Dundee City Council
Corporate Services
CHANGING FOR THE FUTURE

City Chambers
DUNDEE
DD1 3BY

6th November, 2026

Dear Colleague

You are requested to attend a MEETING of the **CITY GROWTH AND INFRASTRUCTURE COMMITTEE** to be held in the Council Chamber, City Chambers, City Square, Dundee and also to be held remotely on Monday, 16th November, 2026 to follow the meetings of the City Council and Climate, Net Zero and Environment Committee 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.dundeecity.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@dundeecity.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 CIVIC GOVERNMENT (SCOTLAND) ACT 1982 – STREET NAMES (AN31-2026)

New Residential Development On Behalf of Angus Housing Association at The Land at Former Gowriehill Primary School, Etive Gardens, Dundee.

A consultation was carried out between 24th July, 2026 and 28th August, 2026 for a new street name at the above location.

The consultation correspondence was sent to Ward Councillors, Convener, City Archivist, Council Officers, Dundee Heritage, Central Libraries, University of Dundee and the Developer.

Etive Gardens in the Menzieshill area of Dundee is named as part of a local theme where streets are named after Scottish rivers, lochs, and glens.

No suggestions/names were put forward for consideration therefore Committee is asked to approve the following street name:

Etive Road

New Commercial Development at Site of McDonalds, Riverside Drive, Dundee

A consultation was carried out between 27th August, 2026 and 2nd October, 2026 for a new street name at the above location.

The consultation correspondence was sent to Ward Councillors, Convener, City Archivist, Council Officers, Dundee Heritage, Central Libraries, University of Dundee, West End Community Council and the Developer.

During background research, it was identified that the name "Loverose Way" was historically used by draftsmen as a placeholder where a road had not yet been assigned a formal street name. Online maps use the name ‘Loverose Way’, but the Council does not currently recognise it as an official address.

As no suggestions/names were put forward for consideration, Committee is asked to approve the street name:

Loverose Way

3 TENDERS RECEIVED BY HEAD OF DESIGN AND PROPERTY - Page 3

(Report No 228-2026 by the Executive Director of City Development, copy attached).

4 DISCOVER WORK ANNUAL UPDATE - Page 7

(Report No 229-2026 by Executive Director of City Development, copy attached).

5 ENERGY AND CARBON MANAGEMENT PLAN AND ACTION PLAN - Page 21

(Report No 251-2026 by the Executive Director of City Development, copy attached).

6 DEVELOPMENT PLAN SCHEME 2026 - Page 63

(Report No 252-2026 by the Executive Director of City Development, copy attached).

7 PROCUREMENT SOURCING STRATEGY FOR THE PURCHASE OF CAR AND LIGHT COMMERCIAL VEHICLES - Page 83

(Report No 260-2026 by the Executive Director of City Development, copy attached).

ITEM No …3……..

REPORT TO: CITY GROWTH AND INFRASTRUCTURE COMMITTEE – 16 NOVEMBER 2026

REPORT ON: TENDERS RECEIVED BY HEAD OF DESIGN AND PROPERTY

REPORT BY: EXECUTIVE DIRECTOR OF CITY DEVELOPMENT

REPORT NO: 228-2026

1 PURPOSE OF REPORT

1.1 This report details tenders received and seeks approval on acceptance thereof.

2 RECOMMENDATION

2.1 It is recommended that Committee approve the acceptance of the tenders submitted by the undernoted contractors as set out in the report, with the total amount, including allowances detailed in Appendix 1.

3 SUMMARY OF PROJECTS TENDERED

3.1 Tenders have been received by the Design and Property Division in relation to the projects detailed below.

Engineers Projects - Reference and Description	Contractor
Dighty Regeneration – R4345 – RIBA 3 design	AECOM

4 FINANCIAL IMPLICATIONS

4.1 The Executive Director of Corporate Services has confirmed that funding for the above projects is available as detailed on the attached sheet.

4.2 Where the Council utilise a national or local framework to procure construction and engineering works, all tenderers that have been assigned to the relevant framework have previously been assessed on a qualitative and cost basis, ensuring a highly competitive benchmark is set for the framework supply chain.

5 POLICY IMPLICATIONS

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

6 CONSULTATIONS

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

7 BACKGROUND PAPERS

7.1 None.

Neil Martin
Head of Design and Property

Robin Presswood
Executive Director of City Development

NM/GC/KM 14 October 2026

Dundee City Council
Dundee House
Dundee

APPENDIX 1

PROJECT	Dighty Regeneration
PROJECT NUMBER	R4345
PROJECT INFORMATION	The Dighty Regeneration project vision is to improve the natural health of the Dighty watercourse, returning it to a more natural state before industrialisation and developments altered it. This will help create a climate resilient catchment and deliver significant ecological improvements, enhancing the biodiversity and expanding the natural habitats of the Dighty Burn. The project also provides an opportunity to improve the accessibility to the corridor and enhance the active travel network. A feasibility study has been carried out along with early concept options and has identified several opportunities along the river. This tender is initially to develop the designs for the river restoration and Active Travel through RIBA Stage 3 developing the previous concept designs.
ESTIMATED START AND COMPLETION DATES	5 October 2026 to 1 October 2027
TOTAL COST	Contract £496,329.89 Non contract allowances £350,000.00 Fees £90,00.000 Total £936,329.89
FUNDING SOURCE	Scottish Environment Protection Agency (SEPA) - Water Environment Fund £786,329.89 Scottish Government Active Travel Infrastructure Fund – ATIF £150,000.00
BUDGET PROVISION & PHASING	2026-2027 £300,000.00 2027-2028 £636,329.89
ADDITIONAL FUNDING	None.
REVENUE IMPLICATIONS	None.
POLICY IMPLICATIONS	There are no major issues.

TENDERS

Contractor	**Submitted Tender**	**Corrected Tender**	**Quality Ranking**	**Cost/Quality Ranking**
AECOM	£496,329.89	£496,329.89	(100%)	1 (94%)
Jeremy Benn Associates	£590,063.13	£590,063.13	(84%)	3 (82%)
Ironside Farrar	£593,745.00	£593,745.00	(65%)	5 (72%)
Mott MacDonald	£566,291.37	£566,291.37	(80%)	2 (83%)
WSP	£639,481.87	£639,481.87	(80%)	4 (77%)

RECOMMENDATION	To accept the tender from AECOM, subject to receipt of funding.
SUB-CONTRACTORS	
BACKGROUND PAPERS	None.

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ITEM No …4……..

REPORT TO: **CITY GROWTH AND INFRASTRUCTURE COMMITTEE – 16 NOVEMBER 2026**

REPORT ON: **DISCOVER WORK ANNUAL UPDATE**

REPORT BY: **EXECUTIVE DIRECTOR OF CITY DEVELOPMENT**

REPORT NO: **229-2026**

1 PURPOSE OF REPORT

1.1 This is the annual report on the Council's employability work and updates the Committee on delivery of the "*Discover Work Strategy & Action Plan 2022 – 2027*" including "*A Step Change in Positive Destinations for Young Dundonians"*.

1.2 It also provides an update on the Discover Work's Employability Pathway programme to 31 March 2026, highlighting the improved impact to date, with performance above national averages for many indicators and Dundee's Local Government Benchmarking Family group.

2 RECOMMENDATION

2.1 It is recommended that the Committee:

a notes recent progress in delivering the *Discover Work Strategy & Action Plan* - including *A Step Change in Positive Destinations for Young Dundonians* - and the performance of the Employability Pathway programme; and

b remits the Executive Director of City Development to update the Committee in the next 12 months on the development of a new Strategy & Action Plan for 2027-2032 including elements of regional collaboration with neighbouring Local Employability Partnerships.

3 FINANCIAL IMPLICATIONS

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

4 BACKGROUND

4.1 Reference is made to Article VII of the Minute of the City Growth and Infrastructure Committee on 17 November 2025 (Report No 336-2025 refers) at which the Committee instructed the Executive Director of City Development to submit a further report to the City Growth and Infrastructure Committee on:

a progress with the "*Discover Work Strategy & Action Plan 2022 – 2027*", which supports the Scottish Government and Local Government's ambition to transform Scotland's employability services through the "*No One Left Behind*" policy and achieve substantial improvements in customer outcomes;

b progress with "*A Step Change in Positive Destinations for Young Dundonians*" to drive improvements in Dundee's Annual Participation Measure - the proportion of 16–19-year-olds participating in employment, education, or training - which is an important measure of performance in education and our local economy, as well as of the City's ambition relating to fairness, inclusion, poverty, and productivity; and

c the impact of the citywide Employability Pathway programme - which proactively supports people furthest from the labour market and helps them achieve sustainable positive destinations, including employment - for the period 1 April 2024 - 31 March 2026.

5 DISCOVER WORK STRATEGY AND ACTION PLAN 2022 – 2027

5.1 *Discover Work* is Dundee's Local Employability Partnership. It is a multi-agency partnership that develops shared objectives and aligns employability and skills resources. Discover Work members include Skills Development Scotland, Dundee and Angus College, the Department for Work and Pensions, Dundee City Council, Dundee & Angus Chamber of Commerce, TSI Dundee, Developing the Young Workforce, Dundee Health and Social Care Partnership, NHS Tayside, Business Gateway, and Social Security Scotland.

5.2 The *Discover Work Strategy 2022 – 2027* was published in April 2022 and sets out its ambitious strategic vision, goals and context in "*Transforming employability for a new Dundee"*. It aims to realise the opportunities created by Scottish Government and Local Government's ambition to simplify Scotland's employability system through the *No One Left Behind* policy and achieve substantial improvements in customer outcomes. A detailed Action Plan supports the Strategy and aligns every action with three strategic goals:

a strengthen the functions and effectiveness of Discover Work;

b improve employability outcomes for customers; and

c establish, promote, and increase awareness of Discover Work.

5.3 As stated in the Discover Work Strategy 2022-2027 at the time of publication, there were approximately 11,000 unemployed or inactive people of working age in Dundee who want to work or could work, many of whom have mental health conditions or other disabilities that limit labour-market participation. The Council and wider partnership therefore prioritised support for this cohort and other hard-to-reach groups secure fair, rewarding employment by transforming service delivery and making more efficient use of funding.

5.4 In addition to the Council and City Plan, Discover Work also supports other strategies, policies, action plans, and initiatives including:

- Dundee's Fairness and Local Child Poverty Action Plans;
- Whole Family Support;
- The Equality Outcomes Action Plan; and,
- The Community Wealth Building Action Plan.

5.5 Since publication, Discover Work has implemented the detailed Action Plan and established Task and Finish Groups accountable for agreed outputs. Progress against current priorities is summarised in the table below.

5.6 This includes the creation of a new hub for employability, training, skills, and advice services on the ground floor of Dundee House. The hub will provide a space for several partner organisations to co-locate and for customers to access multiple services in a single location. Partners will include all Employability Providers, Skills Development Scotland, Dundee & Angus College, JobCentre Plus, and Council Advice Services.

Task and Finish Group – Objectives	Progress
A Step Change in Positive Destinations for Young Dundonians Implement a partnership Improvement Plan to address the participation of those aged 16-19	Following the secondment of a Deputy Head Teacher to Discover Work, the Improvement Plan has been implemented. This included the introduction of a Positive Destination Framework across all secondary schools and offsite education and learning centres. Further information including changes in the Annual Participation Measure, is provided in **Section 6**.
Adult Learning – "*Building a Cohesive Post-16 Learning System"* For adult learning partner organisations to build a Cohesive Post-16 Learning System in Dundee, informed by a learning exchange with Ireland's Education & Training Boards (ETBs)	Following a learning exchange visit to Ireland, partners have begun developing a plan to redesign Dundee's post-16 learning system with a draft vision that, "*In 5 years, all adults in Dundee will clearly understand their learning options, move through pathways with confidence, and access opportunities that improve their lives"*.
Discover Work Hub of Support Explore options to better align, integrate and coordinate support for customers through the co-location of Employability Providers and other partner organisations in a city centre and/or other suitable location	Partners agreed a phased approach, with phase 1 focusing on short-term co-location as existing tenancies ended. Temporary arrangements are now in place at Dundee House with the following partners operating near one another: • Skills Development Scotland since 16 September 2024 • Council Employability Staff since January 2025 • Enable Works since 12 May 2025 Discover Work supported Dundee & Angus College's study to explore the impact of co-locating employability services. Allermuir Consulting was appointed to undertake an evidence-based study to evaluate the impact of co-locating employability services and to explore the feasibility of extending approaches to additional locations. The ground floor of Dundee House will become a hub for employability and advice services for customers and construction work is underway. The hub will provide space for testing new operating models and recommendations from the Co-location Study and will inform the long-term vision for a new learning, skills, employability, and advice campus at the Wellgate as part of the College's Campus Transformation.

Task and Finish Group – Objectives	Progress
Increase Awareness and Access to Discover Work Raise awareness of Discover Work amongst customers, employers, and partner organisations while simplifying customers' access to and movement between services	Employability Providers support locally based provision as part of the Local Fairness Initiatives and wider multi-agency "Advice Hub" models to develop links with partner organisations and engage customers in priority areas. Discover Work provides a single point of contact (SPOC) for customers, employers, and referral partners - email address (contact@discoverworkdundee.co.uk) and telephone number (01382 434552). Discover Work has refreshed its website and created new digital referral processes for partner organisations including a streamlined process for secondary schools as part of *A Step Change in Positive Destinations for Young Dundonians*. Discussions with Jobcentre Plus are under way to develop a new digital referral process in Dundee to improve information sharing and customers' experience when accessing multiple services. Successful approaches could be expanded across Scotland.
Employability Pathway Steering Group Ensure that the Employability Pathway operates as a single programme of support, including jointly designed work where Discover Work has committed to coordinated approaches driven by collaboration between Employability Providers and wider partner organisations	Members include key managers/decision makers from each Employability Provider and other Discover Work partner organisations. The group was formally established in August 2025. Members' initial priority was to develop a joint Stakeholder Engagement Plan including Customers & Communities; Employers; Referral Partners; and Practitioners. The Stakeholder Engagement Plan has strengthened customer and community engagement, clarified responsibilities and increased collaboration, including employer engagement. The group is currently undertaking "*Reflect and Reset"* activity, including Service Design Sessions, to explore how we collectively respond to known challenges and continuously improve.
Review of Council Employability Teams Explore how the Council, as a provider of employability services, can support the Discover Work Strategy, and add value	Following the Council's Corporate Employability Review during 2023/2024, the Task & Finish Group ("Review Board") and Council Leadership Team approved a new single Corporate Employability Service, by realigning the existing Adult Employability Team within City Development, Youth Employability Team in Corporate Services, and elements of the Employment Support service in Dundee's Health & Social Care Partnership. The Council's new single Employability Team has been established with agreed purposes, functions and priorities. Following a recent management change, successor arrangements are being developed.

6 "A STEP CHANGE IN POSITIVE DESTINATIONS FOR YOUNG DUNDONIANS"

Annual Participation Measure (APM)

6.1 The APM reports the proportion of 16–19-year-olds participating in employment, education, or training. It is a measure of performance in education and our local economy, as well as of the City's ambition relating to fairness, inclusion, poverty, and productivity set out in the Council Plan 2022-2027 and City Plan 2022-2032.

6.2 As stated in Article IX of the Minute of the City Governance Committee on 22 April 2024 (Report No 113-2024), the Committee received a focused update on Dundee's APM including findings of *A Step Change in Positive Destinations for Young Dundonians* and the implementation of an Improvement Plan and corresponding *Positive Destinations Framework*.

Positive Destinations Framework

6.3 The *Positive Destinations Framework* establishes a consistent approach across all secondary schools while retaining flexibility for special schools and establishments that deliver alternative education, including Offsite Education and Kingspark, to reflect their different contexts.

6.4 Each school has established a *Core Implementation Group* to manage the transition of young people most at risk of leaving school without participating. Integrated partnership working and cross-sector collaboration are now established in each of our secondary and offsite settings. These groups are central to increasing the number of young people who are participating and achieving a sustained positive destination.

6.5 In addition, post-school quality assurance meetings are scheduled for each school four times a year to support and challenge the *Core Implementation Groups*. This rigorous process ensures that every young person receives an offer of support.

Annual Participation Measure 2026 Publication

6.6 The table below provides a definition of each status applied to young people and referenced in the APM:

Status	Definition
Unconfirmed	Those who have a record but despite multi partner data sharing and attempted contact by partner organisations, it was not possible to identify an up-to-date status for reporting i.e. Participating or Not
Participating	Those who are actively engaged with an organisation for the purpose of learning, training, volunteering or work
Not Participating	Those who are not actively engaged with an organisation for the purpose of learning, training, volunteering or work

6.7 The APM for 2026 was published by Skills Development Scotland on 3 November 2026. The publication demonstrates Dundee has made improvements for three consecutive years including the following:

Lowest Unconfirmed Level	While there were still 56 young people who we could not contact, it is the best position we have been in – the 2nd best in Scotland. It enables us to identify those who are not participating, so we can make best use of resources to target young people more effectively - see **Appendix A, Chart 1**.
Highest Participation Level	For the third year in a row, we have achieved our highest participation level since reporting began in 2016. Dundee has moved up from 32nd to 28th An additional 383 young people have participated between 2024-2026 compared to a scenario where the 2023 Participation Level had remained throughout. We now need to support a further 72 young people to participate to meet the Scottish average. This was 188 in 2023, 133 in 2024, and 124 in 2025 - see **Appendix A, Chart 2**.
Not Participating	However, reducing the Unconfirmed Level has also identified additional young people that are not engaged with support, increasing the Not Participating Level from 6.2% to 6.5% with Dundee remaining 32nd. This is the area where focus will now be directed should the Unconfirmed Level be maintained.

6.8 Furthermore, participation in every SIMD area is showing a positive long-term trend of improvement and for the first time, Dundee is now up from 8th to 5th in the Local Government Benchmarking Framework (LGBF) - ahead of ahead of Glasgow, North Lanarkshire, and West Dunbartonshire.

6.9 It is worth noting these improvements have been delivered against a challenging backdrop where Dundee's population of 16–19-year-olds (6,400) is growing and is the highest it has been during the period 2016-2026. This is an increase of 18.6% since 2020, compared to a 13.4% increase across Scotland. The increase in our population of young people is 39% higher than that of Scotland.

7 EMPLOYABILITY PATHWAY PROGRAMME: APRIL 2024 - MARCH 2026

7.1 The Employability Pathway proactively supports people of working age who are furthest from the labour market and helps them achieve sustainable positive destinations, including employment.

7.2 Employability Providers were appointed following a competitive co-commissioning process completed before April 2024. The co-commissioning process invited applications from organisations for No One Left Behind, Parental Employment Support, and other funding to deliver services in a new Employability Pathway programme for a period of five years up to 31 March 2029. Providers operating in our Employability Pathway are:

a Dundee City Council’s new single Corporate Employability Team (formed through the merger of the previous Adult Employability Team within City Development, and Youth Employability Team in Corporate Services); and

b All in Dundee - a consortium of seven third sector organisations led by ENABLE Works in partnership with Apex Scotland, Barnardo's, Helm, One Parent Families Scotland, Street League, Volunteering Matters.

7.3 All providers support priority customer groups and offer straightforward, coordinated and accessible specialist support to address their barriers. Providers work alongside other partners such as Developing the Young Workforce, Skills Development Scotland, Dundee & Angus College, and Job Centre Plus to increase the proportion of customers progressing towards and entering employment and ensure most customers sustain their employment.

Measuring Impact

7.4 Performance monitoring arrangements are in place to measure impact such as the number of people supported, qualifications gained, work experience placements, those entering and sustaining a positive destination (work, apprenticeships, education, further training) up to 12 months after receiving support.

7.5 The Employability Pathway is delivering measurable impact above national averages in Performance Indicators collated by the Scottish Local Authority Economic Development (SLAED) and at the top of our Local Government Benchmarking Family Group, while demonstrating progress against key strategic priorities outlined in previously referenced strategies and the employability and skills support provided for those living in the Whole Family Support (WFS) areas.

7.6 The following tables provide a high-level summary of performance and impact up to 31 March 2026 with further information provided in **Appendix B** including the characteristics, circumstances, and locality of those supported. This includes a breakdown by Ward Area, where the North-East and East End have also been grouped given those areas are of particular focus through the emerging Whole Family Support (WFS) project.

Customers Supported	**2513**
Aged 15-24 - supporting improvements in our Annual Participation Measure, Youth Unemployment and Inactivity levels	**1403 (56%)**
Presented with at least one health condition e.g. mental health condition, learning disability, long-term illness/condition, autism spectrum disorder/condition	**1350 (54%)**
Parents including those belonging to Priority Family Groups - defined by *Bringing Hope, Building Futures* (Scotland's Tackling Child Poverty Delivery Plan 2026-31) as being at the greatest risk of experiencing poverty	**583 (23%)**

Customer Achievements	
Customers participated in volunteering or flexible work tasters	**117 (5%)**
Customers entering a positive destination - e.g. Employment, Self Employment, Modern Apprenticeship, Further/Higher Education	**1160 (46%)**
% of customers sustaining a positive destination for at least 12 months. This is a minimum level, as some positive destinations and sustainability cannot be captured or confirmed.	**77%**

Benchmarking

7.7 The Scottish Local Authorities' Economic Development (SLAED) Group is the professional network for economic development leaders from across Scotland's 32 local authorities.

7.8 The "*SLAED Indicators Framework*" provides a consistent source of data and evidence on what councils across Scotland are delivering as local economic development organisations. The purpose of the SLAED Indicators Framework is to assist Local Authorities to provide a basis for collating consistent data which can be used to better understand impact and identify potential areas for improvement

7.9 For "*Council Funded/Operated Employability Activities"*, the primary performance indicator is:

Performance Indicator	**Dundee's Position**
The proportion of people who have progressed into a positive destination because of their participation in employability activities	• 1st in the LGBF family group (1st in 2023/24; 3rd in 2022/2023) • 7th highest nationally (3rd in 2023/24; 10th in 2022/2023)

7.10 The SLAED data collated also includes the level of funding spent across all 32 local authorities on employability activity, providing a benchmark on the cost-per-person supported into a positive destination.

Cost Indicator	**Dundee's Position**
Cost-per-person supported into a positive destination - e.g. employment, self-employment, modern apprenticeships, further/higher education	• 3rd Lowest in the LGBF family group (5th in 2023/24; 5th in 2022/2023) • 13th lowest nationally (8th in 2023/24; 10th in 2022/2023)

Positive Impact for Customers

7.11 The following table summarises activities contributing to the outcomes above.

Activity	**Purpose, Beneficiaries, and Impact**
Scottish Childminding Association (SCMA) Programme for Scotland's Childminding Futures	The programme will support up to 10 new childminders in Dundee through a training and induction package from SCMA, and a Scottish Government Business Grant. Promotion and onboarding are ongoing. Five customers have been supported, with one registered and delivering services and another submitted to the Care Inspectorate for registration.
"Discover Together" – NHS Tayside	Six-month paid placements for six unemployed or underemployed parents within NHS Tayside between October 2025 and April 2026. Placements were paid above the Real Living Wage and offered family-friendly working patterns to accommodate family

Activity	Purpose, Beneficiaries, and Impact
	commitments. Preparatory training included accredited learning provided by D&A College. Ongoing support was provided by Employability Providers. Parents were offered redeployment within the NHS upon completion of their placement and guaranteed interviews for other roles within NHS Tayside. Five of the six parents entered successive employment within NHS Tayside and remain in employment within NHS Tayside.
Sector-based Work Academies	A range of Sector Based Work Academies delivered in partnerships with employers with a known skills need. Delivery involves general employability training, vocational / industry qualifications, and work placements. Recent industries have included Childcare, Playworker, Healthcare, Social Care, Leisure & Culture, Customer Services, Retail, Make-up & Beauty, Sports & Leisure.
Individual Placement & Support Service - All in Dundee (ENABLE) and NHS Tayside	This initiative expands the specialist Individual Placement and Support (IPS) service, which supports people with severe and enduring mental health problems to secure and sustain employment. IPS is delivered in partnership with NHS Tayside, where Enable Works' Employability Key Workers are integrated with clinical health specialists.
"Earn and Learn" Modern Apprenticeship Opportunities	Fourteen Modern Apprenticeship opportunities with partner organisations for young people not participating in employment, education, or training. Earn & Learn Apprentices are completing SVQ 2 (SCQF Level 5) qualifications relevant to their job role. This is being developed in direct response to "*A Step Change in Positive Destinations for Young Dundonians"*.
The ARC – All in Dundee (Barnardo's)	An Alternative Route Collaborative (ARC) has been established with 2 FTE key workers to support young people who have engaged with Dundee City's offsite provisions, including Rockwell Learning Centre, PACE, or RISE. This has increased the participation in "Other Formal Training" as classified by SDS. This has been developed in direct response to "*A Step Change in Positive Destinations for Young Dundonians"*.

7.12 Case studies and good news stories are provided in the Discover Work Newsletters - www.discoverworkdundee.co.uk/news/.

7.13 It is worth noting these activities are in addition to other Council specific activities such as the Modern Apprenticeship programme within Construction Services and other non-construction apprenticeships that are not subsidised through 'Earn & Learn' referenced in the table above.

8 POLICY IMPLICATIONS

8.1 The content of this report was previously considered in Article VII of the minute of the City Development Committee meeting on 5 September 2022 (Report No 206-2022) and remains valid. The original report was subject to an Integrated Impact Assessment. An appropriate Senior Manager has checked and agreed with this assessment. For follow-ups relating to initial

reports agreed prior to 22 August 2022 a copy of the Integrated Impact Assessment is available (where applicable) on the Council's website at www.dundeecity.gov.uk/iia. For follow-ups relating to initial reports created after this date, a copy of the Integrated Impact Assessment is included as an Appendix to that initial report.

9 CONSULTATIONS

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

BACKGROUND PAPERS

9.2 None.

Gregor Hamilton
Head of Planning, Economic Development and Regulatory Services

Author: John Davidson

Robin Presswood
Executive Director of City Development

Dundee City Council
Dundee House, Dundee

RP/GH/JD/KM

6 November 2026

APPENDIX A - ANNUAL PARTICIPATION MEASURE 2026

Chart 1: % of Young People Who Have An Unconfirmed Status

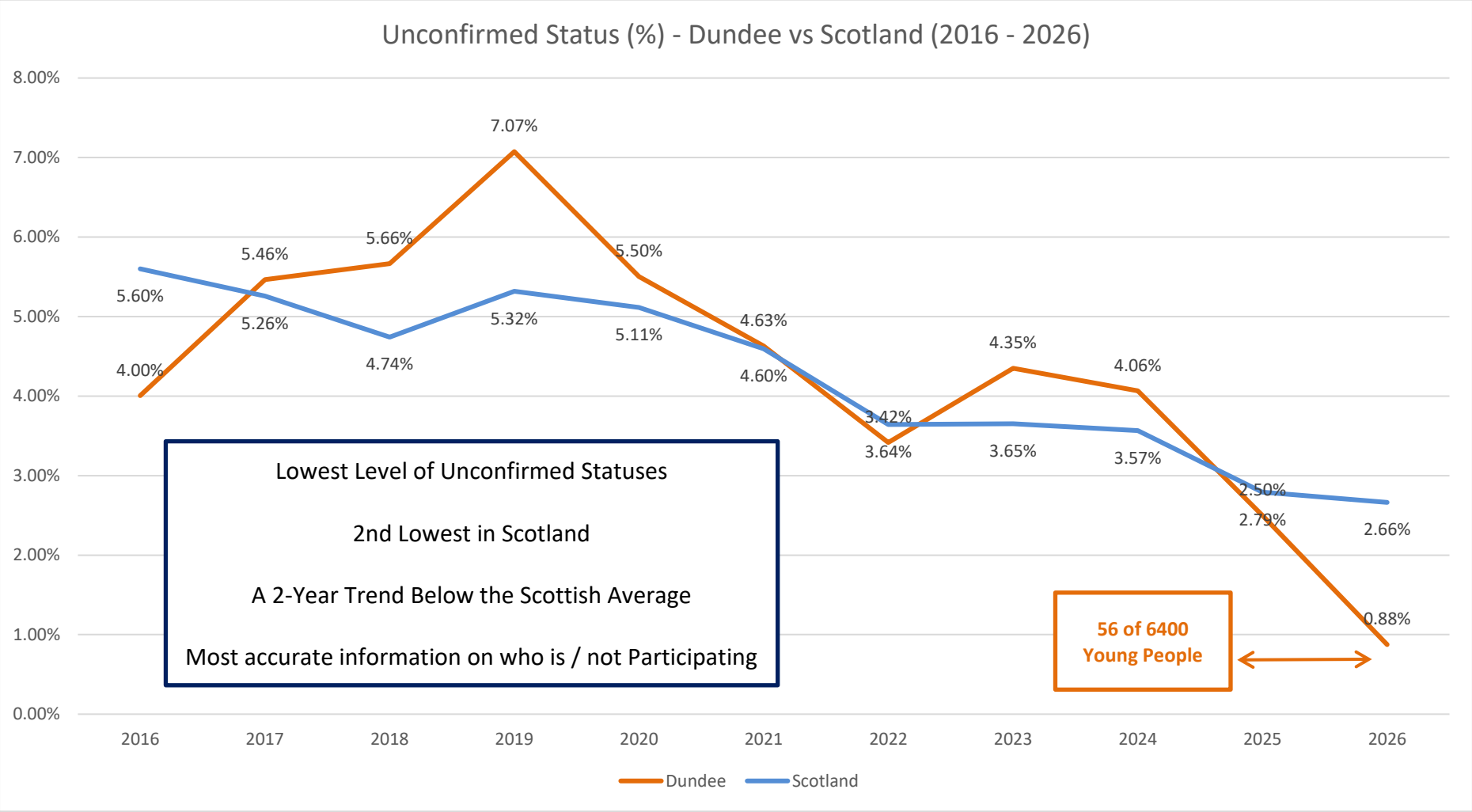
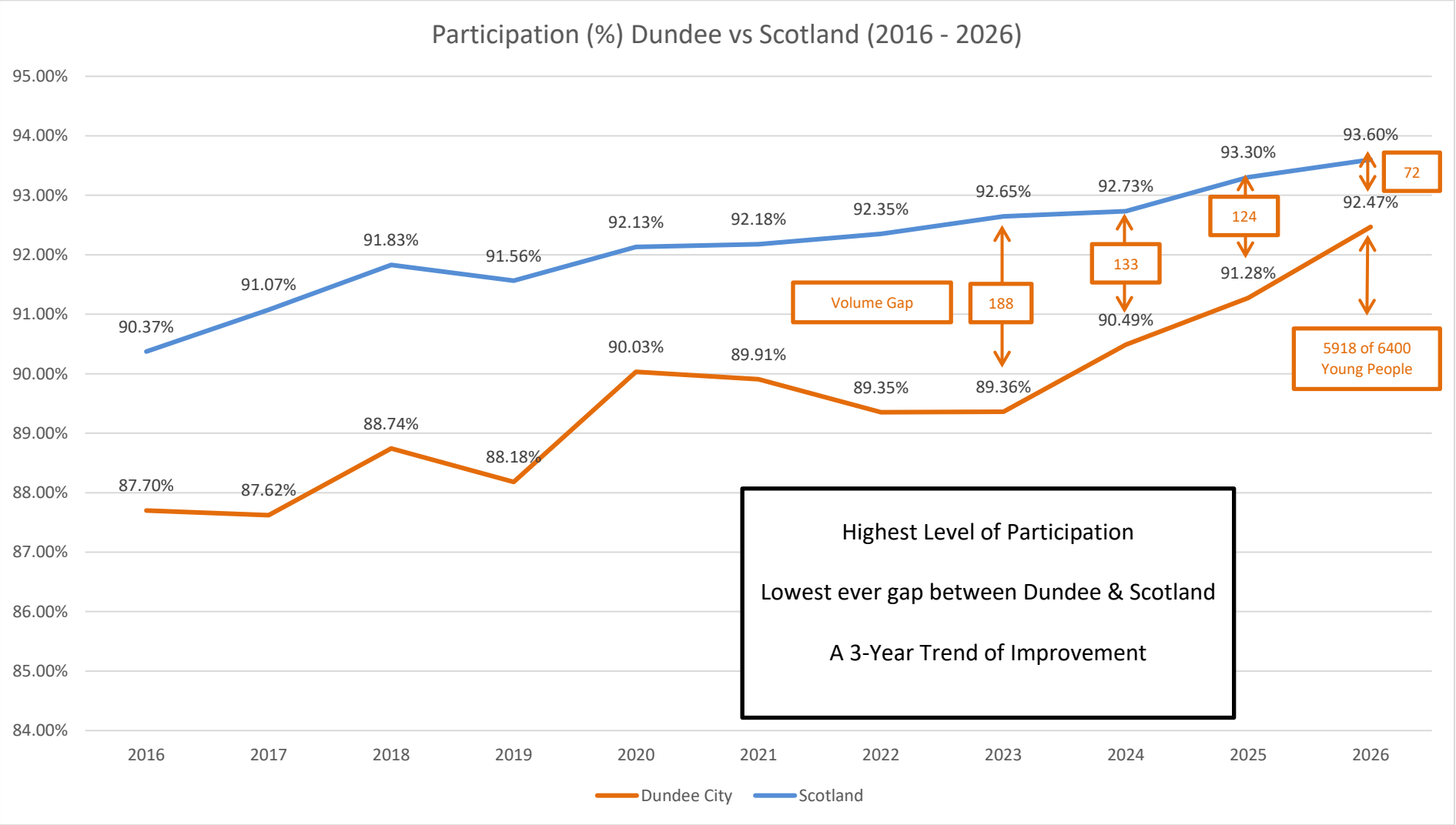


Chart 2: % of Young People Participating including the Gap to meet the Scottish average



APPENDIX B

EMPLOYABILITY PATHWAY PERFORMANCE: 1 APRIL 2024 - 31 MARCH 2026

	Ward											Whole Family Support Areas	
	Unverified	Coldside	East End	Lochee	Mary field	North East	Strath martine	The Ferry	West End	Total	%	Total	%
Customers Supported	**16**	**376**	**393**	**382**	**341**	**299**	**348**	**115**	**242**	**2513**		**692**	
Age													
15	2	13	23	13	5	21	20	8	1	106	4%	44	6%
16-19	6	87	170	136	67	156	201	47	57	928	37%	326	47%
20-24	2	55	47	61	56	38	45	19	46	369	15%	85	12%
25-34	2	94	58	77	81	30	33	13	69	457	18%	88	13%
35-44	1	65	43	46	70	34	24	11	38	332	13%	77	11%
45-54	1	38	29	26	34	14	19	9	18	188	7%	43	6%
55+	2	24	23	23	28	6	6	8	13	133	5%	29	4%
Grand Total	**16**	**376**	**393**	**382**	**341**	**299**	**348**	**115**	**242**	**2513**		**692**	
Ever been in paid employment?													
No	7	107	187	140	73	165	210	47	61	997	40%	352	51%
Yes	9	269	206	242	268	134	138	68	181	1516	60%	340	49%
Grand Total	**16**	**376**	**393**	**382**	**341**	**299**	**348**	**115**	**242**	**2513**		**692**	
Employment Status													
School Pupil	2	9	13	7	8	19	17	6	3	84	3%	32	5%
Economically Inactive	2	67	63	66	47	67	87	25	51	476	19%	130	19%
Inactive		7	6	5	7	3	8	4	7	47	2%	9	1%
Unemployed	10	248	261	255	216	182	209	73	146	1600	64%	443	64%
Self Employed		1	2		2	1	1		1	8	0%	3	0%
Employed	1	29	24	17	41	18	17	4	23	174	7%	42	6%
Long Term Unemployed	1	15	24	32	20	9	9	3	11	124	5%	33	5%
Grand Total	**16**	**376**	**393**	**382**	**341**	**299**	**348**	**115**	**242**	**2513**		**692**	

	Ward	Whole Family Support Areas

	Unverified	Coldside	East End	Lochee	Mary field	North East	Strath martine	The Ferry	West End	Total	%	Total	%
Duration of Employment Status													
N/A - School Pupil	2	9	13	7	8	19	17	6	3	84	3%	32	5%
Less than 6 months	6	185	162	183	135	135	184	55	116	1162	46%	297	43%
6 months up to 12 months	1	72	73	70	66	52	55	14	48	451	18%	125	18%
12 months up to 2 years	1	40	54	43	51	33	28	16	35	301	12%	87	13%
2 years up to 5 years	2	49	64	60	54	34	40	19	28	350	14%	98	14%
5 years or more	4	21	27	19	27	26	24	5	12	165	7%	53	8%
Grand Total	**16**	**376**	**393**	**382**	**341**	**299**	**348**	**115**	**242**	**2513**		**692**	
Parental Status													
No data < 1st April 21		3	3	2	1		2		1	12	0%	3	0%
Not parent	11	272	296	285	241	235	299	97	181	1918	76%	531	77%
Parent in a couple	4	65	29	32	60	30	17	6	33	276	11%	59	9%
Single parent	1	36	65	63	39	34	30	12	27	307	12%	99	14%
Grand Total	**16**	**376**	**393**	**382**	**341**	**299**	**348**	**115**	**242**	**2513**		**692**	
Age of youngest dependent													
Not parent or No Data	11	275	301	287	242	235	301	97	182	1932	77%	536	77%
under 1 year		7	7	9	11	2	1		2	39	2%	9	1%
1 year up to 5 years	2	36	35	38	41	19	18	8	28	225	9%	54	8%
5 years up to 12 years		41	34	32	30	26	15	8	20	206	8%	60	9%
12 years up to 16 years	2	15	12	11	11	12	10		6	79	3%	24	3%
16 years up to 19 years	1	2	4	5	6	5	3	2	4	32	1%	9	1%
Grand Total	**16**	**376**	**393**	**382**	**341**	**299**	**348**	**115**	**242**	**2513**		**692**	
Total Customers Achieving a Positive Destination													
Employment	3	133	120	121	111	104	101	35	95	823	33%	224	32%
Modern Apprenticeship		1	4	1	2	6	12	3	3	32	1%	10	1%
Self-Employment		3	6	4	7	5	3		4	32	1%	11	2%
Started Further / Higher Education	4	25	71	40	19	37	44	14	18	273	11%	108	16%
Grand Total	**7**	**162**	**201**	**166**	**139**	**152**	**160**	**52**	**120**	**1160**	**46%**	**353**	**51%**
% of Customers Supported	**44%**	**43%**	**51%**	**43%**	**41%**	**51%**	**46%**	**45%**	**50%**	**46%**		**51%**	

ITEM No …5……..

REPORT TO: **CITY GROWTH AND INFRASTRUCTURE COMMITTEE – 16 NOVEMBER 2026**

REPORT ON: **ENERGY & CARBON MANAGEMENT PLAN AND ACTION PLAN**

REPORT BY: **EXECUTIVE DIRECTOR OF CITY DEVELOPMENT**

REPORT NO: **251-2026**

1 PURPOSE OF REPORT

1.1 This report seeks approval to adopt an updated "Energy and Carbon Management Plan (ECM Plan)" and associated Energy and Carbon Management Action Plan that set out how the Council will manage, reduce, and decarbonise energy and water use across its non-domestic operational property estate in line with local and national climate commitments.

2 RECOMMENDATION

2.1 It is recommended that the Committee:

a approves the draft Energy and Carbon Management Plan and associated Energy and Carbon Management Action Plan;

b remits Heads of Service across all Council departments to support the implementation of the Energy and Carbon Management Plan and allocate appropriate resources within their areas of responsibility; and

c authorises the Head of Design and Property to make necessary updates to the Energy and Carbon Management Plan and associated Action Plan to reflect changes in national legislation, policy, guidance, and local climate change commitments.

3 FINANCIAL IMPLICATIONS

3.1 The adoption of the revised Energy and Carbon Management (ECM) Plan will not result in any immediate direct financial implications for the Council, though will assist in cost control.

3.2 It is anticipated that major energy efficiency and decarbonisation projects will be delivered through external funding opportunities or invest-to-save programmes where financial savings can be demonstrated. Further approvals for projects or programmes of work will be brought forward in line with standing orders. Any identified budget requirement will be reported to a future committee for approval

3.3 It is also anticipated that the ECM Plan will reduce overall energy and water expenditure by eliminating avoidable costs, improving energy efficiency, and eliminating billing inaccuracies.

4 BACKGROUND

4.1 The Council's current Energy Management Plan and the associated Energy Action Plan 2018-2022 was updated in 2021. It set out the Council's commitment to reducing energy and water consumption, lowering greenhouse gas emissions, and embedding energy management across its operations to support climate change objectives and financial efficiency. The Plan committed to continual reductions in energy consumption and target a 5% annual reduction in carbon dioxide emissions from Council operational properties until 2030. It also committed to maintain a corporate system for monitoring energy and water use, report progress annually, provide staff training, and promote energy awareness throughout the Council and its partners.

4.2 Since 2021 Dundee City Council Net Zero Transition Plan 2024 – 2030 was adopted in 2024 which set out the organisational target of Net Zero Dundee City Council by 2038. According to the NZTP the Council's property estate accounted for 79% of total emissions.

4.3 Given that Council buildings account for a significant proportion of the Council's carbon emissions, a more robust and coordinated approach to estate decarbonisation is required to support delivery of the targets set out in the Net Zero Transition Plan. In addition, recent global events have highlighted the volatility of energy markets and the associated financial risks. Accordingly it is essential that the Council adopts a clear strategy to reduce energy and water consumption where possible, improve efficiency, and minimise exposure to future energy price fluctuations.

4.4 The revised ECM Plan sets out clear plans for:

a **Emission Reduction:** support delivery of the Council's target to reduce emissions by 90% by 2038 (from 2020 levels) by reducing emissions from energy use across the property estate.

b **Reduction and Optimisation of Energy and Water Use**: reduce and optimise energy and water consumption across the Council's property estate, while benchmarking performance against comparable Scottish property types and striving to maintain consumption below the national average.

c **Cost Optimisation:** improve cost efficiency through effective resource management, secure best value through the procurement of utilities, and ensure the accuracy of energy and water billing through ongoing monitoring and prompt resolution of discrepancies.

d **Monitoring and Reporting:** strengthen monitoring and governance through six-monthly reporting on energy, water, and emissions performance to Executive Director of City Development, while improving data quality, automating reporting processes, and increasing transparency through the proactive publication of information where appropriate.

e **Building Management and Operational Control:** introduce clear operational responsibilities for Building Managers and Facilities Staff to support the efficient operation of buildings, including the effective use of local controls, switching off non-essential equipment, reporting faults, leaks and overheating, and implementing energy-saving measures, thereby reducing energy and water consumption, carbon emissions and utility costs.

4.5 Some of the key revisions include:

a **Increased focus on water**: in the 2025/26 financial year, the property estate consumed 300,181 cubic metres (m^3) of water at a cost of £1.6 million. Given the significant financial and environmental impacts, the ECM Plan includes a range of water efficiency measures and identifies actions to reduce water consumption across the estate.

b **Alignment with local and national policies:** The ECM Plan identifies the key national and local policies that influence and support its objectives. The Plan does not establish a new emissions target; instead, it provides the framework and actions required to support delivery of the Council's existing target of achieving Net Zero by 2038, as set out in the Net Zero Transition Plan.

c **Clear strategic focus**: the following four key areas of strategic focus has been identified:

- Emission reduction;
- Reduction and optimisation of energy and water use;
- Cost optimisation; and

- Monitoring and reporting.

d **Clear Governance structure:** the Plan has identified a clearer governance structure. Final approval of the ECM Plan will be the responsibility of the Executive Director of City Development. Strategic oversight will be provided by the Head of Design and Property to ensure alignment with service and corporate priorities. Delivery of the ECM Plan and associated Action Plan will be led by the Energy Management Team, under the operational direction of the Property Manager, with responsibility for energy management, data management, project delivery, compliance, and performance reporting. Service managers, building managers, and facilities staff will support implementation by embedding energy-efficient practices across the property estate.

e **Robust monitoring and reporting framework:** the ECM Plan will be reviewed and updated annually in line with the City Development Service Plan cycle. The Team Leader Energy Management team leader will monitor the Council's energy and water consumption, costs, and carbon emissions monthly. Six-monthly performance reports will be submitted to the Executive Director of City Development, with oversight from the Property Services Manager, providing updates on energy and water consumption, costs, carbon emissions, progress against ECM Plan actions, and any recommendations for further improvement.

5 POLICY IMPLICATIONS

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

6 CONSULTATIONS

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

7 BACKGROUND PAPERS

7.1 None.

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Head of Design and Property

Author: Suraj Paneru

Robin Presswood
Executive Director of City Development

Dundee City Council
Dundee House
Dundee

RP/NM/SP/KM

28 September 2026

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Document Title	**Energy and Carbon Management Plan for Dundee City Council's Non-Domestic Operational Property Estates 2026 – 2028**	
Prepared by	Name	Signature
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Reviewed by	Neil Martin	
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Date	19 October 2026	

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Abbreviations

Abbreviation	Full Form
AQM	Air Quality Monitor
BAR	Building Assessment Report
BEMS	Building Energy Management System
CLT	Council Leadership Team
CO2	Carbon Dioxide
DCC	Dundee City Council
ECM Plan	Energy and Carbon Management Plan
EV	Electric Vehicle
GB	Great Britain
GSHPs	Ground Source Heat Pumps
GWh	Gigawatt Hours
HVAC	Heating, Ventilation and Air Conditioning
HNZ	Heat Network Zone
ICO	Information Commissioner's Office
IT	Information Technology
KPI / KPIs	Key Performance Indicator(s)
kWh	Kilowatt Hours
LAEP	Local Area Energy Plan
LCT	Low Carbon Technologies
LHEES	Local Heat and Energy Efficiency Strategy
m^3	Cubic Metres
MSD	Multi-Storey Dwelling
NDEE	Non-Domestic Energy Efficiency
NZTP	Net Zero Transition Plan
PPA / PPAs	Power Purchase Agreement(s)
PV	Photovoltaic
RC	Roman Catholic
SPID / SPIDs	Supply Point Identifier(s)
SPSHD fund	Scotland's Public Sector Heat Decarbonisation Fund
SPSHD framework	Scotland's Public Sector Heat Decarbonisation Framework
tCO_2e	Tonnes of Carbon Dioxide Equivalent

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1. INTRODUCTION AND PURPOSE

1.1 SCOPE AND OBJECTIVES

The Dundee City Council Energy and Carbon Management Plan (ECM plan) sets out how the council will manage, reduce, and decarbonise energy and water use across its non-domestic operational property estate in line with local and national climate commitments.

The non-domestic operational property estate ("property estate") are the properties not used for housing and residential purposes. These properties are actively used to deliver public services or support the authority's statutory and corporate functions.

The plan's objectives are to reduce energy consumption, cut carbon emissions in line with the Council's Net Zero Transition Plan and Scotland's Net Zero by 2045 target, improve the efficiency and performance of buildings, transition away from fossil fuel heating, expand renewable energy generation, and strengthen monitoring, reporting, and staff engagement.

Overall, the plan provides a structured framework for delivering cost savings, improving environmental performance, and ensuring compliance with local and Scottish national policies and targets.

1.1.1 Energy and Water Use

In financial year 2025/26 the property estate consumed **95,092,142.76** kilowatt-hours (kWh) energy and **300,181** cubic meters (m^3) of water.

This report includes consumption of natural gas and electricity supplied through the GB energy network and consumption of water and use of the sewer system supplied through Scottish Water assets.

This report does not include the electricity and heat consumption from local council owned renewable and biomass generation due to lack of reliable data. The Energy Team will work with council departments to explore centralised monitoring of renewable generation and consumption.

1.1.2 Emissions

The property estate accounted for **17,785** tonnes of CO2 equivalent (tCO2e) in 2025/26. This is approximately three quarters of the Council's total emissions.

The emissions from the property estate comes from the use of natural gas, grid electricity and water for the daily operation of the council. The emissions from biomass plants are not included in this report due to lack of reliable data. The Energy Team will start collecting data and monitoring biomass related emissions.

1.2 RELEVANT POLICIES AND TARGETS

As an organisation, the Council is one of the largest clients in the city, and its operations influence the energy consumption patterns and emissions of the wider Dundee city-region. Energy has a direct impact on the operations of all council departments, not just City Development. Therefore, relevant local and national policies are considered when developing the ECM plan.

1.2.1 National Policies and Targets

Policy	Outcome	Timeline
Climate Change (Scotland) Act 2019	Creates the statutory framework for greenhouse gas emissions reductions in Scotland by setting interim reduction targets up to 2050. Part 4 of the Act places duties on public bodies relating to climate change.	2019 onwards
Update to Climate Change Plan 2018-2032	The strategy advocates for an electricity system powered by a high penetration of renewables, aided by a range of flexible and responsive technologies.	2018-2032
Heat Networks (Scotland) Act 2021	The Act makes provision for regulating the supply of thermal energy by a heat network, and for regulating the construction and operation of a heat network. The act defines the heat network licence, consent, heat network zone, permit and key assets. The act has set the target that Scottish Ministers must ensure that the combined supply of thermal energy by heat networks in Scotland reaches a) 2.6 terawatt hours of output by 2027 b) 6 terawatt hours of output by 2030.	2021 onwards
Buildings (Heating and Energy Performance) and Heat Networks (Scotland) Bill - Draft	Sets out the Scottish Government's vision for the future of heat in buildings, and the actions they are taking in the buildings sector to deliver climate change commitments, maximise economic opportunities, and ensure a just transition. The Bill will establish laws for heat decarbonisation and energy efficiency in buildings, specifying timelines for when changes must come into effect. The heat decarbonisation target is that by the end of the year 2045, as far as reasonably practicable, no direct emission heating system is used in any building in Scotland.	Delivery Plan anticipated to be completed Spring 2027

National targets

The Climate Change Act 2008 sets a target of reducing greenhouse gas emissions by at least 100% of 1990 levels (net zero) by 2050 in the UK.

In Scotland the Climate Change (Scotland) Act 2009 and its subsequent amendment, the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, has set net-zero emissions by 2045 with an interim target of a 75% reduction in emissions by 2030, relative to 1990 levels.

There is a statutory duty for the Scottish public sector to align and support the Scottish Government's target of net zero by 2045 or sooner.

1.2.2 Local Policies and Targets

Strategy	Outcomes	Timeline
City Plan for Dundee	Sets out the outcomes that the community planning partners in Dundee, known as the Dundee Partnership, will seek to improve,	2022 - 2032

Strategy	Outcomes	Timeline
	which in turn should improve the wellbeing and quality of life of the residents of Dundee, with a particular focus on following outcomes: • Dundee will be a caring city which has tackled the root causes of poverty and delivered fairness in incomes, education and health. • Dundee will have a strong, creative, smart and sustainable city economy with jobs and opportunities for all. • Dundee will be a greener city, made up of strong communities where people feel empowered, safe and proud to live.	
Dundee City Council Plan	To achieve the vision set out in City Plan, the Council Plan have selected the five priorities below: • Reduce child poverty and inequalities in incomes, education & health. • Tackle climate change and reach net zero carbon emissions by 2045. • Deliver inclusive economic growth (including community wealth building) • Build resilient and empowered communities • Design a modern council	2022 - 2027
Dundee Local Development Plan	Facilitate sustainable economic growth and protect the built and natural environment through directing the right development to the right locations.	2019 - 2028
City Development Service Plan	The City Development Service Plan sets out the strategic direction for the service between 2023-2028 and outlines the key priorities and improvements which the service intends to deliver. The plan outlines the service's key responsibilities and identifies the key actions to be undertaken to meet priorities, as well as the performance indicators which will be used to monitor progress.	2023 - 2028
Dundee Climate Action Plan	City-wide strategy with a first set of Energy, Transport, Waste and Resilience actions in a long-term pathway to achieve net-zero greenhouse gas emissions by 2045 or sooner.	2019 - onward
Dundee City Council Net Zero Transition Plan 2024 - 2030	The NZTP set out a clear roadmap for our transition to become a net zero organisation with a set of corporate actions across Net Zero emissions, Circular Economy, Climate Resilience and Just Transition. The plan sets a target for Net Zero Dundee City Council by 2038.	2023 - 2027
Dundee Local Heat and Energy Efficiency Strategy	LHEES provides evidence to support energy efficiency programmes and advancing district heating network schemes in Dundee, informing both policy and delivery. It identifies potential district heating networks and sets out a potential programme of network development and interconnections together with a deliverable action plan. Dundee LHEES has identified five Heat Network Priority Zones in the city where district heating can be most effectively delivered.	2024 - 2029

Strategy	Outcomes	Timeline
Dundee Local Area Energy Plan (LAEP)	The LAEP provides an understanding of the nature, scale, rate, and timing of the changes needed for Dundee to transition to a net zero energy system by 2045. Whole systems modelling across heat, electricity and transport was conducted to test various scenarios for the radical transformation necessary to decarbonise Dundee's local energy system fully. Dundee LAEP reviewed the following scenarios: • Local resilience • High electrification • Hydrogen integration • Widespread hydrogen The preferred option was the Local Resilience scenario. This considers waste heat utilised in the Baldovie HNZ, with significant public sector buildings and anchor loads, 6-fold increase in rooftop PV generation. Around half of all heat will be met by decentralised heat pumps and a third is met by heat networks and 20% reduction in heat demand.	2024 - 2045

Local targets

Dundee City-wide target: Dundee Climate Action Plan has set target for 40% reduction in greenhouse gas emissions by 2030 and then to achieve net-zero greenhouse gas emissions by 2045 or sooner.

The Council's organisational target: The Net Zero Transition Plan set target that the council will reduce 90% of our emissions by 2038 from the 2020 level and will offset the remaining 10% emissions. The ECM plan aims to support the council in achieving this target.

1.3 Our Strategic Focus

1.3.1 Emissions reduction

To support the council to meet its target of reducing 90% of the Council emissions by 2038 from the 2020 level, we will aim to:

- Reduce the emission from energy use in property estate by at least **5%** year on year.

Each Service Department will be responsible to meet 5% emission reduction target for the buildings they occupy. This will be monitored and the performance reviewed through six-monthly reporting.

1.3.2 Reduction and optimisation of energy and water use

To support the emission reduction and cost reduction we will aim to:

- Proactively seek ways to optimise and reduce energy and water consumption in the council property estate.
- Benchmark the property estate and work towards maintaining the consumption below or at Scottish national average of similar property types.

1.3.3 Cost optimisation

To support improved cost efficiency and cost reduction we will continue to:

- Improve cost efficiency through effective resource management.

- Review the procurement of electricity, natural gas and water to help ensure the best possible value for the Council.
- Monitor energy and water bills to ensure accuracy and assist in rectifying discrepancies promptly.

1.3.4 Monitoring and Reporting

To support the council to fulfil its statutory reporting obligations and voluntary commitments we will aim to:

- Publish 6 monthly reports on energy and water consumption and emissions and share them with City Development Executive Director for sharing with relevant departments and teams.
    - Each report will identify top energy users, outline key drivers of consumption, and recommend opportunities for conservation and efficiency improvements.
    - Report format and content will be developed in line with direction from the Head of Design and Property.
- Explore opportunities to digitalise and automate reporting processes.
- Develop and implement standardisation, quality control and quality assurance processes.
- We will aim to proactively publish or otherwise make publicly available as a matter of routine, information in line with Information Commissioner's Office (ICO) and DCC guidelines.

2. CURRENT ENERGY AND WATER USE AND EMISSION

2.1 ENERGY USE

Dundee City Council's property estate portfolio currently comprises of 199 buildings.

The breakdown of which is as follows:

- Air Quality Monitor (AQM)
- Cemetery
- Child and Family Centre
- Commercial Property
- Communal Heating
- Community Library
- Cultural/Museum Facilities
- Depot/workshop/recycling
- EV Charging
- Homes for Children
- Homes for Older People
- Landlord Supply
- Multi Storey Car Park
- Offices
- Other
- Primary and Nursery School
- Secondary School
- Sports and Leisure Facilities
- Street Lighting

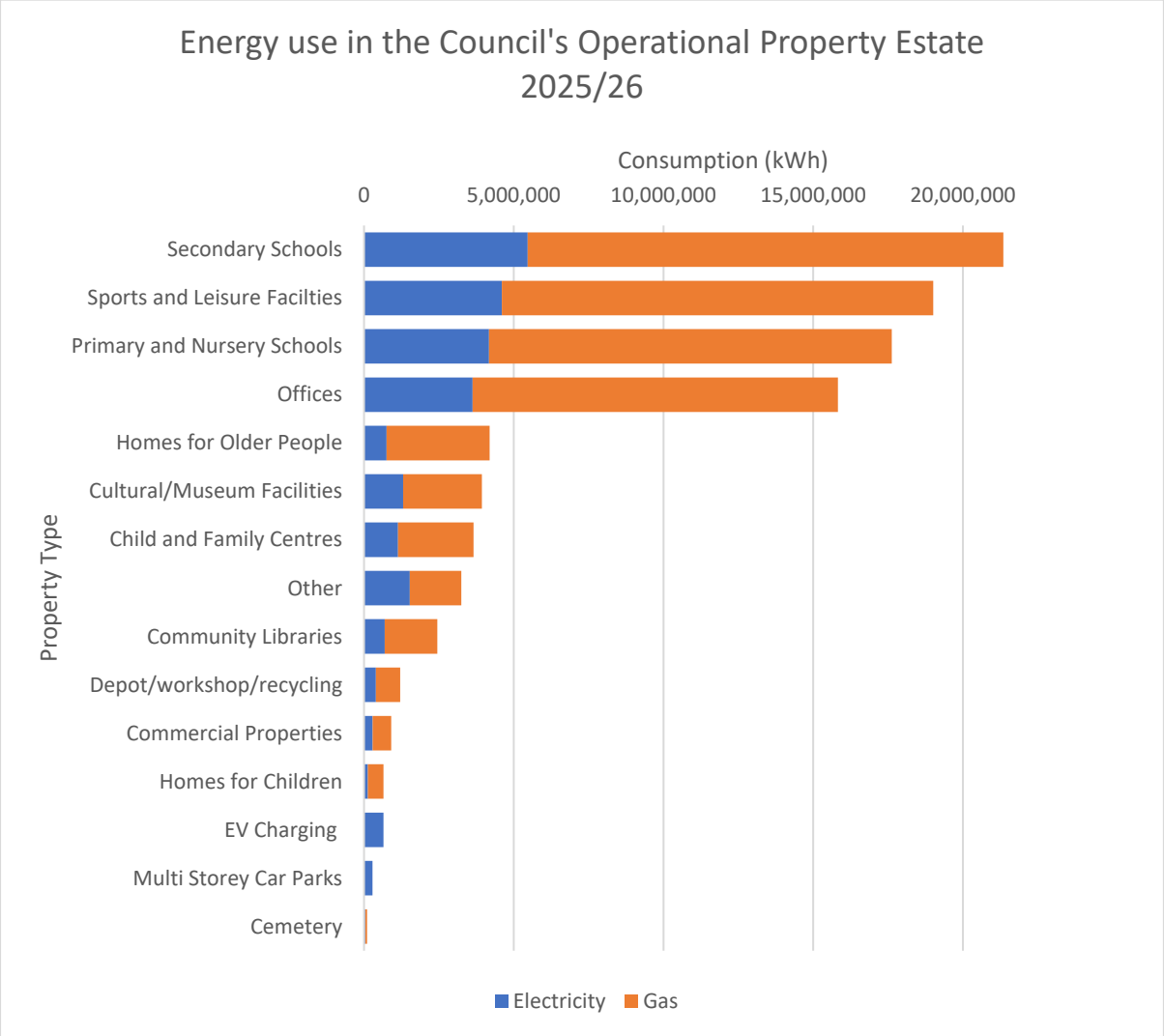
2.1.1 Exclusion Criteria

The ECM plan is focused on the council's operational property estate only. This excludes the following assets:

Communal Heating and Landlord Supply which represent 5.244% and 1.98% of total energy use, are excluded from the ECM plan because Property Services does not have operational control over them. **AQM** are excluded because they represent negligible 0.01% of energy use and do not present opportunity for efficiency and saving.

Street Lighting which represents 3.38% of total energy use is also excluded from the ECM plan because street lighting is managed through a partnership between Dundee City Council, Angus Council, Perth & Kinross Council, and Tayside Contracts, collectively known as the Street lighting Partnership.

EV Charging refers to the electricity consumption by the council's fleet only. **This excludes the electricity consumption from the public use of the council's EV charging stations**.



Secondary schools are the largest consumers of energy, followed by sports and leisure facilities, and then primary and nursery schools. Among the secondary schools, Grove Academy, Harris Academy, Baldragon Academy, St John's RC Academy and St Paul's RC Academy have swimming pools and extensive sports facilities, which contribute to their higher energy demand.

2.1.2 Natural Gas

The council's properties are supplied with the natural gas flowing through GB gas network. Gas is primarily used for space heating and hot water provision.

In 2025/26, gas accounted for **74%** of total energy demand and **72%** of the emission but only around **34%** of net cost. This indicates a heavy reliance on natural gas for the Council's operations and presents a challenge for decarbonisation, as transitioning away from relatively inexpensive natural gas to electricity could significantly increase cost in most cases.

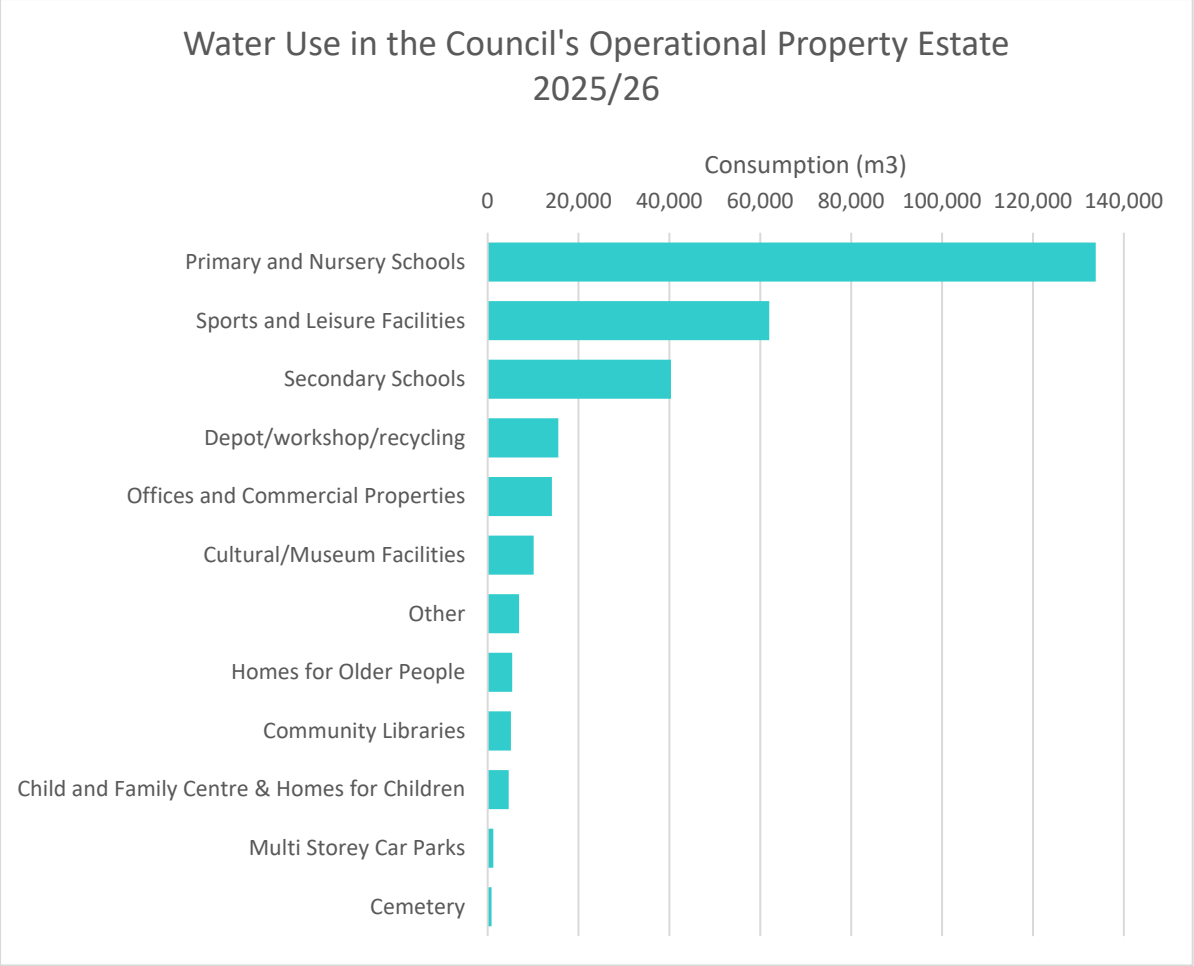
2.1.3 Electricity

The council's properties are supplied through electricity from the GB electricity network. Electricity is primarily used for lighting, ventilation and air conditioning, mechanical, IT equipment and small appliances.

In 2025/26, electricity accounted for **26%** of total energy demand and **28%** of the emissions but around **69%** of net cost. This indicates that electricity is significantly more expensive, and further electrification of council operations could lead to increased costs. However, it also highlights that electrification of council operations will lead to significant decarbonisation. Furthermore, it suggests that local electricity generation, such as solar PV, could present a strong opportunity for operational cost reduction.

2.2 WATER USE

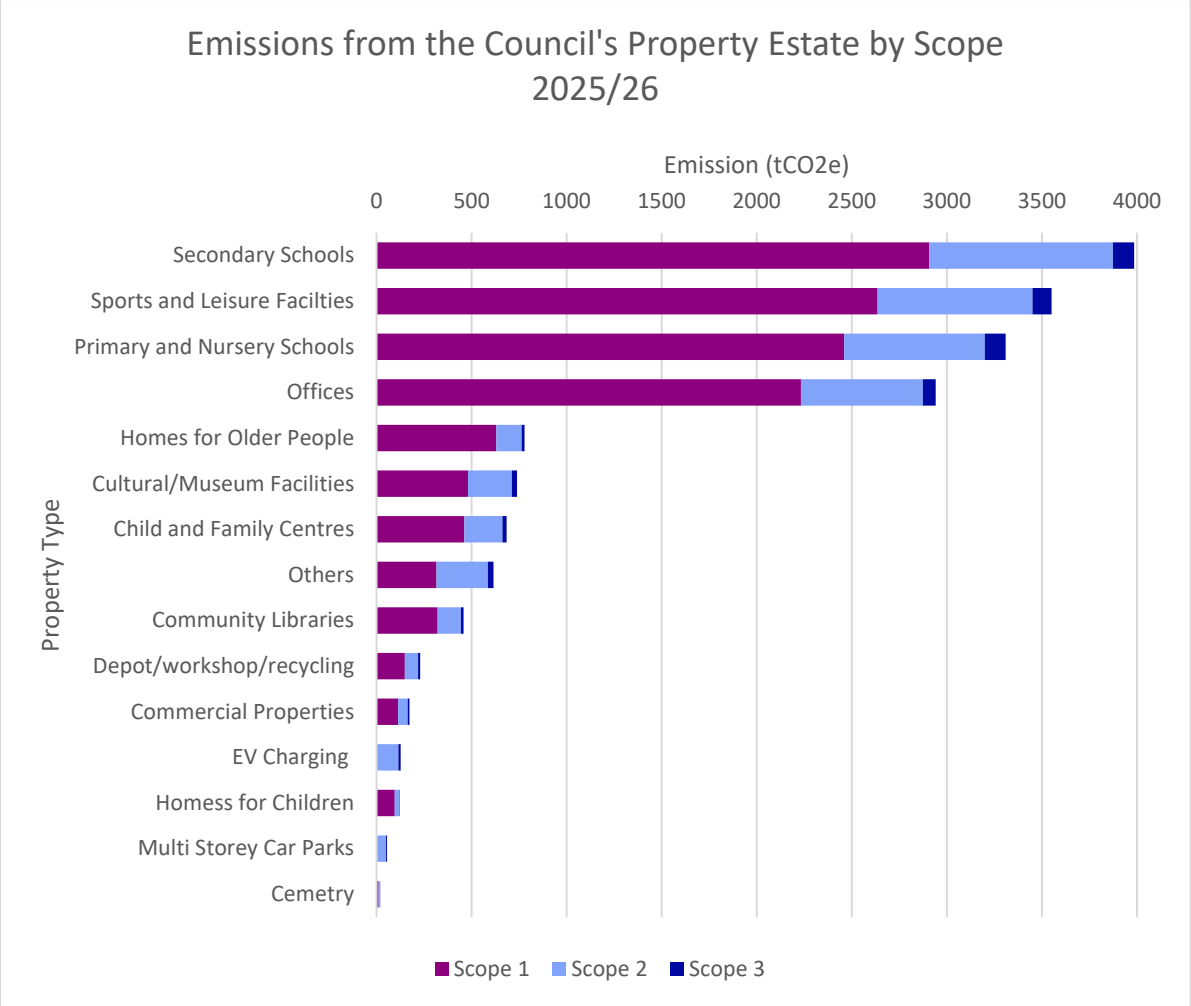
Water use includes the supply of water to all operational properties across the estate. Total water consumption across the council property estate in 2025/26 was **300,181 m³.** Primary and nursery schools are the largest users of water, followed by sports and leisure facilities, and then secondary schools. There is no direct statutory legislation in Scotland that sets mandatory numerical water consumption limits or specific usage reduction targets. The Council as a non-domestic customer is supplied through licensed retailers under Scotland's competitive non-domestic water market and charged via metered volumes for water and wastewater. As such the council through the ECM plan are looking to effectively manage water usage to reduce annual water charges.



Water supply arrangements differ from those for energy. They involve separate supply point identifiers (SPIDs) for water supply and wastewater. In some cases, sites may not have an energy meter but still incur water or wastewater charges. As a result, water use is combined for certain property types.

2.3 Current Emissions

Total emissions from the Council's property estate in 2025/26 were **17,786** tCO2e. Secondary schools were the largest contributors, followed by sports and leisure facilities, primary and nursery schools, and offices.



2.3.1 Scope 1

Scope 1 accounted for **72%** of the total emission. Emissions from sources owned or controlled by Dundee City Council are reported as Scope 1 emissions. In the ECM plan scope 1 emission refers to direct fuel use (natural gas) in the Council's property estate.

2.3.2 Scope 2

Scope 2 accounted for the **25%** of the total emission. Emissions from the generation of purchased electricity that is consumed in the Council's property estate are reported as Scope 2 emissions.

2.3.3 Scope 3

Scope three accounted for **3%** of total emission. Scope 3 emissions are often referred to as supply-chain emissions or procurement emissions. Any other indirect emissions that are not accounted in Scope 1 and Scope 2 emissions are reported as Scope 3 emissions. In this reporting, based on the availability of data we have reported on the following Scope 3 emissions:

- Grid electricity transmission and distribution losses
- Emissions from water supply and water treatment

3. OPPORTUNITIES

3.1 PROCUREMENT AND MARKETS

The supply of the Council's gas, electricity and water is provided through the Scottish Procurement frameworks (part of the Scottish Government and statutory regulations overseen by Scottish Procurement) and governed by the Utilities Contracts (Scotland) Regulations 2016. The current contract period and supplier are as follows:

Commodity	Supplier	Contract period
Electricity	EDF Energy	01/04/2024 – 31/03/2027 There are options to extend for a further 2 x 12-month periods (1+1), meaning the maximum end date will be 31 March 2029.
Natural gas	TotalEnergies Gas and Power Ltd	01/04/2025 – 31/03/2027 There are options to extend for a further 3 x 12-month periods (1+1+1), meaning the maximum end date will be 31 March 2030.
Water and wastewater	Scottish Water Business Stream Ltd (trading as Business Stream)	01/04/2024 – 31/03/2027 There is an option to extend for a further 12 months, meaning the maximum end date will be 31 March 2028.

3.1.1 Procurement Review

As the Scottish Procurement frameworks services all the local authorities in Scotland, there are certain aspects that cannot be altered such as the appointed suppliers or the national procurement legislation or overall strategic direction.

Local authorities can impact specific call off specifications relating to KPIs and more local controls such as sustainability and community benefits. The council has chosen standard tariffs in the case of all three commodities which are the cheapest option available.

The Energy Team will actively engage with Scottish Procurement through the user intelligence group and other formal and informal channels to secure best value for the council. We will raise and escalate any concerns promptly, share relevant updates and market insights and communicate regularly with the council leadership team and relevant departments.

3.1.2 Bill Verifications and Spend Recovery

The energy team has a structured bill verification procedure to ensure accuracy, accountability, and value for money. Upon receipt, each bill is checked against contracted tariffs, meter readings, service periods, and known site consumption patterns to confirm charges are valid and in line with agreed rates.

Anomalies such as unexpected increases, overlapping billing periods, or estimated readings are reviewed. We then liaise with suppliers to resolve discrepancies before approval. All validated bills and associated data are then recorded in our data management system. This process ensures we can maintain accurate energy and utilities data for future monitoring and reporting.

In line with our strategic focus, the Energy Team is actively reviewing an option to bring a third-party auditor to support where appropriate, to identify and recover potential overcharges, including those related to non-commodity costs such as standing charges.

3.1.3 Capacity Review

The Energy team is conducting a site capacity review to help cut both costs and carbon emissions by ensuring we are using our existing power infrastructure as efficiently as possible. By analysing current and future electrical demand across buildings, depots, and EV charging sites, we can often avoid or delay expensive grid reinforcement works and connection upgrades, which can run into hundreds of thousands of pounds.

We hope that continually monitoring capacity through our Team Sigma database will identify opportunities to shift loads, optimise the building management systems, and potentially integrate on-site generation such as solar PV or battery storage. These measures reduce peak demand, lower electricity bills, and decrease reliance on carbon-intensive grid power.

Having continual dialogue with our utility providers will also allow us to review how we can make the property estate more efficient. Regular meetings with EDF, Total and Business Stream allow us to discuss potential funding opportunities they offer and other incentives we can be part of.

3.2 Conservation and Low and no Cost Measures

3.2.1 Regular Monitoring

By continuously tracking energy use, operational performance, and building condition, we can quickly identify inefficiencies, detect faults before they become expensive issues, and target investment where it delivers the greatest impact. Ongoing monitoring also supports compliance with regulations, strengthens budget forecasting, and provides the data needed to plan for decarbonisation measures such as electrification, renewable generation, and heat-transition projects.

Ultimately, a proactive, data-driven approach will enable us to optimise our property estate, improve service delivery, and meet financial and environmental commitments more effectively.

The Energy Team will monitor energy and water usage, along with associated emissions, monthly using energy management software and supplier portals. We will analyse performance data to identify trends, report key findings and variances, and provide additional monitoring and analysis as requested by the CLT and relevant teams or officers, ensuring timely insights to support informed decision-making.

3.2.2 BEMS Optimisation

A Building Energy Management System monitors and controls services such as heating, ventilation and air-conditioning, ensuring that a building operates at maximum levels of efficiency and removing wasted energy usage and associated costs. The optimal level of efficiency is achieved by continuously maintaining the correct balance between operating requirements, external and internal environmental conditions, and energy usage. The Council has been systematically upgrading the non-domestic stock with 103 buildings currently on contract. We will review and optimise existing BEMS to ensure the highest possible efficiency.

3.2.3 Building User Engagement

User engagement is crucial for reducing energy costs and emissions across our property estate because the behaviour of building users directly influences how energy is consumed day-to-day. By fostering a culture of shared responsibility through training, clear communication, and easy-to-use controls we can ensure that buildings are operated as intended, reduce unnecessary consumption, and encourage proactive reporting of faults or inefficiencies. Engaged users are more likely to adopt

energy saving habits, support new technologies, and participate in initiatives that lower carbon emissions. We will develop energy efficiency training and awareness campaigns to engage and support Service Departments and their building users.

Energy Team will engage and support Service Departments with responsibility for:

- Ensure the organisational target of 5% emission reduction is met by their service department.
- Embed energy performance considerations into operational decision-making, service planning and budget management, ensuring that energy efficiency and carbon reduction opportunities are identified, supported and implemented wherever reasonably practicable.
- Be accountable for the energy and water usage within the buildings and services under their control and actively support the Council's energy, carbon reduction and budget management objectives.
- Ensure Building Managers, facilities staff and building users understand and fulfil their responsibilities for reducing energy and water use, reporting faults and operating buildings efficiently.

To strengthen accountability, a 6 monthly energy performance report will be shared with Service Departments through Head of Design and Property highlighting areas of good performance and opportunities for improvement. Monthly energy performance review will be undertaken for high-energy-use buildings, with agreed actions assigned and monitored through existing property and facilities management processes.

3.2.4 Building Management and Operational Controls

Effective energy and water management requires consistent day-to-day actions by Building Managers and Facilities Staff. Many avoidable costs and emissions arise from lights, heating, ventilation, hot water systems and equipment operating unnecessarily, faults going unreported, and building controls not being used effectively. Small operational improvements across the estate can collectively deliver significant reductions in energy consumption, emissions and costs.

Energy Management Team will work with Head of Service for each Service Department to ensure that Building Managers and Facilities Staff can fulfil their responsibilities for the efficient operation of buildings under their control. Compliance with these requirements will form part of normal building management and facilities management processes.

Building Managers and Facilities Staff will be expected to:

- Where local control is available, switch off lighting, equipment and non-essential electrical loads when areas are unoccupied and at the end of each working day.
- Use local heating, cooling, ventilation and lighting controls appropriately and only where operationally required.
- Report heating, ventilation, air conditioning and hot water systems that are operating outside occupancy hours.
- Promptly report faults, defects and maintenance issues that may increase energy or water consumption, including heating faults, faulty controls, leaks, dripping taps, running toilets, damaged insulation, overheating, excessive ventilation, lighting defects and equipment left running unnecessarily.
- Report instances of overheating and overcooling within their areas of responsibility.

- Support the implementation of energy-saving measures identified by the Energy Team, Asset Management Team or maintenance contractors.
- Promote good energy and water management practices among building users and challenge wasteful behaviours where appropriate.
- Facilitate access for the Energy Team and contractors by coordinating site access, providing relevant health and safety information, and advising on building-specific operational requirements to ensure maintenance and energy projects are delivered efficiently.
- Provide timely and accurate building information requested by the Energy Team, including meter readings, asset locations, access arrangements, occupancy schedules and operational details.
- Support energy and sustainability engagement activities within their buildings and actively communicate energy performance information, energy-saving initiatives and operational guidance to facilities staff and building users.

The Energy Team will provide guidance, training, performance information and support to help Building Managers and Facilities Staff fulfil these responsibilities. To ensure Building Managers and facilities staff have the knowledge, skills and tools required to effectively implement energy and water efficiency in their daily operation, the Energy Team will develop and deliver a tailored mandatory learning module. The training will provide practical guidance on energy and water efficiency responsibilities, fault reporting procedures, interpretation of energy performance information, and identification of energy-saving opportunities. Service Departments will be expected to take timely action where recurring operational issues, excessive consumption or non-compliance are identified. Performance will be monitored through regular energy reporting and energy review meetings for high-energy-use buildings.

3.3 Efficiency Improvement

3.3.1 Fabric Efficiency

Improving fabric efficiency across our property estate is vital in delivering long-lasting benefits by reducing heat loss, stabilising indoor temperatures, and lowering overall energy demand.

The Dundee LAEP's preferred Local Resilience scenario assumes a 20% reduction in heat demand and a 7% reduction in power demand, highlighting the critical role of energy efficiency improvements in reducing energy consumption and supporting the transition to net zero.

Measures such as better insulation, airtightness improvements and high-performance windows help buildings retain heat in winter and stay cooler in summer, cutting the need for mechanical heating and cooling. This directly reduces energy bills; eases pressure on electrical and heating systems and supports decarbonisation by minimising reliance on carbon-intensive fuels.

Fabric first improvements also extend the life of building assets, enhance comfort for staff and service users, and create more resilient facilities that are better prepared for future climate conditions. By addressing the building efficiency where practicable before installing new technologies, we can ensure that every subsequent investment is more effective, affordable, and impactful.

We will develop a pipeline of building fabric retrofit projects aimed at improving the energy efficiency of council's operational property assets. These projects will be prioritised based on impact and deliverability and funded through a mix of invest-to-save initiatives, capital budgets, and external grant funding opportunities.

3.3.2 Heating System and Boilers Replacement

With few exceptions, the Council's heating systems are primarily gas-fired. In 2025/26, natural gas accounted for **74%** of total energy demand and **72%** of emissions, demonstrating a significant reliance on natural gas for operations. This presents both a major decarbonisation challenge and a clear opportunity to reduce energy use and emissions through system optimisation and the replacement of outdated systems with more efficient, low-carbon alternatives.

Replacing heating systems and boilers across our non-domestic property estate requires a structured, evidence-based process to ensure reliability, safety, and long-term energy savings. We will need a detailed assessment of existing plant, building heat demand, and future service requirements, helping identify whether replacement, refurbishment, or low-carbon alternatives are the best fit. Once needs are defined, feasibility studies explore options such as high-efficiency gas boilers, heat pumps, or hybrid solutions, while considering fabric performance, electrical capacity, and whole-life costs.

We will work with relevant teams across the council's Design and Property Services identify and prioritise heating system optimisation and replacement opportunities. These projects will be prioritised based on impact and deliverability and funded through a mix of maintenance, invest-to-save initiatives, capital budgets, and external grant funding opportunities.

3.4 Renewable and Low Carbon Technologies (LCT)

We will develop a pipeline of decarbonisation projects aimed at replacing fossil fuel heating system with renewable and low carbon heating systems. These projects will be prioritised based on impact and deliverability and funded through a mix of invest-to-save initiatives, capital budgets, and external grant funding opportunities.

3.4.1 Heat Pumps

The Scottish Government's Heat in Buildings Strategy (2021) identifies heat pumps as a key "no- and low-regret" technology for decarbonising buildings and achieving zero-direct-emissions heating. The strategy also requires all publicly owned buildings to transition to zero-emission heating by 2038. In addition, the draft Buildings (Heating and Energy Performance) and Heat Networks (Scotland) Bill aims, as far as reasonably practicable, to eliminate the use of direct-emissions heating systems in all Scottish buildings by 2045. In light of these policy commitments, heat pump installation should be considered when existing gas-fired boilers reach the end of their service life, particularly at sites where Local Heat and Energy Efficiency Strategies have determined that heat networks are not a viable option.

Under the Dundee LAEP's preferred Local Resilience scenario, approximately 50% of Dundee's heat demand is expected to be supplied by decentralised heat pumps, highlighting their central role in the city's heat decarbonisation strategy.

Unlike conventional boilers that generate heat by burning fuel, heat pumps transfer heat from the air, ground, or water, meaning they can produce multiple units of heat for every unit of electricity consumed. A typical modern condensing gas boiler has an efficiency of 0.9, compared to 2.4 for an air source heat pump and 3.4 for a ground source heat pump. This high coefficient of performance

significantly reduces overall energy consumption across public buildings such as offices, schools, and public buildings.

When a heat pump replaces a modern, efficient gas boiler, the greater efficiency of the heat pump may be insufficient to offset the higher price of electricity, and the running costs may therefore increase. Therefore, heat pumps should be integrated with fabric retrofit such as improved insulation and smart controls ensuring that heat is used more effectively and reducing waste.

Heat pumps typically have higher upfront installation costs than traditional gas boilers with pipe network and heat emitters also requiring to be replaced combined with building envelope upgrades. To address this, we will proactively pursue external grant funding to support and reduce the cost of heat pump projects.

3.4.2 Solar PV

Solar photovoltaic (PV) systems can significantly enhance the council's energy efficiency by reducing the overall energy demand from external sources and improving how energy is generated and used across our property estate. By producing electricity on-site, solar PV lowers transmission losses associated with grid-supplied power and enables buildings to operate more efficiently, particularly when generation aligns with daytime energy use in offices, schools, and public facilities.

This can be further optimised when paired with energy management systems or battery storage, allowing authorities to store excess energy and calm peak demand, reducing strain on infrastructure and lowering operational inefficiencies.

In addition, solar PV encourages a more strategic, data-driven approach to energy use, often acting as a catalyst for wider efficiency upgrades such as improved insulation, LED lighting, and smart controls.

In 2025/26, electricity made up **26%** of total energy demand but accounted for around 69% of total cost, highlighting that electricity is significantly more expensive than gas. This indicates a strong opportunity for the Council to reduce operational costs by investing in local electricity generation, such as solar PV.

Solar PV generation is also identified as a key priority within the Dundee LAEP. The LAEP modelling indicates that rooftop solar PV generation should increase six-fold, reaching approximately 162 GWh per year by 2045.

3.4.3 Secondary Technologies

*3.4.3.1 **Solar Thermal***

Solar thermal technology is a proven and reliable renewable energy solution that efficiently captures heat from the sun to provide hot water or space heating for buildings. We will explore the opportunity to install solar thermal in conjunction with solar PV and heat pumps.

In the Heat in Building's Strategy, Solar thermal is classed as 'secondary technology that works well in conjunction with a primary zero emissions heating system to increase operational effectiveness'. Solar Thermal can supplement hot water supply during most of the year but can be ineffective during darker days therefore, this technology is not suitable as a standalone heating solution.

3.4.3.2 Battery Storage

Battery storage could potentially provide a source of energy and flexibility. We will explore the opportunity to install battery storage in conjunction with solar PV and heat pumps.

Battery storage captures electricity either from the grid or on-site renewable sources such as solar PV, stores it in rechargeable batteries, and releases it when needed to optimise energy use, reduce costs, and lower carbon emissions. It can store surplus electricity generated from on-site renewables and allows energy to be used later instead of curtailing or exporting it to the grid.

Batteries can be charged during low-carbon or low-cost periods and used during periods of higher demand or higher carbon intensity. Batteries can enable participation in demand-side response programmes/ flexibility market.

3.4.3.3 Demand Side Management and Grid Flexibility Opportunities

As the Council transitions towards a low-carbon future, there will be an increasing need to implement demand side management and grid flexibility measures across the property estate. This will include the use of smart controls, Building Energy Management Systems (BEMS), flexible operation of heating, ventilation and pumping systems, power factor correction (PFC), voltage optimisation, and smart electric vehicle charging to reduce peak electricity demand and optimise energy consumption.

Flexible assets such as electric heavy goods vehicles (HGVs), battery storage systems, and other large controllable loads can provide grid balancing services. Participating in flexibility markets and developing Smart Local Energy Systems (SLES) can help reduce energy costs, generate additional income, improve energy resilience, and support the decarbonisation of the council's property estate.

3.5 HEAT NETWORKS

Heat networks are reliable and proven energy infrastructure systems that generate heat at a central source and distribute it to multiple buildings through insulated underground pipes, providing space heating and hot water.

Heat Networks (Scotland) Act 2021 has set the target that Scottish Ministers must ensure that the combined supply of thermal energy by heat networks in Scotland reaches

a) 2.6 terawatt hours of output by 2027
b) 6 terawatt hours of output by 2030

Under Scotland's Heat in Buildings Strategy and emerging legislation, there is a move toward conditional or mandatory connection to heat networks for large and publicly owned buildings where a network is available.

The Heat Networks (Heat Network Zones and Building Assessment Reports) (Scotland) Regulations 2023 also require owners of certain public buildings to periodically produce a Building Assessment Report (BAR), which evaluates a building's suitability for connection to a heat network. The regulation also requires councils to plan, consult on, designate, and keep under review "heat network zones" within their areas.

Dundee City Councils' Local Heat and Energy Efficiency Strategy (LHEES) 2024-2029 sets out a long-term vision to support the City's growth and low carbon transition using decentralised energy. It provides evidence to support advancing district heating network schemes in Dundee, informing both policy and delivery. It identifies potential district heating networks and sets out a potential programme of network development and interconnections together with a deliverable action plan. LHEES Heat Network Priority Zones were identified through analysis of heat demand density, anchor loads, building suitability, low-carbon heat opportunities, and economic viability to target locations where district heating can be most effectively delivered.

Under the preferred Local Resilience scenario of the Dundee LAEP, heat networks are expected to provide around one-third of Dundee's heat demand, reflecting their significant role in the city's decarbonisation pathway.

Dundee already has several communal heat networks:

- Caird Park Heat Network - The main heating technology, three ground source heat pumps (GSHPs), have a total capacity of 600 Kw. The system extracts low grade heat from below ground and turns this into a higher-grade heat for buildings.
- Dallfield scheme: This is made up of 4 MSD blocks; Dallfield Court, Tulloch Court, Bonnethill Court, Hilltown Court. The network is served by an energy centre at Tulloch Court and supplies heat to a total of 336 properties in 4 MSDs.
- Whorterbank scheme: This is made up of 2 MSD blocks at Ancrum Court, Burnside Court.
- Lansdowne scheme: This is made up of 2 MSD blocks at Lansdowne Court and Pitalpin Court. The network is served by an energy centre at Lansdowne Court.
- Kirk Street scheme: This is made up of 2 MSD blocks at Adamson and Elders Court. The network is served by an energy centre at Elders Court and supplies heat to 240 properties.

There are also two communal heating schemes within two of the Council-owned sheltered housing complexes (Brington Place and Baluniefield). The heating systems at each of these networks also serve communal areas within the complexes. The residents pay a flat rate amount for heating with their rent.

We will work closely with the LHEES officer and relevant teams to assess heat network opportunities across the council area, including the potential connection of the council's operational property estate to existing or new heat networks.

4. Risks and Mitigation Plan

4.1 Risks

Resource and Funding Constraints: The Council must prioritise the delivery of essential and frontline services. As a result, investment in energy asset replacement, energy efficiency improvements, and decarbonisation initiatives may be deprioritised when competing with essential services. In addition, insufficient funding or changing budget priorities could delay planned projects and weaken long-term commitments.

Data Quality and Availability: Energy and property asset data is currently fragmented and not consistently standardised. Poor-quality or incomplete data may result in inaccurate baselines, unrealistic targets, and misdirected investment decisions.

Operational risks such as ageing assets failing before planned replacement, limited staff capacity, or lack of technical expertise can delay progress and increase costs.

Stakeholder resistance or low engagement may also hinder implementation, especially where behavioural changes or service-level adjustments are required.

External risks include volatile energy prices, policy changes, and supply-chain constraints that can affect technology availability or installation timescales.

Just transition risks may arise from the decarbonisation of the council's property estate. These include increased energy costs that could place additional pressure on the Council's budget, and workforce impacts where existing staff may require training and upskilling to effectively operate and maintain new low-carbon technologies.

4.2 MITIGATION PLAN

A clear mitigation plan is essential for managing the outlined risks associated with our energy management plan because it ensures that potential barriers are identified early and proactively addressed before they impact delivery.

To address resource and funding constraints, a range of internal and external funding opportunities will be explored. The Energy Team will collaborate with Architectural Services to assess energy and water consumption across the property portfolio and develop a prioritised pipeline of improvement projects. This project pipeline will ensure that opportunities can be progressed effectively when funding becomes available.

To address data quality and availability challenges, the Energy Team will establish robust data validation and quality assurance processes. Working collaboratively with Asset Management, IT, Sustainability and Climate Change, Transformation, and other relevant teams, we will map current data availability, standardise data collection and management practices, and implement a programme of continuous improvement to enhance data quality, consistency, and accessibility across the organisation. We will also engage with key external stakeholders, including the Scottish Government, Ordnance Survey, Improvement Service, and Energy Saving Trust, to improve access to critical datasets and ensure the effective use of information that supports energy management, decarbonisation, and strategic decision-making.

Operational risks will be mitigated through close collaboration with the Asset Management and Capital Projects teams. We will work with the Capital Projects team to understand, influence, and align the Capital Plan with the objectives of the ECM Plan, ensuring that energy efficiency and decarbonisation projects are prioritised and incorporated into future investment programmes. In parallel, we will collaborate with the Asset Management team to support proactive asset interventions, ensuring that opportunities to improve energy performance, reduce carbon emissions, and optimise whole-life costs are identified and implemented at the appropriate stage of the asset lifecycle.

To ensure effective stakeholder engagement and build momentum for energy-saving behaviours and user awareness, the Energy Team will work closely with the Sustainability and Climate Change Team and the IT Team to develop and deliver a council-wide energy awareness and engagement programme. This programme will promote best practices, encourage behavioural change, and improve understanding of the role that staff and building users can play in reducing energy consumption and carbon emissions. We will also seek to influence strategic priorities and secure organisational commitment through engagement with Council leadership, supported by the Executive Director of City Development, to ensure energy management and decarbonisation remain key corporate priorities.

External risks will be managed through proactive monitoring of energy markets, policy developments, and regulatory changes. The Team Leader – Energy Management will maintain close engagement with Scottish Procurement, utility suppliers, industry networks, and other key external stakeholders to ensure the Council is well positioned to respond to market volatility and minimise

exposure to energy-related risks where possible. Regular energy insight reports will be provided to Council leadership, covering energy market trends, procurement developments, policy and regulatory changes, and other key performance indicators that could impact the Council's operational costs, decarbonisation objectives, and energy management strategy.

To mitigate just transition risks, we will undertake robust financial appraisal of decarbonisation projects, prioritise energy efficiency measures, and seek external funding where appropriate to minimise impacts on the council's budgets. We will also explore opportunities to invest in staff training and upskilling to ensure employees have the skills required to operate and maintain low-carbon technologies, supporting a fair and effective transition to a low-carbon estate.

5. FUNDING

5.1 INTERNAL FUNDING OPTIONS

5.1.1 Capital Projects

Each year, the Council's Capital Plan sets out planned expenditure on the creation, acquisition, and enhancement of fixed assets that support the delivery of Council services. A reliable and uninterrupted energy supply is essential to maintaining effective operations. Consequently, the Capital Plan routinely includes energy-related projects, particularly those focused on the replacement and upgrade of critical infrastructure such as boilers and HVAC systems.

Capital investment in this area is typically prioritised towards essential replacement, repair, and lifecycle maintenance to ensure asset reliability and compliance. We will work in close collaboration with Building Surveyors and Project Managers to identify, assess, and prioritise these projects, ensuring that investment decisions align with operational needs, risk management, and long-term strategic objectives.

5.1.2 Invest to Save Projects

Invest to save energy project refers to capital investment in energy efficiency or low-carbon technologies that guarantees to reduce ongoing operating costs (such as energy bills) and typically pays back the initial investment within specified time period.

These projects are usually justified on the basis that they generate financial savings in the form of reduced electricity or fuel bills and lower carbon emissions, helping meet climate targets.

The Energy Team aims to develop a pipeline of invest to save project and present them to the Council Leadership Team. The Council is committed to "invest to save" energy projects where savings can be demonstrated.

The savings from invest to save projects will be reinvested into other energy projects.

5.2 EXTERNAL FUNDING OPTIONS

5.2.1 Scotland's Public Sector Heat Decarbonisation Fund

Scotland's Public Sector Heat Decarbonisation Fund provides up to £2.5 million in grants to support public sector organisations in decarbonising their heating systems and improving energy efficiency.

The Scottish SPSHD fund is designed to assist local authorities, universities, and arm's-length external organisations in transitioning from fossil fuel-based heating systems to low-carbon alternatives. This initiative is part of Scotland's broader commitment to achieving net-zero emissions by 2045 and aims to reduce greenhouse gas emissions from public sector buildings, which account for approximately 2.5% of the country's total emissions.

Dundee City Council has applied for this grant funding in 2025/26 and working towards submitting another bid in 2026/27.

5.2.2 Scotland's Public Sector Heat Decarbonisation (SPSHD) Framework

Previously the council has completed energy efficiency projects through the Non-domestic Energy Efficiency (NDEE) Framework and achieved cost savings of **£717,884** and emission savings worth **2,377 t CO_2E** per annum. This framework is now expired, and the Scottish Government is developing re-let of NDEE now known as SPSHD framework.

Dundee City Council is actively considering to be part of the framework. The framework contract is expected to be awarded on 30 April 2027.

The SPSHD Framework will have one lot, with multiple suppliers that can deliver energy efficiency and heat decarbonisation services via a range of technical solutions that will provide guaranteed energy savings and other decarbonisation outcome savings over the term of the call-off contract awarded under the framework. The Framework will cover NDEE retrofit in its broadest sense including a combination of building fabric, building environmental services systems and their control (e.g. heating, cooling, ventilation, lighting, water etc.), on site renewables, and the potential to connect to district heating systems.

5.2.3 Scottish Public Sector Energy Efficiency Loan Scheme

This scheme offers zero-interest loans to the public sector to facilitate energy efficiency improvement projects that result in financial and carbon savings and contribute towards achieving their net-zero aspirations. Project criteria in Scotland offer up to a 12-year payback at a cost of £305 per tonne of carbon dioxide (£305/tCO2) over the lifetime of the project on all new loan agreements.

We will aim to explore opportunities for participating in this scheme.

5.2.4 Business Stream Water Efficiency Fund

Business Stream allocates £100k every year to Public Sector Scotland Water Efficiency Fund. The fund has been set up to help public bodies across Scotland deliver water efficiency projects and realise the environmental and associated financial benefits.

Dundee City Council has secured £5,881 of this grant funding in 2025/26 to undertake a water audit and will continue to bid in the future to invest in water saving projects throughout the property estate.

5.2.5 Private Sector Funding

Private sector funding can play a significant role in accelerating heat decarbonisation and energy efficiency by reducing the need for upfront capital investment from the Council. The Energy Team will explore private sector investment opportunities and work with our private sector partners.

Through "invest to save" models, private sector partners can fund, design, build and maintain low-carbon energy infrastructure such as heat networks, heat pumps and solar PV systems, with costs repaid over time through guaranteed energy savings.

Power Purchase Agreements (PPAs) are a common example, where a private company installs and maintains solar PV on public sector buildings at no upfront cost, and in return supplies the building with discounted electricity at a rate lower than grid prices.

This approach can help the Council reduce carbon emissions, lower energy costs and transfer operational and maintenance risks to experienced private sector providers while supporting the Council's net zero ambitions.

6. GOVERNANCE AND MONITORING

6.1 GOVERNANCE AND RESPONSIBILITIES

Final approval of the ECM Plan will rest with the Executive Director of City Development.

Coordination and delivery of the ECM plan and Action plan will be led by the Energy Management Team.

Executive Director of City Development responsible for setting direction, approving major investments, and ensuring alignment with wider corporate priorities such as net-zero targets, financial planning, and asset management.

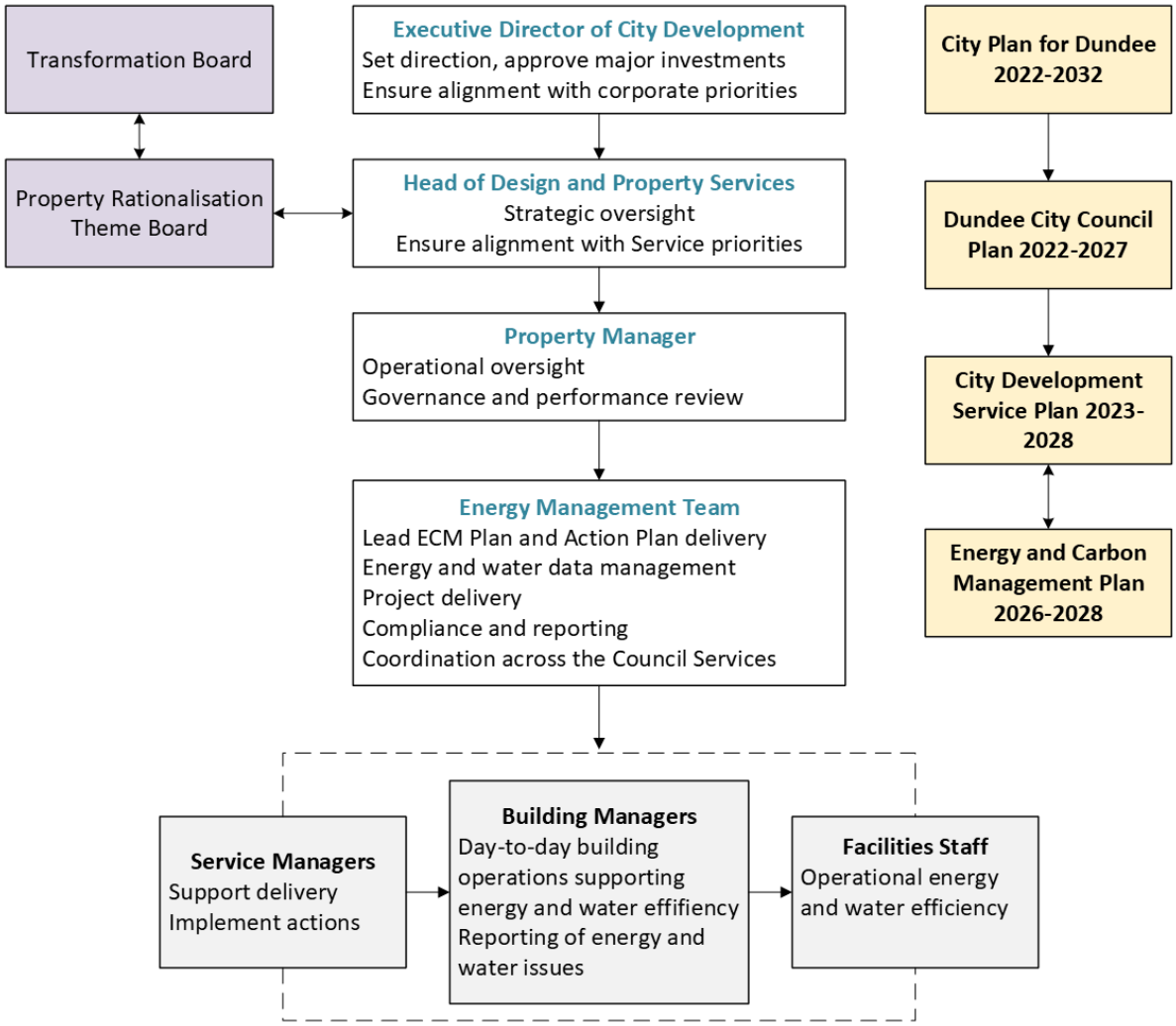
Strategic oversight is provided by Head of Design and Property. They are also responsible for ensuring alignment with the Service priorities.

Operational responsibility sits with the Property Manager through the Energy Team, who coordinate energy management, data management, project delivery, compliance, and reporting.

Service managers, building managers, and facilities staff play a critical role in day-to-day implementation, ensuring that energy-efficient practices are embedded across the property estate.

Regular performance reporting to senior leaders and elected members helps maintain transparency, drive continuous improvement, and ensure that energy management remains a shared responsibility across the organisation.

The ECM Plan will sit beneath the City Development Service Plan and will support the delivery of its objectives. The ECM Plan will also align with, and provide reporting and performance information to, both the Property Rationalisation Theme Board and the Transformation Board through the Head of Design and Property.



6.2 Monitoring, Reporting and Performance Indicator

Robust monitoring and reporting arrangements are essential to ensure the effective delivery of the council's energy management objectives.

The Energy Manager will regularly monitor the Council's energy and water consumption, costs, and carbon emissions, with periodic monitoring undertaken monthly.

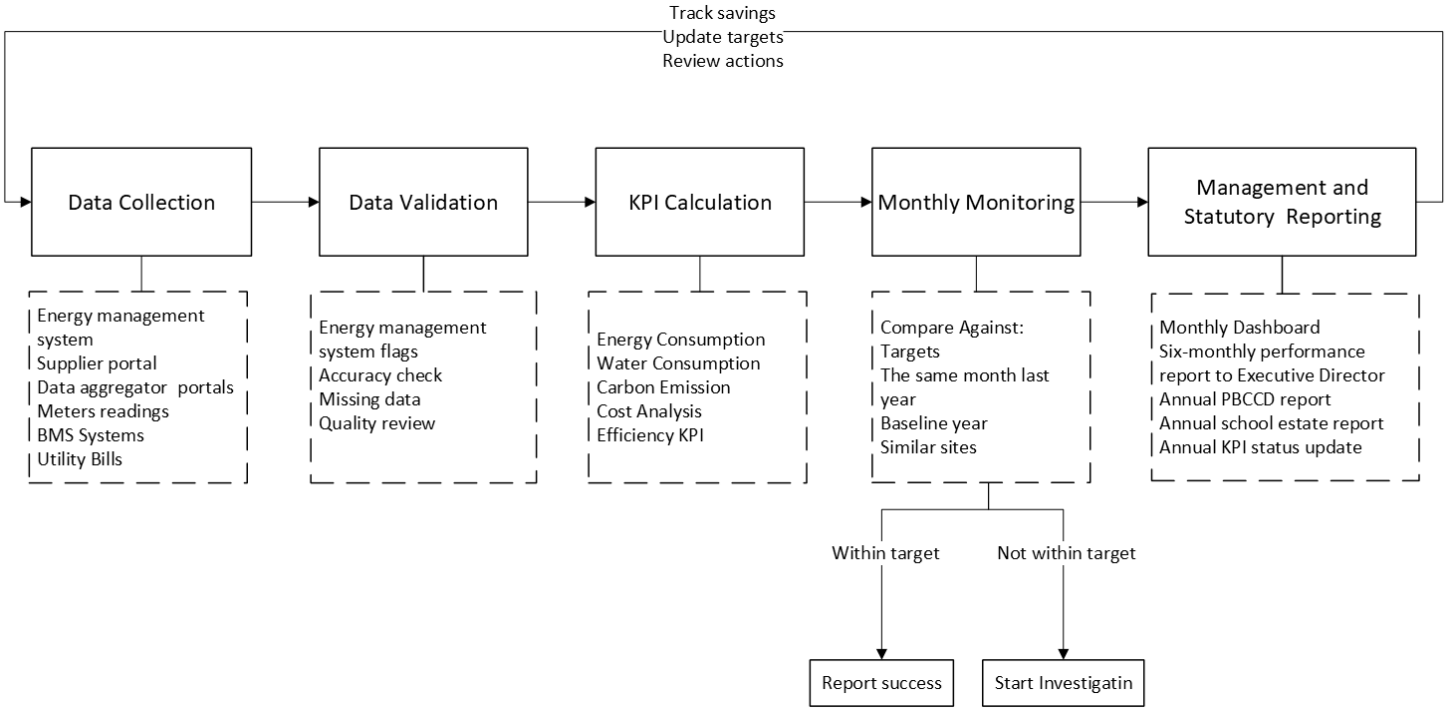
The ECM plan will be updated annually, and it will be aligned with the timeline of City Development Service Plan cycle.

The Energy Management Team will prepare and submit a six-monthly performance report to the Executive Director of City Development, with oversight from the Property Services Manager. The report will include energy and water consumption, costs, carbon emissions, progress against ECM actions, and key recommendations. Report content and format will be developed in accordance with the requirements of the Executive Director of City Development.

Accurate, timely data will be collected from metering systems, building-management platforms, and procurement records to track energy consumption, carbon emissions, and associated costs across the estate.

Energy management Team will work to achieve year-on-year **5%** emission reduction, progress toward net-zero targets and compliance with energy-efficiency standards to enable consistent measurement of progress and identification of underperforming assets.

Energy and water consumption, cost and emission data will be published through the council's open data portal and corporate reporting channels also reinforces accountability and demonstrate the council's commitment to reducing energy use and improving operational efficiency.



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DUNDEE CITY COUNCIL ENERGY AND CARBON MANAGEMENT ACTION PLAN 2026-2028

1 MANAGEMENT SUPPORT

	Description	Owner	Lead Officer	Milestones	KPI	Frequency
1	Identify and monitor updates of planned CO2 savings in departmental service plans.	Head of Design and Property	Energy Management Team Leader	• Continued monitoring of utilities through our Sigma platform. • Utilise billing and consumption data to review departmental CO2 savings.	5% emission reduction per year	Annually
2	Integrate energy management into corporate and departmental management structure and decision making.	CD Exec. Director	Heads of Services	• Establish Governance and Accountability Structure • Embed energy considerations in decision-making processes • Implement reporting, tracking and continuous improvement.	Energy audit or internal audit for management engagement.	Annually
3	Support the provision of appropriate level of resources, to help progress the Council's Energy and Carbon Management Plan.	CD Exec. Director	Property Manager Energy Management Team Leader	• Consider resource and funding requirements to support delivery of ECM objectives. • Establish opportunities for regular engagement between capital planning, finance and energy stakeholders.	Inclusion of energy-related investment within capital and revenue budget planning processes.	Annually
4	Review the procurement of electricity, natural gas and water to help ensure the best possible value for the Council.	Head of Design and Property	Property Manager Energy Management Team Leader	• Continued monitoring of energy market • Engagement with Scottish Procurement through user intelligence group	The cost of electricity, natural gas and cost is similar to, or below, the Scottish public sector average. Number of energy insight reports shared with the Council leadership team and relevant departments.	Annually

2 BEHAVIOUR CHANGE

	Description	Owner	Lead Officer	Milestones	KPI	Frequency
5	Launch and management of online energy awareness campaign and mandatory energy efficiency training to Building Managers/coordinators, and facilities staff.	Head of Design and Property	Heads of Services Energy Officer	• Prepare and configure the online platform for launch • Deliver organisation-wide launch and engagement campaign • Manage platform operation, monitor engagement & report outcomes	% staff engagement	Annually
6	Meet the training and development needs of energy management staff	Head of Design and Property	Energy Management Team Leader	• Deliver targeted training and professional development programme	Hours spent on CPD by Energy Team members	Quarterly
7	Support Dundee Climate Change Leadership Group and Energy Systems Working Group.	Head of Design and Property	Energy Management Team Leader	• Attend regular meetings and help drive delivery of climate actions • Monitor progress, report outcomes, and recommend strategic actions	Number of meetings per annum	Quarterly
8	Introduce energy and water saving schemes at building level as appropriate and assign clear and actionable responsibilities to service departments and building managers.	Head of Design and Property	Energy Officer	• Design and approve the energy incentive and suggestion schemes • Evaluate, implement & report on suggestions and incentives • Monthly performance scoreboard for large buildings	Number of sites visited/engaged per year Number of trainings completed by building managers	Annually

3 MONITORING AND REPORTING

	Description	Owner	Lead Officer	Milestones	KPI	Frequency
9	Carry out monthly consumption monitoring using energy management software and supplier portals.	Property Manager	Energy Officer	• Identify alert requirements and configure system • Test alert functionality and provide training • Roll out alerts and monitor effectiveness	Consumption and cost savings made from alert system	Monthly
10	Provide 6 monthly monitoring report to the Council Leadership Team through CD Ex Director.	Property Manager	Energy Management Team Leader	• Establish reporting requirements and user needs • Generate and distribute regular AMR reports • Review report effectiveness and optimise for users' needs	Number of reports produced	6-monthly
11	Manage information and data systems for analysis and reporting. Explore opportunity for centralised monitoring of existing Solar PV.	Property Manager	Energy Officer	• Maintain and optimise information & data systems • Analyse solar generation data to identify savings opportunities • Report findings to stakeholders and implement savings actions	% savings Number of proactive interventions to ensure efficient running of renewable asset.	Annually
12	Review and establish Energy and water budget forecast methodology	Property Manager	Energy Management Team Leader	• Develop accurate forecasting models using historical data • Identify variances and highlight savings opportunities • Report forecasts, monitor progress, and realise savings	A common methodology for energy and water budget forecasting is adopted across the council departments.	Annually
13	Proactive management, extension and optimisation of Building Energy Management Systems (BEMS) and controls settings to realise savings	Property Manager	Energy Officer Building Services Technician	• Review and optimise existing BEMS settings • Implement continuous monitoring and management	% savings from BEMS	6 monthly

	Description	Owner	Lead Officer	Milestones	KPI	Frequency
				• Engage with site staff and regularly update optimisation actions • Implement further rollout of BEMS in the property estate		
14	Utilise software systems to understand energy use, identify trends and ensure invoice data is true and accurate. • Process for data validation, quality control, governance	Property Manager	Energy Officer	• Configure and maintain software systems for accurate data capture • Analyse consumption trends and verify invoice accuracy • Communicate insights and required actions to relevant staff	% consumption and cost reduction Number of issues identified and addressed	6 monthly
15	Proactively publish or otherwise make publicly available energy related to the council's property asset as a matter of routine, information in line with Information Commissioner's Office (ICO) and DCC guidelines.	Property Manager	Energy Management Team Leader	• Make energy and environmental data open data where possible • Standardise and ensure accuracy before publishing	Number of reports published	Annually

4 PHYSICAL MEASURES

	Description	Owner	Lead Officer	Milestones	KPI	Frequency
16	Develop a pipeline of programmes for energy efficiency and decarbonisation of the council estate	Head of Design and Property Property Manager	Energy Management Team Leader	• Create implementation programme and define budget requirements • Secure budget approval and begin programme delivery • Monitor delivery, track spend, and report performance	Number of projects identified Number of projects completed	Annually
17	Quantify savings from physical measures energy efficiency and decarbonisation projects. Monitor CO2 savings from physical measures plan against target savings	Property Manager	Energy Officer	• Gather cost data and develop implementation plan • Estimate energy, carbon, and financial savings for each measure • Consolidate analysis and recommend priorities	KWh of energy consumption reduced £ saved tCO2e Emission Savings through measures	Annually
18	Energy efficiency and decarbonisation funding management and monitoring	Property Manager	Energy Officer	• Establish funding programme framework and approvals process • Manage delivery of funded projects and track progress • Monitor performance, evaluate savings, and report outcomes	Funds received for energy and decarbonisation projects	Annually
19	Support Sustainability and Climate Change Team to develop framework for the Procurement of energy consuming equipment and services	Property Manager	Energy Management Team Leader Procurement Team	• Develop low-carbon procurement metrics and specifications • Integrate carbon-focused assessment into procurement processes • Monitor performance and verify delivered carbon savings	Number of new equipment purchased using the metrics	Annually
20	Contribute to Property Asset Rationalisation Plan and review implementation of energy and water consumption targets	Property Manager	Energy Management Team Leader	• Analyse Property Asset Plans to Quantify Expected Savings • Monitor Property Changes and Track Actual Savings	% expected vs actual savings	Annually

	Description	Owner	Lead Officer	Milestones	KPI	Frequency
				• Report Performance and Review Implementation with Property Team		
21	Support Sustainability and Climate Change Team assess heat network opportunities across the council area, including the potential connection of the council's operational property estate to existing or new heat networks.	Property Manager	Energy Management Team Leader Sustainability and Climate Change Team	• Work closely with the LHEES officer and relevant teams assess the opportunity • Work with key local stakeholders (Universities, Police Scotland, Housing Associations, NHS) to explore heat network opportunities • Engage with private sector to attract funding	Number of projects in development Number of engagements Number of properties connected to Heat Networks	Annually
22	Explore the opportunity to install renewable and heat pumps in existing council estate and new builds	Head of Design and Property	Energy Management Team Leader	• Work closely with Architectural Services to carry feasibility studies • Engage with private sector to attract funding	Number of projects developed Number of renewable installations	Annually

	Description	Owner	Lead Officer	Milestones	KPI	Frequency
23	Undertake and record regular inspections to identify unnecessary lighting, heating, ventilation, equipment operation, leaks and overheating.	Relevant Head of Service	Relevant Building Manager	Work with Energy officer to develop and implement a standard building energy inspection checklist.	% of buildings inspected Number of issues identified Number of corrective actions taken	Monthly
24	Where available, optimise local heating, ventilation, air conditioning and lighting controls to ensure systems operate only during required occupancy hours and in occupied areas.	Relevant Head of Service	Relevant Building Manager	Review occupancy schedules and local control settings	Number of buildings reviewed Number of control setting changes	Monthly
25	Identify and report energy and water-related faults, defects and abnormal consumption. Help facilitate utility companies with on-site access.	Relevant Head of Service	Relevant Building Manager	Work with Energy Officer to establish a process for reporting and tracking energy and water-related faults, leaks, overheating and control issue	Numbers of faults and issues reported	Monthly

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ITEM No …6……..

REPORT TO: **CITY GROWTH AND INFRASTRUCTURE COMMITTEE – 16 NOVEMBER 2026**

REPORT ON: **DEVELOPMENT PLAN SCHEME 2026**

REPORT BY: **EXECUTIVE DIRECTOR OF CITY DEVELOPMENT**

REPORT NO: **252-2026**

1 PURPOSE OF REPORT

1.1 The report seeks approval of the Development Plan Scheme 2026 for the preparation of the Dundee Local Development Plan.

2 RECOMMENDATION

2.1 It is recommended that the Committee:

a notes the responses from consultees to the Participation Statement as summarised in Appendix 1;

b approves the Development Plan Scheme 2026 as set out in Appendix 2; and

c remits the Head of Planning, Economic Development and Regulatory Services to publish and implement the Development Plan Scheme 2026 and to send two copies to the Scottish Government and make copies available online and via the public libraries in Dundee.

3 FINANCIAL IMPLICATIONS

3.1 There are no financial implications for the Council arising from this report.

4 BACKGROUND

Development Plan Scheme 2026

4.1 The Town and Country Planning (Scotland) Act 1997, as amended, requires each Planning Authority to prepare a Development Plan Scheme and review it annually. The Development Plan Scheme sets out the Authority's programme for preparing and reviewing its Local Development Plan. The Scheme should provide a general indication of what is involved at each stage, together with dates for key stages in the process.

4.2 The process includes the requirement to consult annually on the participation statement which forms part of the Development Plan Scheme and sets out in broad terms the intentions for the participation of stakeholders in preparing the Plan

4.3 Consultation on the draft Participation Statement took place over a four-week period in August and September. The consultation form was hosted and advertised via the Council's website. Notification of the consultation was also advertised through community meetings attended by Planning Officers over that period and by direct email to 330 persons registered to receive such notifications. A total of three organisations responded to the consultation. Appendix 1 provides a general summary of the submissions and the responses to them.

4.4 The finalised Participation Statement is included in the Development Plan Scheme that is set out in Appendix 2. It provides general information on how consultation will be undertaken during the Plan preparation but does not detail specific arrangements such as dates for each participation stage. This detail would be announced at the appropriate time.

4.5 After adopting the Development Plan Scheme, the Act requires the Authority to publish it, send two copies to Scottish Ministers and make copies available via public libraries.

5 POLICY IMPLICATIONS

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

6 CONSULTATIONS

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

7 BACKGROUND PAPERS

7.1 None.

Gregor Hamilton
Head of Planning, Economic Development and Regulatory Services

Author: Stephen Page

Robin Presswood
Executive Director of City Development

Dundee City Council
Dundee House
Dundee

RP/GH/SP 9 October 2026

APPENDIX 1

CONSULTATION RESPONSES TO THE PARTICIPATION STATEMENT

Summary

The responses to the consultation have been generally positive with respondents welcoming the consultation activity that will support the production of the Local Development Plan, but with suggestions for improvement.

A total of three relevant responses from organisations were received. The Participation Statement is general in nature and there were several requests for very specific measures or levels of detail beyond the scope of the statement. Whilst no substantive change to the Participation Statement is recommended, the comments submitted are noted and will be used to inform specific stages of consultation activities in future.

Questions 1 and 2

(Questions 1 and 2 were name and organisation).

Question 3

The participation process will seek to involve a wide range of parties including:

- Public Sector Groups (including key government departments and agencies);
- Private Sector groups (including infrastructure providers, business, retail and housing development interests);
- established Community Groups (including Community Councils);
- voluntary and environmental organisations;
- Local Community Planning Partnerships (LCPP); and
- all members of the community, including younger citizens, disabled people, gypsies and travellers.

Are there any groups not included above which should be involved in the Local Development Plan?

Respondent	Summary Of Response	DCC Comment	DCC Response
Dundee Civic Trust	Requesting the publication of a list of all consultees registered for consultation.	Approximately 90% of the data held in the consultee mailing list is personal email addresses which the consultees have entrusted in Dundee City Council for use in the activities of preparing the Local Development Plan. The release of personal information by Dundee City Council would not comply with the General Data Protection Regulations. Dundee City Council is happy to add anyone to the consultee list and in doing so would check that they are not	No Action Required

Respondent	Summary Of Response	DCC Comment	DCC Response
		receiving duplicate correspondence.	

Question 4

The Local Development Plan Review Webpage: www.dundeecity.gov.uk/localdevplan2 will be used throughout the plan preparation process as the primary location for hosting consultation documents and providing information.

Tick box response: 2 consultees indicated that this was the most appropriate method, 1 consultee has concerns as noted in their responses to the next question

Question 5

What improvements do you suggest for displaying consultation information and documents? Please describe the improvement and explain why you think they will help.

Respondent	Summary Of Comments	DCC Comment	DCC Response
Stobswell Forum	Documents and Information to be available in other languages to include New Scots and languages spoken by immigrants.	By publishing information digitally this allows for documents to be translated by freely available translation software and websites. The Dundee City Council website has a built-in translation tool.	No Additional Action Required
Network Rail	Ensuring that it is kept up to date and ensuring it is easy to find the relevant documents all relating to the new LDP2.	All documents are hosted on the website at a single location. This allows for regular updating and ease of access.	No Additional Action Required
Dundee Civic Trust	Concern that the complexity of the Council's website may make it difficult to navigate for some people.	All documents are hosted on the website at a single location for ease of access. Documents are checked before publication to maximise their accessibility.	Noted
	The Council should be much more pro-active in terms of advertising its consultations directly through social media, also using short thematic videos to engage respondents more. The Council should list as part of this consultation exactly which social media and other methods it proposes to use, for the sake of transparency and good	The Council uses a range of communication methods and social media channels to publicise consultations and encourage participation. For each Local Development Plan consultation, the Development Plan Team works with the Council's Public Relations team to identify appropriate opportunities to advertise the consultation across relevant networks. For example, a YouTube video was produced to promote and explain the Call	A review of most appropriate social media usage will be undertaken prior to each future consultation stage.

Respondent	Summary Of Comments	DCC Comment	DCC Response
	communication, so that people can respond more appropriately. "Other methods" is not specific enough.	for Sites and Call for Ideas consultation. The use of thematic videos and other suitable communication methods will also be considered for the Proposed Plan consultation, taking account of the intended audience, subject matter and available resources.	
	The Council should use its facilities to display paper copies advertising the consultation as well as leaving paper copies of the surveys in its public libraries.	The Council has used libraries to publicise consultation exercises, including the Call for Ideas and Call for Sites, through the use of posters and promotional material.	The Council will continue to consider the use of libraries and other community venues, alongside digital engagement methods, when undertaking future consultation activities.
	There should be clearer and more specific consultation communications, including prominently displayed closing dates for surveys. Notifications should be issued when consultation workshops are fully booked and information on alternative ways to participate for those unable to attend.	All advertising of Local Development Plan consultations clearly display the end date and how to submit comments. A dedicated email address: localdevplan@dundeecity.gov.uk is also available at all times.	No Additional Action Required
	All consultation messages should be beta tested on members of the public (not other Council staff) before being sent out.	Consultation messages are reviewed by the Council's Public Relations team prior to publication to check that they are clear and accessible. This provides an established quality-assurance check before messages are issued.	No Additional Action Required
	There is also a danger of overkill and consultation fatigue. We would ask the LDP team to consider a more targeted approach for each stage of the consultation.	The Council will seek to ensure that engagement is proportionate and appropriately targeted at each stage. However, the preparation of the Local Development Plan is a statutory process with prescribed consultation and	The Council will consider how engagement activities can be coordinated to minimise duplication.

Respondent	Summary Of Comments	DCC Comment	DCC Response
		engagement requirements at key stages. These requirements ensure that communities and stakeholders have appropriate opportunities to participate as the Plan progresses.	

Question 6

Dundee City Council is keen to reach groups which are typically under-represented in Local Development Plan Consultations, including but not limited to disabled people, gypsies and travellers, children and young people. What methods should the Council use to reach such groups? Please provide details of whom we might engage and how.

Respondent	Summary Of Comments	DCC Comment	DCC Response
Stobswell Forum	Requesting that schools are included in the consultation	The Council is committed to engaging children and young people in preparing the Local Development Plan. Targeted engagement with children and young people, including through schools was undertaken during preparation of the Evidence Report and has also been used successfully during previous Local Development Plan reviews.	The Council is required to promote and facilitate the participation of children and young people in the preparation of the Local Development Plan. Engagement with children and young people will therefore be undertaken at relevant stages of the plan preparation process.
Dundee Civic Trust	The Council should use a variety of communication methods to reach people with disabilities including audio tools and visual tools.	By hosting all documents digitally this offers access to facilities such as screen readers translation tools, high contrast as well as dyslexia friendly settings. Other consultation methods including face-to-face meetings and printed media offer opportunities that can be tailored to the needs of individuals.	Noted
	Requesting reach out to local schools to publicise their consultations and work with teachers to	The Council regularly engages with education staff and others working with children and young people to identify appropriate	Noted

Respondent	Summary Of Comments	DCC Comment	DCC Response
	understand how best to engage with young people on the LDP.	and proportionate ways of supporting their participation in the Local Development Plan process.	
	People whose first language is not English are not specifically mentioned and requested easier access to translated consultation documents. They suggested that automatic online translation options should be available and that the Council should work with third-sector, faith and community organisations to help people who require translation support.	By hosting all documents digitally this offers access to facilities such as screen readers and translation tools.	Noted

Question 7

Throughout the plan preparation process Dundee City Council encourages everyone to make representations, both in support of the Plan and in raising representations or objections to it. Representations will be accepted by e-mail (localdevplan@dundeecity.gov.uk), in letter form and comments accepted through online-surveys

Are there any other methods that could be used to give your views on draft documents that we consult upon. Please describe the methods and explain why?

Respondent	Summary Of Comments	DCC Comment	DCC Response
Network Rail	Network Rail would respond either by survey or email.	Noted	Noted
Dundee Civic Trust	Requested a proactive approach, drawing on methods used by other Councils in preparing their Local Development Plans. Suggested methods included sector-specific focus groups, citizens' assemblies and support from third-sector organisations, such as Planning Aid Scotland's work with Fife Council. They considered that this approach should	The Council regularly engages with other local authorities to share good practice information to inform future engagement.	The Council will continue the use of targeted engagement methods and external support where these are appropriate, proportionate and achievable within available resources.

Respondent	Summary Of Comments	DCC Comment	DCC Response
	also apply to consultation on the Participation Statement.		

Question 8

We will publish information on the webpage www.dundeecity.gov.uk/localdevplan2 and seek to do so in an easy-to-read format with clear maps and graphics where appropriate. In addition:

- we will make announcements at key stages using a range of media including the press and social media;
- any persons registered on our email notification list will receive periodic updates at key stages;
- we will seek to liaise with statutory agencies and community groups at key stages to encourage participation;
- we may arrange to meet directly with groups or persons to discuss specific topics or areas of interest;
- we will notify immediate neighbours of potential development sites at the proposed plan stage;
- we will monitor and review our engagement methods annually and support where practical any requests for extensions of time for receiving responses or requests for alternative formats of engagement;
- we will consider the use of mediation as a method of addressing conflicting or contentious issues raised during a consultation; and
- we will consider targeted methods to reach under-represented groups.

Do you agree with our general approach to consultation on the Local Development Plan? Or if you have any other suggestions for improving our approach, please describe them below.

Respondent	Summary Of Comments	DCC Comment	DCC Response
Stobswell Forum	To give as much voice as possible to allow preparation and inclusion.	Agreed	Noted
Dundee Civic Trust	Endorsed the methods proposed but considered that they did not go nearly far enough in meeting the Nolan Principles of good governance. They requested greater transparency and wider communication to improve public engagement. They stated that response levels to Council consultations are very low and should not be accepted as representative, suggesting that a representative survey response should equal 10%	The structure of the Local Development Plan preparation process, including formal consultation requirements, is established through legislation set by the Scottish Government. The process is evidence-led, with the Evidence Report providing the foundation for preparing the Proposed Plan. The Call for Sites and Ideas provided an early opportunity for communities, individuals, developers, landowners	Noted

Respondent	Summary Of Comments	DCC Comment	DCC Response
	of Dundee's population, or approximately 14,300 responses. They also requested a move away from what they described as a traditional "top-down" approach towards a "bottom-up" visioning exercise, with greater facilitation of citizens' ideas through co-production and co-design. They considered that engagement with relevant organisations and groups should be a requirement rather than something the Council may undertake.	and other stakeholders to submit sites and ideas on a wide range of land-use and placemaking matters. Local Place Plans also provide opportunities for communities' priorities and aspirations to inform preparation of the Proposed Plan. Engagement and collaborative working will continue during preparation of the Proposed Plan, which will then be subject to a formal consultation period during which comments and representations can be submitted. The Council remains committed to listening to the views of Dundee's communities and will continue to encourage broad participation through proportionate engagement opportunities at the relevant stages of the plan preparation process	

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APPENDIX 2

DUNDEE DEVELOPMENT PLAN SCHEME

DUNDEE CITY COUNCIL - DEVELOPMENT PLAN SCHEME 2026

PURPOSE OF DOCUMENT

This Development Plan Scheme is published by Dundee City Council with regards to the preparation of a new Dundee Local Development Plan. It summarises the process for preparing the Dundee Local Development Plan and expected timescales for the plan preparation process.

BACKGROUND

The Town and Country Planning (Scotland) Act 1997, as amended by the Planning (Scotland) Act 2019 sets out the requirements for a Local Development Plan to be prepared by Dundee City Council.

This is supported by The Town and Country Planning (Development Planning) (Scotland) Regulations 2023.

The Development Plan is required to manage the development and use of land in Dundee in the long-term public interest. It does this by setting out how our local places will change into the future, including where development should and should not happen. This includes where our new homes and workplaces will be built, how services and facilities should be provided, and identify the places we value and should therefore protect. Development Plans play a key role in balancing the many different sectors and interests that seek to both change and preserve elements of our city.

Legislation requires that decisions on planning applications are to be made in accordance with the Development Plan unless material considerations indicate otherwise.

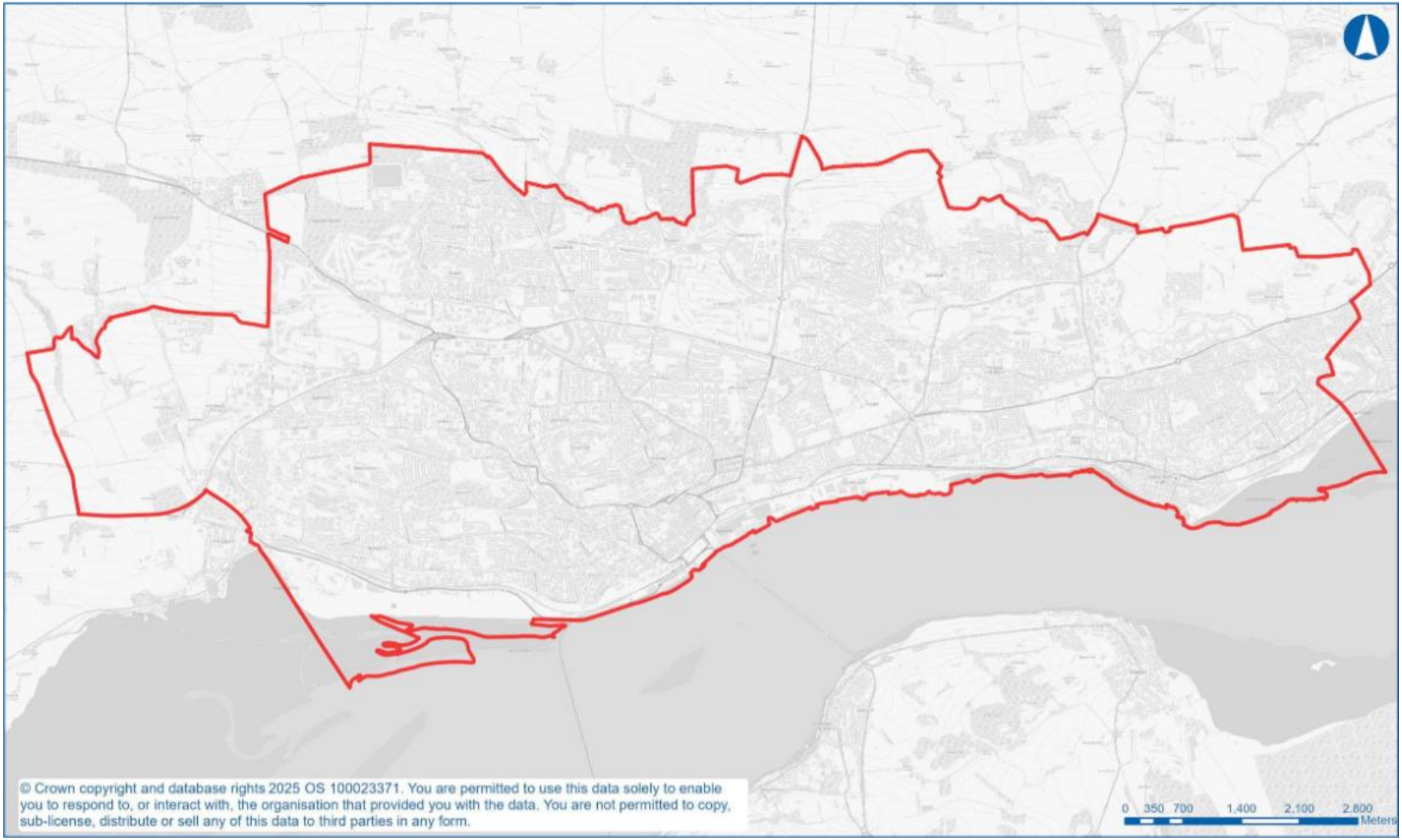
Local Development Plans are to be prepared at intervals of no more than 10 years and should consider the ambitions and outcomes for an area by looking to guide development up to 20 years into the future.

The current Development Plan for Dundee comprises the National Planning Framework 4 and the Dundee Local Development Plan 2019 and associated supplementary guidance.

The National Planning Framework is prepared and adopted by the Scottish Government, while Dundee City Council is responsible for the Local Development Plan.

The Development Plan Scheme refers only to the Dundee Local Development Plan.

PLAN AREA


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LOCAL DEVELOPMENT PLAN PREPARATION TIMETABLE

The table below sets out the expected timetable for the preparation of a new Local Development Plan. Not all stages of plan preparation are within the control of Dundee City Council so the timetable will be subject to change. Alterations to the timetable will be communicated through future editions of the Development Plan Scheme which will be published annually and on our website at www.dundeecity.gov.uk/localdevplan2.

In accordance with Scottish Government guidance, the periods in the timetable refer to financial year quarters (Q) which translate as:

Q1: April - June
Q2: July – September
Q3: October – December
Q4: January – March

The term 2027/2028 Q1 would therefore refer to the period of April to June 2027.

Plan Preparation Stage	Expected Date/Period of Activity
Development Plan Scheme	Annually
Evidence Gathering Stage	
Evidence Gathering	Completed 2025/2026 Q4
Preparation of Local Place Plans for Local Development Plan Review	Completed 2025/2026 Q2
Publication of Evidence Report	Completed 2026/2027 Q2
Gate Check Examination	Ongoing 2026/2027 Q2 to 2026/2027 Q3
Call For Ideas/Sites	Completed 2025/2026 end Q3 to 2025/2026 Q4
Proposed Plan Stage	
Preparation of Proposed Plan and Delivery Programme	2026/2027 Q3 to 2027/2028 Q4
Fairer Scotland Duty Assessment and Public Sector Equality Duty Assessment	2027/2028 Q4
Habitats Regulations Appraisal	2026/2027 Q3 to 2027/2028 Q4
Strategic Environmental Assessment: Environment Report	2026/2027 Q3 to 2027/2028 Q4
Neighbour notification of Proposed Plan Development Sites	2028/2029 Q2
Publication of Proposed Plan and Delivery Programme	2028/2029 Q2
Consultation and Examination Proposed Plan Stage	
Consultation on Proposed Plan and Delivery Programme	2028/2029 Q2 to Q3

Consultation on Environment Report	2028/2029 Q2 to Q3
Consider responses & publish final Proposed Plan	2028/2029 Q3
Examination of Proposed Plan	2028/2029 Q3 to 2029/2030 Q1
Adoption and Publication Stage	
Adopt and publish Local Development Plan and Delivery Programme	2029/2030 Q2

An explanation of the various documents is provided below (in alphabetical order):

- Delivery Programme

  A statement on how Dundee City Council proposes to implement the Local Development Plan. It is focussed on how the general outcomes of the Plan will be implemented

- Development Plan Scheme

  This statement, reviewed annually, that sets out the timetable for the preparation of the Local Development Plan and the consultation intentions which support that process.

- Evidence Report

  This sets out the basis upon which Dundee City Council will prepare the Local Development Plan and will include an overview view on a wide range of matters related to the development and use of land in the city.

- Fairer Scotland Duty Assessment

  This process assesses the Local Development Plan and how it pays due regard to reducing inequalities caused by socio-economic disadvantage during the preparation of plan policies and actions. It is a form of audit of the detail of planning policies and helps identify any unintended consequences of strategic decisions on the population of Dundee.

- Habitats Regulation Appraisal

  Dundee City Council is required by law to consider whether a plan or project could have a likely significant effect on a designated European site, and if so carry out an appropriate assessment.

- Local Place Plans

  These are community-led plans which set out a community's aspirations for the future development of an area and are considered when the Local Development Plan is being prepared. Dundee already benefits from Local Community Plans for all areas of the city which will also be taken into account.

- Public Sector Equality Duty Assessment

  This assesses the Local Development Plan and how it pays due regard to reducing and eliminating wherever possible inequalities and discrimination against people with protected characteristics during the preparation of plan policies and actions. It is a form of audit of the detail of planning policies as they are prepared and helps identify any unintended consequences of such decisions on the population of Dundee.

- Proposed Local Development Plan

  The Proposed Plan will reflect the Council's position on the development and use of land. This will be used for the purposes of consultation. Following consultation, the Proposed Plan will be amended as necessary to take account of representations received during consultation then submitted to the Scottish Government for examination.

- Strategic Environmental Assessment/Environment Report

  The findings of a Strategic Environmental Assessment are published in the Environment Report. The assessment will review the content of the Local Development Plan for impacts on the environment. This is a continuous part of the plan preparation process. The environment report is published at the same time as the final proposed plan.

KEY UPDATES SINCE DEVELOPMENT PLAN SCHEME 2025

Evidence Report and Gate Check

The Council completed preparation of the Local Development Plan Evidence Report following an extensive programme of evidence gathering, consultation and engagement. The Evidence Report was approved by the City Growth and Infrastructure Committee on 17 November 2025 and submitted to the Scottish Government's Planning and Environmental Appeals Division for Gate Check examination on 9 December 2025.

In January 2026, the Council formally withdrew the Evidence Report from the Gate Check process to allow consideration of updated guidance on Local Development Plan preparation and undertake further work in relation to the evidence supporting the Report based on this guidance.

Following completion of this additional work, the Evidence Report was resubmitted to the Planning and Environmental Appeals Division on 1 September 2026. It has now been allocated to a Reporter to assess whether the evidence is sufficient to enable the Council to prepare the Proposed Local Development Plan.

The withdrawal and resubmission of the Evidence Report have extended the timetable for progressing to the Proposed Plan stage. The anticipated dates for the preparation, consultation, examination and adoption of the Local Development Plan have therefore been revised, as set out in the updated Local Development Plan Preparation Timetable.

Call for Sites and Call for Ideas

Alongside the Evidence Report process, the Council carried out a Call for Sites and Call for Ideas to inform preparation of the Proposed Plan. Landowners, developers and the development industry were invited to submit sites for consideration, while communities, organisations and other stakeholders were invited to share ideas relating to land use, policy priorities and placemaking principles.

The consultation period closed on 31 March 2026. The submissions received are being assessed alongside the Evidence Report and other relevant information and will help inform the spatial strategy, policies, proposals and site selection process for the Proposed Plan.

PARTICIPATION STATEMENT

Dundee City Council is committed to encouraging wide ranging stakeholder and public involvement in the preparation of the Dundee Local Development Plan.

By inviting involvement at all stages of the Plan's preparation, the Council seeks to enable those with an interest in the area, for example, members of the public, businesses, key organisations, and community groups, to contribute their views before decisions are taken. This applies equally to those who support elements of the Plan as to those who wish to make objections. In doing so the Council will seek to ensure that:

- arrangements for participation are as open, transparent and practical as possible taking cognisance of the resources available to the Council;
- information is provided fully and as early as possible; and
- communication is provided through appropriate and widely accessible means, noting the use of the Council's website as the primary repository for documentation and information, but also through face to face meetings and printed media when appropriate.

The participation process will seek to involve a wide range of parties including:

- Public Sector Groups (including key government departments and agencies);
- Private Sector groups (including infrastructure providers, business, retail and housing development interests);
- Established Community Groups (including Community Councils and other special interest groups);
- Voluntary and environmental organisations;
- Local Community Planning Partnerships (LCPP); and
- All members of the community, including minority groups, younger citizens, disabled people, gypsies and travellers.

It must be noted that the Development Plan also utilises inputs from other documents such as the National Planning Framework, Community Plans, Local Place Plans, Play Sufficiency Assessments etc. which have their own separate consultation arrangements.

Special arrangements will be put in place for the bodies designated as Key Agencies by the Scottish Government:

- Historic Environment Scotland;
- Nature Scot;
- Scottish Environmental Protection Agency;
- Scottish Water;
- Scottish Enterprise;
- Tactran Regional Transport Partnership;

- NHS Tayside;
- Transport Scotland;
- Marine Scotland;
- Scottish Forestry; and
- Architecture and Design Scotland

Email Address

localdevplan@dundeecity.gov.uk

Postal Address

Local Development Plan
Planning Team
City Development Department
Dundee City Council
Dundee House
50 North Lindsay Street
Dundee
DD1 1LS

E-mail Mailing List and Keeping Informed

To assist the Council in ensuring that those who want to be involved in the process are kept up to date on progress, members of the public and stakeholders can register their contact details to receive future correspondence by email.

To register details please send an e-mail to localdevplan@dundeecity.gov.uk

Your details will be used for occasional communications related to consultations and other related activities undertaken by Dundee City Council City Development Department. You can unsubscribe at any time.

General information and associated documents will be available through the webpages at http://www.dundeecity.gov.uk/localdevplan2. Announcements will also be made via other channels, for example, including social media and statutory public notices in newspapers.

Engaging in the preparation of the Dundee Local Development Plan

Throughout the key stages of the plan preparation process the Council encourages stakeholders to make representations. This will be facilitated by e-mail (localdevplan@dundeecity.gov.uk) as well as via the website: http://www.dundeecity.gov.uk/localdevplan2, and in letter form.

Key Stages in the Process for Engagement

The principal opportunities for consultation and engagement during preparation of the Local Development Plan are set out below. Participation at the appropriate stages helps ensure that relevant views and issues can inform the Plan as it develops.

Activities undertaken to date have informed preparation of the Plan, and further opportunities for participation will be provided as work progresses towards publication and consultation on the Proposed Plan. Comments and representations should be submitted within the relevant consultation periods, as submissions received after these periods may not be capable of being taken into account.

Participation Statement (this document) - an annual consultation where comments and suggestions are sought on the content of the Participation Statement to help guide the approach to engagement during the plan making process.

Evidence Report - targeted consultation and topic paper engagement were undertaken to ensure the necessary evidence was properly considered in the preparation of the Evidence Report. The purpose of this engagement was to establish a robust evidence base and assess the sufficiency of evidence across relevant topic areas.

Local Place Plans - Local Place Plans are community-led plans which set out proposals and aspirations for the development and use of land within a community. Registered Local Place Plans are taken into account in the preparation of the Local Development Plan. The Council formally invited eligible community bodies to prepare Local Place Plans from May 2023 and provided guidance and support throughout the process. Engagement on individual plans was undertaken by the relevant community bodies. Several community groups expressed an interest in preparing Local Place Plans and, during 2025, two Local Place Plans were submitted, validated and registered for consideration as part of the preparation of the Proposed Plan.

Call for Sites and Ideas - the Council undertook a Call for Sites and Ideas between December 2025 and March 2026 to provide communities, developers, landowners and other stakeholders with an opportunity to submit sites, proposals and ideas to inform preparation of the Proposed Plan. The information received is being assessed by the Council and will help inform the emerging spatial strategy, policy and site assessment process.

Proposed Plan Preparation - preparation of the Proposed Plan will be informed by ongoing engagement and collaborative working with key agencies, adjoining authorities, internal consultees, developers, landowners, businesses, community organisations and other stakeholders. This work will build on evidence gathered through earlier stages of plan preparation, including the Evidence Report, Local Place Plans and the Call for Sites and Ideas, and will help inform the emerging spatial strategy, site assessments and policy framework.

Proposed Plan Consultation and Representation Period - the Proposed Plan will set out the Council's preferred spatial strategy and policies for the future development and use of land in the city. Following approval by the Council, the Proposed Plan and accompanying Delivery Programme will be published for a minimum 12-week period of public consultation. During this period, neighbour notification will be undertaken in accordance with legislative requirements, with owners, lessees and occupiers of land on, or within 20 metres, of a proposed land allocation being notified directly in writing. Formal representations may be submitted setting out any changes sought to the Proposed Plan, and representation forms will be made available for this purpose. Information on the Proposed Plan, consultation arrangements and engagement opportunities will be made available through the Council's website, social media channels, statutory notices and other appropriate communication methods. Following consultation, the Council will consider all representations received before progressing the Plan through the statutory examination process. A Reporter appointed by Scottish Ministers will consider unresolved issues raised through representations and prepare a Report of Examination. The Council must take account of the Report of Examination before adopting the Local Development Plan.

Format of consultations and engagement:

- The Local Development Plan Review Webpage: www.dundeecity.gov.uk/localdevplan2 will be used throughout the plan preparation process as the primary location for hosting consultation documents and providing information;

- Formal representations and comments will only be accepted where submitted in writing, with email being the preferred means of communication;

- Online consultation tools and online forms may be used in some instances, particularly where visual or map-based information needs conveyed, but written and email responses will always be available as an alternative

- Accessible documents for all consultations will be provided. Persons requiring alternative formats are urged to make contact to discuss their specific requirements so they can be accommodated as the plan preparation proceeds; and

- All submissions to the plan will be fully considered and mediation between contributing parties may be considered as a method of addressing competing or potentially contentious issues which cannot be resolved.

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REPORT TO: **CITY GROWTH AND INFRASTRUCTURE COMMITTEE – 16 NOVEMBER 2026**

REPORT ON: **PROCUREMENT SOURCING STRATEGY FOR THE PURCHASE OF CAR AND LIGHT COMMERCIAL VEHICLES**

REPORT BY: **EXECUTIVE DIRECTOR OF CITY DEVELOPMENT**

REPORT NO: **260-2026**

1 PURPOSE OF REPORT

1.1 This report provides an update on the Fleet Services Review and seeks committee approval to commence a procurement exercise for a five-year contract for the purchase of cars and light commercial vehicles. The proposed contract will support a phased transition from leasing to vehicle ownership, replacement of council owned vehicles and greater standardisation of the light fleet and improved whole-life fleet management. The estimated maximum value of the contract is £15 million over a five-year period. This is based on the projected cost of replacing existing leased light vehicles as leases reach their end date and undertaking a programmed replacement of ageing Council-owned light vehicles.

1.2 The contract will provide a compliant route for purchases but will not commit the Council to a fixed volume of vehicles

2 RECOMMENDATION

2.1 It is recommended that the Committee:

a notes the findings and proposed recommendations arising from the Fleet Services Review;

b approves the procurement sourcing strategy to commence a mini-competition under the Government Commercial Agency vehicle framework for a five-year 'Cars and Light Commercial Vehicle Purchase Contract', with an estimated maximum value of £15 million; and

c notes that a further report will be presented to Committee following evaluation of the tender submissions, setting out the preferred supplier, contract costs, funding arrangements and any associated financial implications for approval.

3 FINANCIAL IMPLICATIONS

3.1 There are no immediate financial implications associated with the proposed recommendations.

4 BACKGROUND

4.1 Over the past decade, the Council’s approach to light fleet replacement has adapted to changing funding and market conditions. Transport Scotland funding accelerated electric vehicle purchases and infrastructure improvements, while lower leasing costs led to many cars and light vans being leased and funded from the council’s revenue budget. While this supported efficient fleet renewal, most Council-owned light vehicles are now over eight years old, increasing maintenance demands and risks to service resilience.

4.2 Replacing expiring leases is expected to be significantly more expensive because of higher interest rates. A best-value replacement programme is therefore required to maintain reliable and efficient frontline services.

5 FLEET SERVICES REVIEW

5.1 The Head of Corporate Finance and the Head of Sustainable Transport and Roads jointly commissioned a review of Fleet Services in response to growing financial pressures. These

included inflation, higher fuel and maintenance costs, an ageing vehicle fleet, mechanic vacancies, limited workshop capacity and vehicle downtime. The review identified recommendations to reduce the cost of operating and maintaining Dundee City Council's fleet.

5.2 The principal findings of the fleet review are summarised in the table below.

	Review Finding	Recommendation
Vehicle ownership	The review concluded that purchasing replacement light vehicles as leases expire would provide better whole-life value than entering new leases, with the potential to reduce annual costs while retaining flexibility to assess each replacement against operational need and affordability.	Replace leased vehicles with owned vehicles as leases expire over a five-year period
Fleet Rationalisation	The review identified further opportunities to rationalise vehicle numbers through continued engagement with service areas.	Continue to work with operational departments to provide efficient use of assets and look at opportunities to further reduce vehicle numbers
Replacement planning	The review identified that a planned fleet replacement programme is required to reduce the maintenance costs and operational disruption associated with older vehicles, while retaining flexibility for the Fleet Manager to reflect vehicle condition and operational circumstances.	Prepare and maintain a fleet replacement programme, supported by an appropriate funding plan. The plan should also identify opportunities to reduce fleet size.
Fleet standardisation	The review found that using vehicles from many different manufacturers increases training, spare parts, diagnostic and procurement costs. Using fewer manufacturers for the light fleet would help simplify maintenance and reduce costs.	Reduce the number of light-vehicle manufacturers through a longer-term procurement arrangement with one or two suppliers, where operationally appropriate.
Workshop capacity	The review identified that mechanic vacancies are constraining workshop capacity, increasing reliance on external garages and contributing to vehicle downtime and increased costs. Filling the vacancies and increasing productive workshop hours would enable more servicing and repair work to be undertaken in-house at a lower cost.	Continue recruiting mechanics and, once staffing levels improve, recruit apprentices to support succession planning.

	Review Finding	Recommendation
Management information	The review identified a need for more accurate recording of productive and non-productive workshop hours. Improved reporting would strengthen performance management and support a more robust reconciliation between the fleet management system and the general ledger.	Improve recording and monitoring of productive and non-productive hours to improve performance.
Financial accountability	The review found that financial responsibility should be aligned with operational control. Service users should be accountable for the full cost of the vehicles and plant they use, while Fleet Services should recover its costs through a transparent and consistent charging framework.	Revise charging arrangements from 2027/2028 so that fleet costs are better recovered from service users
Heavy Goods Vehicles	The review found that the heavy goods vehicle fleet is mainly made up of Council-owned refuse collection vehicles. More than half are registered before 2017, resulting in higher maintenance costs, increased workshop time and a greater risk of disruption to frontline services.	Phased replacement of heavy goods vehicles to reduce maintenance costs, while working with service areas to identify opportunities to reduce fleet numbers.
Fuel Costs	Fuel costs have continued to increase due to higher market prices influenced by external factors	Continue to decarbonise the Council's fleet by replacing petrol and diesel vehicles with lower-emission alternatives.

6 FLEET REPLACEMENT PLAN - LEASED VEHICLES (CARS AND VANS)

6.1 The Council operates a mixed fleet of owned and leased vehicles, including approximately 320 leased cars and vans used across several service areas. These vehicles are typically leased over a 3 to 4 year period at an annual cost of around £1.62m, funded from the Council's revenue budget.

6.2 The Fleet Services Review identified that purchasing replacement light vehicles and operating them over an eight –year useful life offers better value than continuing to lease vehicles, while retaining flexibility to assess each replacement on its individual merits.

6.3 The profile for replacing leased vehicles assumes the purchase of 320 electric vehicles spread over 5 years between 2027/28 and 2031/32 as existing leases expire as noted in table 1 below.

Table 1: Indicative Leased Vehicle Replacement Programme and Estimated Purchase Costs

Financial Year	Lease Cars And Vans Due For Replacement When Leases Expire	Estimated Purchase Cost
2027/2028	101	£2,800,000
2028/2029	61	£1,900,000
2029/2030	68	£2,500,000
2030/2031	56	£1,700,000
2031/2032	34	£970,000
Total	**320**	**£9,870,000**

6.4 Options for funding the purchase programme for replacing leased vehicles are being explored, including external funding, Capital Plan provision and Capital Funded from Current Revenue generated from lease budgets released as leased vehicles are replaced. The preferred funding approach and its financial implications will be reported to Committee following completion of the procurement exercise.

6.5 For illustration, table 2 below compares the estimated annual cost of continuing to lease the Council's light vehicle fleet with the cost of purchasing replacement vehicles through capital borrowing. The comparison is based on an indicative fleet replacement value of £9.870m with an eight-year useful life.

Table 2: Illustration of Leasing Costs and Purchase Through Capital Borrowing

Measure	Current Leasing (revenue)	Future Leasing (revenue)	Purchase through borrowing, including residual leases (capital and revenue)	Difference
Estimated Annual Cost	£1.62m	£2.10m	£1.26m	£0.84m
Whole life cost equivalent of 320 vehicles		£16.8m	£15.1m	£1.7m

7 FLEET REPLACEMENT PLAN – COUNCIL OWNED LIGHT VEHICLES (CARS AND VANS)

7.1 In the past, the Council used Transport Scotland grants and its own capital funding to purchase light vehicles to support the early transition to electric vehicles. As all Council-owned light vehicles are now over eight years old, maintenance demands and risks to service resilience are increasing. A planned replacement programme is therefore needed to sustain reliable, efficient frontline services.

7.2 The Council owns 163 cars and vans, of which 17% are electric. The Fleet Asset Management Plan, approved by Committee on 23 November 2023 (Report 319-2023), identifies eight years as the optimum whole-life replacement age for light vehicles, subject to vehicle condition and operational requirements.

7.3 As set out in the plan, the Corporate Fleet Manager reviews the replacement programme annually with service users, prioritising vehicles by age, mileage, condition, consolidation opportunities and future demand. The table below outlines a five-year programme to replace Council-owned light vehicles through the proposed framework.

Table 3: Indicative Council Owned Vehicle Replacement Programme and Estimated Purchase Costs

Financial Year	Council Owned Cars and Vans Due For Replacement	Estimated Purchase Cost
2027/2028	54	£1.542m
2028/2029	35	£1.085m
2029/2030	31	£0.961m
2030/2031	33	£1.023m
2031/2032	10	£0.300m
Total	163	£4.911m

7.4 Vehicle use and replacement plans will continue to be reviewed annually with service clients to identify consolidation opportunities with the aim to further reduce the Council-owned car and van fleet over the next five years.

8 DETAILS OF THE PURCHASE CONTRACT

8.1 The contract approach follows the Fleet Services Review, which identified two principal opportunities to reduce costs. The first is to replace leased light vehicles with purchased vehicles as leases expire and the second is to fill mechanic vacancies and bring a greater proportion of servicing and repair activity in-house. Recruitment is currently underway.

8.2 Where servicing and maintenance are undertaken in-house, greater fleet standardisation provides operational benefits. It enables mechanics to develop specialist knowledge, reduces the range of spare parts and diagnostic packages required, strengthens supplier leverage and supports more effective aftercare arrangements.

8.3 To support this standardisation, it is intended to establish a five-year contract with one or two vehicle suppliers. The procurement will be undertaken through a mini-competition under a Government Commercial Agency framework. This route will allow the Council to access public-sector framework pricing while inviting suppliers to improve their offer in response to the scale and duration of the Council's anticipated requirements.

8.4 The procurement is proposed to be divided into a minimum of two lots, covering cars and light commercial vehicles respectively, and evaluated on the basis of 60% quality and 40% whole-life cost, subject to confirmation of the final framework and tender requirements.

8.5 As well as allowing suppliers to bid on price, the council will also be examining tenders on the basis of:

a Vehicle Technical Performance;

b Charging and Energy Management;

c Delivery and Contract Management;

d After Sales Support; and

e Social Value.

8.6 Market consultation has been carried out with all suppliers on the relevant lots of the existing framework contract being invited to 'Meet the Buyer' sessions. Follow-up meetings were also offered and held on an individual basis with suppliers who requested them.

9 SOURCING STRATEGY SUMMARY

9.1 Revised Standing Orders were approved at the council's Capital Governance Committee on 22 September 2025 (Report 293-2025 refers). The revision included a requirement that when proposing to commence a procurement exercise that will exceed £1m then elected members are required to agree to the proposed route to market for that contract. The details of the proposed route are set out within this sourcing strategy.

9.2 The sourcing strategy proposes a five-year contract from 1 April 2027 to 31 March 2032 for the purchase of cars and light commercial vehicles, with an estimated value up to £15m. The contract is intended principally to replace leased vehicles as agreements expire and to replace existing owned vehicles were supported by condition, operational need and whole-life cost. Purchases are expected to be predominantly electric, subject to operational suitability, available technology, charging infrastructure and affordability.

9.3 The contract will allow the Council to standardise the light vehicle fleet by purchasing from one or two suppliers over the five-year period. This will support efficient in-house maintenance, consistent aftercare and prioritisation of operationally critical vehicles, with the aim of reducing vehicle downtime.

9.4 The procurement is intended to support the Council's transition towards a lower-emission fleet by facilitating the replacement of ageing petrol and diesel vehicles with electric vehicles where operationally and financially appropriate. Expected benefits include lower fleet emissions, improved local air quality, reduced dependence on fossil fuels and support for sustainable charging infrastructure.

9.5 The proposed procurement is a key enabling recommendation arising from the Fleet Services Review. It will establish a compliant, longer-term route for the purchase of cars and light commercial vehicles, support greater fleet standardisation and provide a basis for securing improved whole-life value, aftercare and environmental performance. Committee approval is therefore sought to commence the procurement, with a further report to be submitted before award.

10 RISK ANALYSIS

10.1 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

10.2 Key Risks Table

Description of Risk	Actions to be taken to manage Risk
Commercial Risk – 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.	The use of the framework alone will lock in significant discounts with the mini-competition allowing bidders to better the framework rates
Technical Risk – this concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the specification	The contract will be tendered and awarded through a compliant procedure. Bidders will be required to demonstrate competence as part of the tender evaluation process. Appointment via a Framework provides assurance re specification and pricing
Performance Risk – this concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	Supplier capability has been assessed as part of the Framework evaluation process. The client will undertake regular contract management to ensure contractor performance against agreed contractual KPIs.
Contractual Risk – being able to remedy the shortcomings in the contractor's performance without severely damaging the contract and about avoiding reliance on the contracted supplier as the contract develops.	The suppliers continued presence on the Framework is dependent upon their performance. The contractor shall be proactively managed during the term of the contract.
Procurement Risk – where a procurement is found unsound in law, through the public procurement rules	Appointment through the framework is a compliant procurement route. Risk is further mitigated through adherence with the Framework Call-off rules.

11 POLICY IMPLICATIONS

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

12 CONSULTATIONS

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

13 BACKGROUND PAPERS

13.1 None.

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RP/JM//KM 4 November 2026