requirement on providers to have in place a robust complaints procedure.</p> <p>Requirements to ensure the provider complies with the Human Rights Act 1998 and Equality Act 2010.</p>
4. Taking account of the views of staff and people	A requirement on providers to utilise advocacy and interpretation, or other communication supports, where required to enable service users to utilise the service.
5. Ensuring the wellbeing of staff	<p>A requirement on providers to pay due regard to the Council's Fair Work Charter when employing staff.</p> <p>A requirement on providers to comply with the Scottish Social Services Council Employers' Code of Practice.</p> <p>A requirement on providers to have a clear policy statement and procedures to support them to be a Carer Positive employer.</p> <p>Requirements to have in place appropriate insurances.</p>
6. Being open with staff, individuals and families about staffing	A requirement on providers to ensure compliance with Duty of Candour.
7. Allocating staff effectively and efficiently	Requirements in relation to employment of staff undertaking Regulated Work (PVG).

Guiding Principle	Contract Clauses
	<p>A requirement on providers to ensure sufficient qualified, trained and experienced staffing is in place at all times, and in particular to meet staffing requirements agreed by the Care Inspectorate where applicable.</p> <p>A requirement to utilise agency staff only in exceptional circumstances, and not to utilise volunteers to substitute for employed staff in any circumstance.</p> <p>A requirement on providers to follow safer recruitment practices.</p> <p>A requirement on providers to comply with any requirement for staff to register with the Scottish Social Services Council.</p> <p>A requirement on providers to comply with the Health and Care (Staffing) (Scotland) Act 2019.</p>

Service specifications for individual services also reflect a person-centred approach and the principles set out in the national *Health and Social Care Standards*. They describe the service being commissioned, including its purpose, scale, aims, service user group and level of need. They also set out staffing arrangements, including relevant staff roles and any expectations about the number of people supported or hours of service to be provided. Where services are registered with the Care Inspectorate, specifications also reflect the staffing ratios set for that service area. Alongside the contractual clauses set out in sections 5 and 7 of Table 1, this helps meet the requirements of section 7 of the 2019 Act.

Although the 2019 Act does not require Dundee IJB and Dundee City Council to evidence ongoing monitoring of safer staffing in contracted services, all services are subject to robust contract monitoring and to registration and scrutiny by the Care Inspectorate and the Scottish Social Services Council. The IJB, through the HSCP, and Dundee City Council work closely with both bodies and take assurance from their scrutiny and inspection activity.

Provider Forums are also in place for care home, care at home and learning disability services. These are independently chaired, include multi-agency representation, and provide a forum to discuss shared issues such as workforce planning, recruitment, retention and safer staffing. An all-provider email system is also in place to share national and local information, with a dedicated mailbox for providers to use. Providers are also given information about relevant learning and workforce development sessions that they can attend.

## 2.2.2 Early Learning and Childcare

Education authorities' duties to secure education for children under school age are set out in the *Education (Scotland) Act 1980*. Under section 47(1) of the 2014 Act, education authorities must ensure that the statutory funded early learning and childcare entitlement is available to every eligible child in their area. The Children and Families Service regularly monitors demand and capacity across public, private and third sector provision to make sure eligible children can access their entitlement.

To support high-quality delivery of funded ELC, the Scottish Government introduced the *Funding Follows the Child* approach alongside the expansion of entitlement. This is a provider-neutral approach, underpinned by a National Standard that all settings must meet to deliver funded ELC, regardless of whether they are in the public, private or third sector, including childminders.

This means families can access funded ELC with the provider of their choice, provided that the setting meets the National Standard, wishes to deliver the funded entitlement, has capacity, and has or is willing to enter into a contract with the local authority.

On a bi-annual basis the Children and Families Service opens an application process for eligible services who wish to deliver the funded entitlement. The framework remains in place for four years, after which a full re-tendering process is undertaken. Applicants must show how they meet, and will continue to meet, the National Standard for ELC for the duration of the contract. These requirements are aligned with the *Health and Care (Staffing) (Scotland) Act 2019*.

By entering into a commissioned agreement, funded providers agree to meet a number of requirements. These include delivering a high-quality ELC service in line with the National Standard, ensuring funded hours are free at the point of access, and paying the real Living Wage to staff delivering the funded entitlement.

At application stage, services must provide evidence of compliance, which is assessed by the Children and Families central team and the Social Care Contracts Team before contracts are awarded. This includes evidence of compliance with the 2019 Act. Relevant questions and sources of evidence are outlined below:

Table 2:

Questions	Evidence required
Care Inspectorate quality evaluations are good or better on key questions that relate to quality of staff teams and leadership.	Copy of most recent Care Inspection report
If you are a current provider in a Service Improvement Period	Copy of most recent Care Inspection report

Questions	Evidence required
If your service has not yet been inspected – please tick N/A in the Eligibility Questionnaire and continue to question 1.2	If grade below Good (4) - Copy of Service Improvement Plan including details of when you anticipate re-inspection
All staff included in the ratio and delivering funded provision for 3- and 4-year-olds, and eligible 2-year-olds, will hold the relevant benchmark qualification or be working towards it if within the first period of registration with SSSC	Provide details/ evidence that includes employee name, position held, age group working with, type of contract, SSSC number and registration category, qualification held, requirements to meet registration requirements and date of completion, number of years relevant experience  Most recent Care Inspectorate Registration
Adult: child ratio for 3- and 4-year-olds is 1:8 as per CI requirements Adult: child ratio for 2-year-olds is 1:5 is as per CI requirements	Care Inspectorate Registration Certificate Staffing Structure
All SSSC registered staff are achieving the continuous professional learning as set by the SSSC.	Staff training plan Copy of previous years CPD record for all staff working with funded children
That all new staff delivering the funded entitlement within the last year are familiar with the content of the most up-to-date version of the national induction resource	Confirm yes/ no  Upload /provide details/ evidence e.g. Copy of Induction Plan
Care Inspectorate quality evaluations are good or better on the key question that relates to quality of care, play and learning.  If you are a current provider in a Service Improvement Period  If your service has not yet been inspected – please tick N/A in the Eligibility Questionnaire and continue to question 2.2	Copy of most recent Care Inspection report  If grade below Good (4) - Copy of your Service Improvement Plan including details of when you anticipate re-inspection
Do you have a framework to support children’s learning that is informed by national guidance and is appropriate to support individual children’s development and learning through child centred play pedagogy?	Please upload/ provide details/ evidence of your framework that takes cognisance of national guidance and supports individual child development and learning through child-centred play pedagogy e.g. curriculum rationale, vision, values and aims, learning framework, curriculum guide, learning and teaching and assessment policy.

Questions	Evidence required
<p>Care Inspectorate quality evaluations are good or better on the key question that relates to quality of the setting.</p> <p>If you are a current provider in a Service Improvement Period</p> <p>If your service has not yet been inspected – please tick N/A in the Eligibility Questionnaire and continue to question 2.2</p>	<p>Copy of most recent Care Inspection report</p> <p>If grade below Good (4) - Copy of your Service Improvement Plan including details of when you anticipate re-inspection</p>
<p>The setting uses relevant national self-evaluation frameworks to self-evaluate and systematically identify strengths and areas for improvement</p>	<p>Copy of latest self-evaluation or details/evidence of how you identify strengths and areas for improvement</p>
<p>The service has a service improvement plan developed in line with self - evaluation evidence, evidence from Education Scotland and Care Inspectorate scrutiny activities, research and national practice guidance, to continuously improve the quality of provision and outcomes for children and families</p>	<p>Copy of most recent service improvement plan and standards and quality report</p>
<p>The setting must comply with the duties under the Equality Act 2010 and related Health and Social Care Standards</p>	<p>Copy of your Equalities Policy and/ or Inclusion Policy and Admissions Policy</p>
<p>The setting will be willing to provide appropriate support, including making any reasonable changes to the care and learning environment, in order to meet the individual needs of the child.</p>	<p>Copy of your ASN Policy, including statements in relation to GIRFEC and Staged Intervention (Team Around the Child/Child`s Planning).</p>
<p>Children Occupancy Information</p>	<p>Children occupancy information</p> <p>Actual numbers for last 3 years Projected numbers for next year commencing August 2025</p>
<p>Fair work practices, including payment of the Real Living Wage</p>	<p>Please provide a statement regarding your approach to fair working practices including your agreement to paying at least the Real Living Wage to all staff who are delivering funded early learning and childcare. Documents may include:</p> <ul style="list-style-type: none"> <li>• Policy documents</li> <li>• Induction documentation</li> <li>• Ongoing training and development information</li> </ul>

Questions	Evidence required
	<ul style="list-style-type: none"> <li>• Statement on rates of pay</li> <li>• Terms and conditions of employment contracts</li> <li>• A qualitative statement on Fair Work Practices, including payment of the Real Living Wage</li> <li>• Appraisal plans</li> <li>• Employment contracts</li> <li>• Statements of vision, values and aims</li> </ul>

## 2.3 Ensuring Appropriate Staffing

Information on how strategic commissioning plans and the model social care contract are used to help ensure third-party services have appropriate, suitably qualified and competent staff is set out in section 2.2 of this report, as required by section 7 of the 2019 Act.

Procurement processes assess both quality and cost, with significantly greater weight given to quality. Method statement templates are used so providers can show how they will meet the published service specification, including staffing requirements such as staffing levels, staff skills, and staff support and wellbeing. Method statements are evaluated against set scoring criteria, with a quality threshold to ensure all providers meet a minimum standard. Where available, providers are expected to use evidence from Care Inspectorate scrutiny and inspection activity in their submissions.

Where a provider is awarded a service or accepted onto a framework, due diligence checks are then carried out. This may include agreeing staffing levels where these have not already been confirmed. This is more common under an ethical commissioning approach, where there is a stronger focus on outcomes, innovation and flexibility, and staffing levels may need to be finalised once the preferred model of service delivery has been identified.

## 2.4 Ensuring Appropriate Training

The model contract requires providers to comply with Scottish Social Services Council (SSSC) registration requirements. This is important in ensuring staff have ongoing access to the training and qualifications needed to carry out their role, as required by section 8 of the 2019 Act.

In adult social care services, work has taken place with the Care at Home sector since 2022 to implement Fair Work Principles across all new and renewed contracts. Where providers meet these principles, including support for training and further qualifications, they are paid for the

full care shift. Evaluation of this approach shows that staff have greater financial security, feel more valued and respected, have higher motivation and morale, and experience less anxiety. Reported benefits for service users include more personalised support, better continuity of care, and quicker access to services, contributing to reduced inequalities in outcomes.

As the Care Inspectorate has not yet published staffing tools for the social care, social work or early years sectors, there was no activity in 2025/26 relating to training on staffing tools.

## 2.5 Implementation of National Guidance

As at 31 March 2026, the Care Inspectorate had not published any staffing tools for social care, social work or early years services, and the Scottish Government had not issued any additional guidance for these sectors. The statutory guidance has informed the revision of the HSCP Workforce Plan, the statutory review of the IJB Strategic Commissioning Framework 2023–2033, and the content of this annual report. Dundee IJB and Dundee City Council will continue to monitor any future guidance or staffing tools to support ongoing compliance with section 10 of the 2019 Act in planning and securing services under contract, agreement or other arrangements.

The Social Care Contracts Team and the Early Years Central Team work closely with the Care Inspectorate and maintain oversight of scrutiny and inspection outcomes for all contracted services. Where concerns are identified about service quality, including staffing arrangements, these are addressed through contract monitoring. This is done collaboratively with the Care Inspectorate and the provider to agree improvement actions, timescales and follow-up arrangements.

### 3. Risks and Challenges to Compliance

Having considered the requirements of the 2019 Act, Dundee City Council and Dundee IJB have identified a small number of current and potential future challenges in relation to compliance with the requirements of the Act.

**Financial pressures and provider sustainability** - The Council and the IJB recognise that social care, social work, and early learning and childcare providers are operating in a very difficult financial climate. These services rely heavily on staff, so most of their costs are linked to pay. At the same time, Councils and IJBs are working within reducing budgets while trying to protect the quality and availability of services for the public. This has a direct impact on front-line care. No extra funding has been provided to support the new duties introduced by the 2019 Act, including additional regulation and more specialist training for staff. Looking ahead, there is also concern that future staffing tools developed by the Care Inspectorate, if approved by Scottish Ministers, could increase the number of staff providers are expected to have, adding further financial pressure.

**Workforce challenges** – Recruitment and retention remain significant issues across social care, social work, and early learning and childcare. There are particular concerns about how attractive these roles are, especially where pay and wider financial incentives remain limited. This makes it harder to build and keep a stable workforce. Although there has been a stronger focus on staff wellbeing and workforce planning, providers are still likely to face ongoing difficulties in recruiting and retaining skilled staff. This in turn makes it more challenging to maintain safe and appropriate staffing levels.

**Legislative clarity and expectations** – Dundee IJB and Dundee City Council would welcome clearer and more detailed guidance from the Scottish Government on the requirements of the 2019 Act, including reporting expectations. Guidance tailored to social care, social work, and early learning and childcare would help services understand what is expected and support consistent compliance. It should also reflect the day-to-day governance arrangements within IJBs and HSCPs, which can make implementation more complex. More detailed sector-specific guidance on planning, securing, and reporting duties would be especially helpful.

**Duplication of requirement and reporting** – Many of the duties set out in the 2019 Act for social care, social work, and early learning and childcare are already covered by existing legislation, guidance, and scrutiny arrangements. For example, there is overlap with regulation and inspection by the Care Inspectorate and the Scottish Social Services Council. Reporting requirements also duplicate information already included in other key reports, such as the Care Inspectorate annual return for early learning and childcare services, the IJB’s statutory Annual Performance Report, and the Chief Social Work Officer’s Annual Report. Streamlining these requirements would support a more efficient approach to implementation and reporting, while also making information on compliance clearer and easier for the public to understand.

**ITEM No ...7.....**

**REPORT TO: CITY GOVERNANCE COMMITTEE – 22 JUNE 2026**

**REPORT ON: PROCUREMENT SOURCING STRATEGY APPROVAL FOR DIGITAL-TO-PHYSICAL MAIL DELIVERY SERVICE**

**REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

**REPORT NO: 130-2026**

**1. PURPOSE OF REPORT**

- 1.1 The purpose of this report is to provide a summary of the details of a procurement sourcing strategy that has been completed for digital-to-physical mail delivery service.

**2. RECOMMENDATION**

- 2.1 It is recommended that the Committee:

- a) notes the information in this report and
- b) approves the proposed route to market as set out in Section 6 of this report, in compliance with the Public Contracts (Scotland) Regulations 2015.
- c) approves the extension of the current contract for one year.

**3. FINANCIAL IMPLICATIONS**

- 3.1 The approval of the contract extension would result in estimated costs of £400k over the one year of the contract extension. The mail delivery service is funded from existing revenue budgets within individual Council service areas. Each service is responsible for meeting the cost of its own usage of digital to physical mail delivery. Costs are directly linked to the volume and type of mail processed, ensuring transparency and proportionality. These costs are invoiced monthly and recharged to services, supporting accurate financial management and budget control.
- 3.2 Given the value of the proposed procurement, a report detailing the outcome of the process will be brought back to committee for consideration in due course. This report will set out the recommendations for any tender award together with the full financial implications including how these will be funded.

**4. BACKGROUND**

- 4.1 Digital-to-physical mail delivery service, also known as hybrid mail, provides a modern, centralised approach to outbound mail correspondence, allowing staff to send mail digitally while physical printing and delivery are handled externally. It aligns with ongoing service transformation by reducing reliance on manual, paper-based processes and legacy print infrastructure.

**5. DETAILS OF THE PROJECT BEING COMMISSIONED**

- 5.1 The Council uses a digital-to-physical mail delivery service from Xerox to print, envelope and mail outbound correspondence. Since 2023, Hybrid Mail has been the default method across the Council for sending 1st class, 2nd class and Tracked 48 letters, as well as for mail merge.
- 5.2 This mail service is a fully digital service, enabling staff to send mail directly from their desktop, with printing and dispatch handled by the supplier. This improves operational efficiency and supports the Council's sustainability goals by reducing the environmental impact of traditional mail

handling. It improves efficiency and reduces cost by eliminating physical mail collection processes, reduces staff time for mail preparation, and helps streamline workflows.

- 5.3 The Council's internal print service carries out printing, enveloping and mailing of bulk mail jobs such as Council Tax billing. The equipment used to operate this service is approaching end of life and it is more cost-effective to move the bulk printing to a digital-to-physical mail delivery service. The work carried out by the print service will be included in the new contract, which will reduce operating costs and dependency on the print room resources. Cost savings will be achieved when the equipment hire, maintenance, stationery and postage costs are removed. These savings will be identified together with any changes to the cost of the new contract, and the appropriate changes will be made to the future year's budgets at that time.
- 5.4 The new mail service contract will support all the Council's bulk printing and mailing with the flexibility to scale the requirement without additional investment in print infrastructure. There is also a reduction in risk if we no longer operate the internal printing service, with maintenance of machinery no longer needed. If mailing volumes are reduced then the cost will also be reduced, as there are no fixed expenses of the new contract.
- 5.5 The contract with Xerox expires in December 2026 and an extension to this contract is required to ensure continuity of service while a new contract is procured and the Council migrates to the new service. This will also allow the internal print service to be moved to the digital-to-physical mail delivery service.

## **6. SOURCING STRATEGY SUMMARY**

- 6.1 The Council will utilise Government Commercial Agency (GCA), formerly Crown Commercial Services, framework RM6280, Postal Services and Solutions, Lot 6 (Hybrid Mail, Digital and Transformational Communications), as it directly aligns with the required service. The framework provides access to a competitive mix of national suppliers and SMEs and offers a compliant, efficient route to market via mini-competition. It enables the Council to refine requirements while ensuring best value and reducing procurement risk.
- 6.2 The contract will be procured through a mini competition. The GCA framework allows for pricing flexibility; the Council intends to seek fixed pricing and rates for the full contract duration of up to five years. Bidders will therefore be required to submit fixed pricing within their tender responses. Prices will only be subject to review where essential and directly linked to this contract/framework, for example in relation to evidenced changes in Royal Mail postal charges. Any such adjustments will be clearly defined, transparent, and subject to appropriate controls within the contract.
- 6.3 Procuring digital-to-physical mail delivery service supports delivery of the Council Plan and Digital strategy to Design a Modern Council. Mail delivery is an essential service, and the new contract will support organisational resilience, providing a robust, scalable, and secure service for mail delivery.

## 7. RISK ANALYSIS

- 7.1 There are four standard risks in any procurement and for public sector regulated procurements, a fifth is added, that of the procurement exercise itself breaching the public contract regulations and leaving the Council open to a legal challenge.

Description of Risk	Actions to be taken to manage Risk
<b>Commercial Risk</b> – That either the price objectives are not achieved up front or there are other costs that arise during the contract and diminish the overall benefits.	Competition carried out via GCA framework. Seek fixed pricing for up to 5 years with tightly controlled provisions for any allowable variations (e.g. linked to Royal Mail increases only). Include transparent pricing structures and volume assumptions within the tender to ensure bids remain comparable and sustainable
<b>Technical Risk</b> – This concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the specification.	Many suppliers are available within the framework. Tender specifies clear technical requirements and compatibility standards. Require high system availability (e.g. 99.5% uptime), disaster recovery arrangements, and business continuity plans
<b>Performance Risk</b> – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits.	Include clear KPIs and SLAs (e.g. turnaround times, accuracy levels). Implement contract management arrangements, including regular performance reviews and reporting. Ensure adequate DCC resource is given from the start of implementation to prevent delays
<b>Contractual Risk</b> – Being able to remedy the ‘s shortcomings in the contractor’s performance without severely damaging the contract and avoiding reliance on the contracted supplier as the contract develops.	Use of GCA call-off contract terms, ensuring a robust and standardised contractual framework. Incorporate clear data protection, security requirements, and DPIA-informed clauses into the contract
<b>Procurement Risk</b> – where a procurement is found unsound in law, through the public procurement rules.	Use of CCS RM6280 framework (Lot 6) to access a broad and pre-qualified supplier base Undertake pre-tender engagement and develop a clear, proportionate specification with defined pass/fail criteria

## 8. CONCLUSION

- 8.1 It is recommended that the proposed route to market and one year contract extension is approved.

## 9. POLICY IMPLICATIONS

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

**10. CONSULTATION**

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

**11. BACKGROUND PAPERS**

11.1 None.

**PAUL THOMSON  
EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

**22 JUNE 2026**