



City Chambers
DUNDEE
DD1 3BY

27th August, 2025

Dear Colleague

I refer to the agendas of business issued in relation to the MEETINGS of the **CHILDREN, FAMILIES AND COMMUNITIES, NEIGHBOURHOOD REGENERATION, HOUSING AND ESTATE MANAGEMENT AND CITY GOVERNANCE COMMITTEES** to be held on Monday, 1st September, 2025 and would advise you that these meetings will be held remotely.

Members of the press and public wishing to observe the proceedings can do so via the Council's YouTube channel by following this link www.dundee.gov.uk/live.

Should you require any further information please contact Committee Services on tel 01382 434228 or by email at committee.services@dundee.gov.uk.

Yours faithfully

GREGORY COLGAN

Chief Executive



City Chambers
DUNDEE
DD1 3BY

22nd August, 2025

Dear Colleague

You are requested to attend a MEETING of the **CITY GOVERNANCE COMMITTEE** to be held in the Council Chamber, City Chambers, City Square, Dundee and also to be held remotely on Monday, 1st September, 2025 following the meetings of the Children, Families and Communities and Neighbourhood Regeneration, Housing and Estate Management Committees called for 5.00pm.

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

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

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 CHILDREN AND FAMILIES SERVICE SERVICE PLAN 2023/2027 - Page 1

(Report No 241-2025 by the Executive Director of Children and Families Service, copy attached).

3 ANNUAL PROCUREMENT REPORT AND COMMUNITY BENEFITS UPDATE 2024/2025 - Page 31

(Report No 224-2025 by the Executive Director of Corporate Services, copy attached).

**4 PROCUREMENT OF A CONTRACT FOR MOBILE WORK SCHEDULING AND REPAIRS
SOFTWARE - Page 111**

(Joint Report No 239-2025 by the Executive Directors of Neighbourhood Services and Corporate Services, copy attached).

**5 SOURCING STRATEGY AND AWARD OF CONTRACT FOR AN ON LINE SCHOOL
PAYMENT SYSTEM - Page 115**

(Report No 242-2025 by the Executive Director of Children and Families Service, copy attached).

REPORT TO: CITY GOVERNANCE COMMITTEE – 1 SEPTEMBER 2025

REPORT ON: CHILDREN AND FAMILIES SERVICE PLAN 2023-27

REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE

REPORT NO: 241– 2025

1.0 PURPOSE OF REPORT

- 1.1 This report provides the City Governance Committee with the second 6-month update on progress with the Children and Families Service Plan 2023-27 (Appendix 1). The plan was approved by Elected Members on 4 September 2023 (report number 185-2023).

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the City Governance Committee notes the continued progress being made in respect of the Service Plan and requests the Executive Director to provide a further update in 6 months.

3.0 FINANCIAL IMPLICATIONS

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

4.0 BACKGROUND

- 4.1 The Children and Families Service Plan aligns with the City Plan 2022-32 and Council Plan 2022-27. As such, it outlines 6 strategic priorities which aim to contribute towards reducing child poverty and inequalities in income, education and health.
- 4.2 The report attached as Appendix 1 provides an update on the actions and performance indicators for each broad priority area. Where required, it offers some context on opportunities and challenges and outlines further activity to fully implement initiatives and achieve targets.
- 4.3 In relation to the range of activity, out of the 51 actions in the plan a total of 19 have already been completed; 30 are in progress; and 12 are overdue having not been implemented within timescales initially set by the service.
- 4.4 Of the 12 actions marked as overdue, several are now complete or close to completion but remain flagged due to missed original deadlines. In some cases, plans were adapted to allow more time on high-priority areas, delaying lower-risk actions with minimal impact.
- 4.5 Examples include the Foster Care Review and Advocacy Review, which are well progressed; Free School Meal Uptake, which is already exceeding targets; and Community Justice pre- and post-Order questionnaires, for which a short-life working group has been established.
- 4.6 Overall, good progress is being made and as this is a four-year plan to 2027, the service remains confident of full delivery. Some key updates in relation to activity under each strategic priority includes:

Voice: Listening and responding to children, young people, and families

- 4.7 Under this priority, key actions include embedding and scaling up of What Matters to You in partnership with the Hunter Foundation, BBC Children in Need, Columba 1400, Community Learning and Development, NHS Tayside, Police Scotland and the Third Sector; and all schools working towards bronze, silver or gold Rights Respecting Schools accreditation.
- 4.7.1 The WM2U approach is now being delivered via 3 Local Community Planning Partnership areas, where it includes Cafe Conversations to actively listen to communities and coordination of a Make it Happen Fund to promote community empowerment and help to meet their identified needs.

- 4.7.2 The approach is informing approaches towards prevention, community capacity building and integrated whole family support, including to priority groups. Some initial feedback from people who have so far participated includes:
- 4.7.3 *"The welcome that you get from people at the top. You can speak to them about stuff you never thought you would speak to them about . . . it gives you the confidence...we are leaders in our community".*
- 4.7.4 *"Before this, I struggled with confidence and had never taken part in anything like this. I've experienced postpartum depression and even with a 12-week-old baby, I've been able to come."*
- 4.7.5 The WM2U Oversight Board is Chaired by the Children and Families Service and is coordinating scaling across the city. A formal evaluation being carried out by the Dartington Social Research Unit will inform these developments.
- 4.7.6 All Dundee schools are now engaged in the Rights Respecting Schools accreditation programme. All are on track to achieve a minimum of Bronze Award by the end of March 2026, with 11 schools having already achieved the Silver Award and 3 the Gold Award.

Health and Wellbeing: Improving health and wellbeing from early years to adulthood

- 4.8 Under this priority, actions include increasing uptake of free school meals, extending the rollout of Planet Youth, delivering the Child Healthy Weight Strategy, strengthening of local family based and residential care for care experienced children and young people through extended support in Kinship Care, Foster Care, Children's Homes and support to vulnerable adolescents.
- 4.8.1 Key developments include enhanced therapeutic input from two Clinical Psychologists to support birth parents and kinship carers, a new trauma-informed training programme for Foster Carers, and leadership development for Children's Home managers. A multi-disciplinary hub for young people has been established to improve access to coordinated support. In addition, schools and early years settings have continued to promote and improve wellbeing through initiatives such as the "Best Foot Forward" programme in 10 primary schools, which supports family learning around healthy habits, sleep, screen time, and dental hygiene. Staff across the city have also received targeted training on healthy weight, fussy eating, and children's rights, coordinated through a multi-agency Food and Health Group and supported by a digital Padlet platform for resource sharing.
- 4.8.2 A Whole School Approach to Food and Health has been piloted in four primary schools, integrating nutrition education, physical activity, and family engagement. Two of these schools received positive recognition in HM Nutrition Inspections. In early years settings, the "Eat Well, Play Well" programme has enhanced healthy food provision and supported parental confidence through interactive learning and staff training. Schools have also introduced a Healthy Snack Policy and implemented food education projects such as school kitchens and food-growing activities. This work is being delivered in close collaboration with Public Health colleagues, particularly NHS Tayside, and are supported by national programmes including Food for Thought and the SOIL Foundation. The uptake of Free School Meals (FSM) continues to improve, driven by targeted promotion, pupil engagement, and collaborative work with Tayside Contracts to ensure menus meet national nutritional standards.

Education: Enhancing educational outcomes and narrowing attainment gaps

- 4.9 Key actions included the rollout of training for the new Broad General Education attainment tracking system, expansion of the Digital Schools Award, and delivery of targeted support to over 15 schools. The ASN Review concluded with a new Inclusion & Wellbeing Strategy now underway. Strategic initiatives such as "Read Dundee" (a 10-year partnership developing a place-based Literacy Hub with the National Literacy Trust) and the "Promoting Presence" attendance policy were implemented. These actions are aligned with the wider Inclusion Strategy and the Scottish Attainment Challenge, supporting a more equitable and data-informed education system.
- 4.9.1 These actions contributed to improved literacy and numeracy attainment in P1, P4 and P7, with Dundee now ranked 4th and 3rd respectively in our Local Government Benchmarking Framework (LGBF) family group. The attainment gap between SIMD 1 and SIMD 5 school leavers (Tariff Points) narrowed from 53% to 45%, and attendance for SIMD 1 pupils rose to

88%. Over 4,000 books have been gifted citywide through the NLT partnership, and family programmes such as Talk and Play Together and Literacy Champions have been successfully launched. Next steps include embedding the Broad General Education tracking system, expanding targeted support to additional schools, and progressing the Inclusion and Wellbeing Strategy through its three workstreams: Policy & Procedures, Capacity Building, and Leadership & Quality Assurance.

Positive Destinations: Supporting sustained positive destinations for young people

- 4.10 This priority focuses on ensuring that young people—particularly those who are care experienced or living in areas of deprivation—transition successfully into education, employment or training after leaving school. It supports the Council's strategic aim to reduce inequalities and improve life chances through sustained positive destinations.
- 4.10.1 A Positive Destinations Framework has been developed for schools, supported by a seconded Depute Head Teacher working with local and national partners including Dundee and Angus College, Skills Development Scotland and Developing the Young Workforce. Core Implementation Groups have been established in almost all schools and bespoke referral processes to Third Sector organisations are now in place. The Developing Young Workforce programme is well integrated and strategic partnerships with Skills Development Scotland and City Development are actively progressing as planned.
- 4.10.2 Positive destination outcomes for care experienced school leavers improved significantly, reaching 100% in 2023/24, with most entering further education or training. Participation in education, training or employment among care leavers receiving aftercare rose from 40% to 46%, and the participation rate for 16–19-year-olds in SIMD 1 areas reached 86.3%, narrowing the gap with SIMD 5 to 10.4%. Next steps include finalising and embedding the Positive Destinations Framework, expanding mentoring and career education programmes, and continuing collaboration with key partners to sustain and build on these outcomes.

Community Justice

- 4.11 The Community Justice priority involves whole system approaches towards reducing re-offending, including through the effective delivery of community-based alternatives to imprisonment. Over the last 6 months, the service has completed a self-evaluation exercise with the Care Inspectorate on approaches towards alternatives to custodial remands and implemented new requirements under the Bail and Custody (Scotland) Act 2024.
- 4.11.1 The self-evaluation is informing an Improvement Plan, full details of which will be outlined in the Community Justice Outcome Improvement Plan Annual Report due to be submitted to the City Governance Committee in December 2025. Details of other activity will also be included in the Community Payback Order Annual Report due to be submitted to the same City Governance Committee.

Workforce

- 4.12 The service continues to promote learning and workforce development both jointly across Early Years, Education and Social Work settings and within individual nurseries, schools and teams. Whole service development sessions have been held; all Nursery, School and Social Work staff have completed Trauma Informed Practice Level 1 and 2 training; and leadership development has been coordinated via various methods.
- 4.12.1 Leadership development includes collaboration with Columba 1400 to embed values-based leadership across the service. This work has supported Head Teachers, Deputy Head Teachers, and registered managers of Children's Homes to develop and implement trauma-informed Improvement Plans across all seven houses. Evaluations of Columba 1400's academies show increased confidence, clarity of purpose, and positive cultural shifts within participating schools. The approach is rooted in six core values—Awareness, Focus, Creativity, Integrity, Perseverance, and Service—and is designed to foster personal growth and professional impact. The service is also supporting bespoke leadership academies for young people, parents, and educators, with further cohorts planned for 2025.

Performance Indicators

- 4.13 In relation to the performance indicators, 18 out of 29 where data is available are either on target or within 5% of target. The remaining 11 are informing key priorities over the next 6-12 months. In total, 17 are showing long-term sustained improvements. As some highlights:
- The proportion of Social Work internally audited as Good or better has improved from 71% to 94%.
 - The total number of care experienced children and young people has reduced from 441 to 398.
 - Over 90% of care experienced children and young people live in family-based care arrangements, above the national average of 89%.
 - The take-up of free school meals has risen to 59% and is now above the target of 54%, with 5% annual increases over the last 3 years.
 - The % gap in attainment tariff scores between school leavers living in SIMD 1 and SIMD 5 areas continues to see a steady decrease from 53% in 2019/20 to 45%.
 - The % of P1,4 and 7 pupils achieving their expected levels in literacy and numeracy have improved to 74% and 80% respectively.
 - The literacy attainment gap between the least and most deprived areas for P1, 4 and 7 combined has fallen from 20% to 17%, now ranking the city 7th nationally.
 - School attendance for pupils from the most deprived SIMD quintile has improved from 86% to 88%.
 - The proportion of people successfully completing Diversion from Prosecution schemes has increased from 77% to 95% and Community Payback Orders from 65% to 70%.
- 4.14 Over the next 6 to 12 months, the service will prioritise improving school attendance for at-risk groups; supporting sustainable positive destinations for care leavers up to the age of 26 and other vulnerable young people; raising attainment in the Senior Phase; and delivering the Inclusion Strategy. Plans will continue to be adapted where needed—for example, by extending work on high-impact priorities and delaying lower-risk actions where this will not affect overall delivery. The service remains confident in achieving the aims of the plan by 2027.

5.0 POLICY IMPLICATIONS

- 5.1 This report has been subject to the pre-IIA screening tool and does not make any recommendations for changes 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.

6.0 CONSULTATIONS

- 6.1 The Council Leadership Team have been consulted in the preparation of this report and agree with its content.

7.0 BACKGROUND PAPERS

- 7.1 None.










Audrey May
Executive Director of Children and Families Service






29 July 2025

APPENDIX 1

Detailed Updates by Priority Theme





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


Performance Indicator RAG Status		Short Term Trends		Long Term Trends	
	Outwith 5% of target		Improving		Improving
	Within 5% of Target		No Change		No Change
	On Target (Within 1% of, or exceeding target)		Getting Worse		Getting Worse

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





Voices


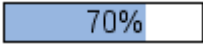

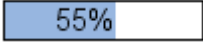
Performance Indicators

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	% of care experienced children and young people giving positive responses about where they live								As this question is not currently asked directly in planning and review meetings, it is being incorporated into standard processes from September 2025. In January 2026, an audit will then be completed to provide a baseline indicator and inform any improvement actions and targets. It is possible, for instance, that different cohorts of children and young people in different types of care arrangement, such as kinship, foster and residential care, or different age groups such as under 11's and adolescents, provide different responses.
	% of child's plans where the voice of children was recorded	63%	60%	61%	80%				<p>In the first audit of 380 plans/reviews completed in June 2025 to provide a baseline for further improvement, 50% of children aged under 5 years either attended or had their views represented to inform decisions at the planning meeting. In relation to children over 6 years old, 81% either attended or had their views represented. For children and young people with Additional Support Needs, 61% either attended or had their views represented.</p> <p>Overall, therefore, 64% of children and young people either attended or had their views represented. Methods used were informed by age/stage of development and included Mind of My Own statement, written statements, wellbeing wheels and advocates. These findings have informed an action plan which includes the development of a bank of resources to enable children and young people's voice to be heard whether or not they directly attend meetings to create or review plans.</p>
















	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	% where the child's views that were sought were meaningful to the Plan's development								Please see above.










Actions




	Action Title	Progress Bar	Due Date	Latest Note
	Mind of My Own	<div><div>95%</div></div>	31-Oct-2025	The service now routinely operates Mind of My Own in the context of other engagement and participation methods. MOMO is also being used in a current pilot with the Children's Reporter for children and young people attending or presenting their views at Children's Hearings. Further details on the impact of MOMO and the extent to which it informs plans and support will be provided in the next 6-monthly update.
	Champions Boards	<div><div>90%</div></div>	30-Sep-2025	All Care Experienced Young People in secondary schools have an identified Pupil Support Worker and are invited to join school-based Champions Boards (CBs). The city-wide CB continues to grow. Pupils are encouraged to attend and are regularly accompanied by their PSW. As an example, the pupils from Baldragon Academy hosted a CB in November 2024 and highlighted how they are using Mind of My Own.
	Advocacy Arrangements	<div><div>80%</div></div>	31-Oct-2024	A partnership led by Dundee Independent Advocacy Services has been funded by Whole Family Wellbeing Funding to develop an Advocacy Strategy and Action Plan in 2025-26. A draft has been prepared and is due to be presented at the WFWF Steering Group in September 2025 for approval. In the interim, all children and young people in the Children's Hearing system have access to a Partners in Advocacy advocate and all care experienced children and young people have access to a Who Cares? Advocate.
	Implement learning from "What matters to you"	<div><div>75%</div></div>	31-Mar-2026	The WM2U initiative has now been scaled to 3 locality areas and an implementation plan will extend this to others via LCPPs in 2025-26. Some key features of the approach involve supporting families via Columba 1400 Leadership Academies, listening and responding to families via Community Cafes and administering a Make it Happen Fund. The approach is also being formally evaluated by the Dartington Social Research Unit. Going forward, there are further opportunities for system re-design through integrated funding deployed to and by local communities.

	Action Title	Progress Bar	Due Date	Latest Note
	Rights Respecting Schools		30-Jun-2027	An audit has been completed in relation to UNICEF's Rights Respecting Schools Awards (RSSA). All Dundee schools are now signed up to UNICEF's RRSA with all schools on track to achieve a minimum of Bronze Status by the end of March 2026. 11 Schools have achieved Silver and 3 have achieved Gold by June 2025.
	Team Around the Child		30-Jun-2026	Currently the Children & Families Service are undertaking a review of their inclusion strategy and Team Around the Child processes sit firmly within this framework. Progress in ensuring schools continue to ensure parents and children have their voice heard at these meetings continues but not at the pace first predicted because of staff changes. Recruitment has now taken place and the Inclusion Strategy as well as a refreshed GIRFEC group are being prioritised. TATC processes remain a priority as we strive to make appropriate assessments of need ensuring that all children and young people have access to appropriate support at home, in school and/or in the wider community.

Health and Wellbeing Performance Indicators











	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	% of care experienced children and young people in care settings within Dundee postcodes	58%	61%	66%	70%	70%			<p>This is a clear and sustainable improvement since a low point in March 2023 of 58% as Children's Services continue to return children and young people to Dundee.</p> <p>A further 17% are living in Tayside or Fife, some on the very boundaries of Dundee, leaving a further 17% further afield. Increases in internal Foster Carers will contribute further.</p>
	Number of children and young people placed in external foster or external residential placements	132	97	91	n/a	n/a			<p>The service is successfully reducing the number of children and young people in external residential placements, where numbers reduced by 18 from 35 to 17 over the past two years.</p> <p>Reducing the number in external Foster Care is similarly dependent upon increasing the number of internal Foster Carers.</p>
	Child protection re-registrations within 24 months	9.5%	1.5%	7.6%	3%				<p>A total of 7 children who were re-registered during 2024/25 had been on the Child Protection Register within the previous two years.</p> <p>The Child Protection Committee receives regular updates about re-registrations. The aim is to ensure progress is sustained but if risks re-emerge further registration may be required.</p>
	Total number of children in care at any one time	441	379	398	410				Continued progress is being made and the city is now on a par with other local authorities in Scotland as % of population of 0–17-year-olds.
	% of case files audited rated overall as good or better	83%	71%	94%	95%				Due to other improvement activities, the number of files audited were smaller in 2024/25 but 94% is an excellent improvement and close to a very ambitious target


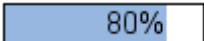

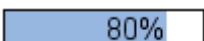

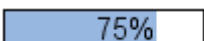

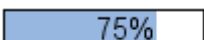

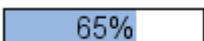
	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	% of Young People's Houses inspected with good or better indicators in all areas of inspection	82%	83%	71%	100%	100%			<p>In their most recent Care Inspectorate inspections, 5 out of 7 Children's Homes have received results of Good or better. One of those received an Excellent grade.</p> <p>The remaining two had a "weak" each in one category due to challenging circumstances either shortly before or at the time of inspection. All requirements have since been met.</p>
	% Care Experienced Children with more than one placement within the last year*	28%	26.1%	28.4%	16%	15%			<p>Nationally, Dundee has the highest number of children and young people with more than one placement, closely followed by Angus, East Renfrewshire, Highland and Inverclyde. This is due to two factors:</p> <ol style="list-style-type: none"> 1. The number of the looked after population who recently entered care. At the beginning of statutory involvement, children may be briefly in one or two short-term placements until a longer-term home is identified. 2. The service has focused on reducing the number of children living out with Dundee by returning to them to houses or families within Dundee. This necessitated moves and all had more than one placement. <p>Both reasons relate to the service finding the most suitable long-term home for children and young people, whilst using some short-term solutions until children are settled or return to their family.</p>
	The % take up of free school meals	48.4%	52.5%	58.6%	54%	54%			<p>Historic data back to 2021/22 has been revised to account for the change in the calculation of this indicator. Yr1, Yr3 and Yr 5 targets have also been adjusted to reflect the 2021/22 baseline, based on a 5% annual increase based on the 2021/22 figure.</p>


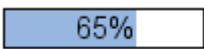

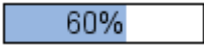

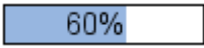

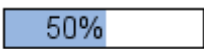
	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	Percentage of Primary 1 Children Classified as Obese or Overweight*	26.6%	23.8%	25.1%	23.5%	21.2%			<p>The Service continues to make steady progress in delivering the Child Healthy Weight Strategy, aimed at reducing childhood obesity through preventative, multi-layered action. While obesity levels remain a concern, recent data shows 74.3% of Primary 1 children are a healthy weight, reflecting modest improvement.</p> <p>Key developments include:</p> <ul style="list-style-type: none"> • Infant Food Insecurity Pathway: Launched in February 2025 to provide families with food support, income advice, and community referrals. • Food and Health Padlet: A digital hub with curriculum resources and planning tools, accessed by over 450 users. • Whole School Approach: Piloted in four primary schools, integrating nutrition, physical activity, and parental engagement, with positive HMIE feedback. • Eat Well, Play Well: Delivered in early years settings, supporting healthy eating through play, staff training, and family workshops. • Food and Health Framework: A citywide framework in development with NHS Tayside and partners, aligned to national policy including the Good Food Nation (Scotland) Act 2022 and the Population Health Framework 2025. <p>Challenges such as food inflation and cost-of-living pressures continue to affect access to healthy food. However, the service remains committed to progress through integrated planning, targeted funding and community collaboration.</p>



* Indicates data is a year behind i.e. latest figure data and current year target is for 2023/24

Actions

	Action Title	Progress Bar	Due Date	Latest Note
	Free School Meal uptake		30-Jun-2024	The strategy for increasing free school meals uptake has been developed. Work continues with Tayside Contracts and schools to promote free school meals. Menu sampling/taster sessions are in place between April and May. Schools are asked annually to involve young people in menu developments. Secondary schools continue to encourage young people eligible for a free meal to take this free meal. Each primary pupil attending secondary school induction days are provided with a free snack at break and lunch.
	Connected Tayside		30-Jun-2025	Connected Tayside was launched in November 2023 and the work continues to be implemented within Dundee through several Health and Wellbeing initiatives. The TRIC work has ceased and is being replaced with a more localised model through an alliance with NHS and the Children & Families Service, including DEPS.
	Care Setting Improvement Plans		31-Dec-2024	All Council managed and delivered care settings, including Kinship Care, Foster Care and Young People's Houses, now have Improvement Plans. The teams also oversee specific Individual Placement Agreements with External Residential Care and Secure Care providers.
	Kinship Care		31-Mar-2025	<p>A dedicated team continues to assess and support kinship carers, alongside Locality Teams supporting the children and young people in their care. This includes:</p> <ul style="list-style-type: none"> • Welfare Rights assessments to maximise income • Parenting support including an online parenting programme • Psychologically/trauma-based parenting input via 2 clinical psychologists • Partnership with Tayside Council on Alcohol Kith n' Kin Service <p>Currently, a key priority is to promote the school attendance of young people in kinship care through targeted support from Pupil Support Workers.</p>
	Foster Care External Review		31-Dec-2024	This review has been completed and Care Inspectorate inspections show the Fostering and Adoption Service has improved from Grades of Weak and Adequate to Good and Very Good across multiple categories. The recommendations and requirements of the most recent inspection relating to Fostering Panels have also now been implemented within timescales. However, although both Scotland-wide and local recruitment campaigns have been coordinated, the service continues to struggle with increasing recruitment and this is mirrored nationally. The only action from the review to be completed relates to fees and allowances. They are being reviewed in the context of available budget and the service management team will consider recommendations in autumn 2025.











	Action Title	Progress Bar	Due Date	Latest Note
	Planet Youth		30-Jun-2027	<p>City overview action plan in place with actions happening at school, community and city level. Focus continues to be on increasing protective factors and reducing risk factors.</p> <p>Plan to deliver the survey in all 7 mainstream secondary schools in September 2025.</p> <p>Funding secured from ADP to extend one Planet Youth development officer post to end March 2026.</p>
	Whole Family Wellbeing Funding		30-Sep-2025	<p>All WFWF has been allocated and Scottish Government has also recently announced an extension of and increase to funding to March 2027. The Steering Group continues to meet to oversee spend, delivery of services and sustainability. The partnership is exploring options on the allocation of the additional £252k funding, including its possible addition to other funding streams and a possible focus on the development of local multi-disciplinary teams providing targeted support to families most in need.</p>
	Family-based Care Capacity		31-Mar-2025	<p>The balance of family-based versus residential care is now over 90%, with 18 children in external residential care and a further 7 identified to return this year. The service is exploring additional local capacity with The Vardy Trust and reviewing fees/allowances for Foster Carers.</p>
	Approaches Towards Adolescents		30-Sep-2025	<p>A comprehensive partnership review of approaches towards vulnerable adolescents has been finalised and WFWF funding has been secured to develop a co-located multi-agency team by January 2026. Further developments to enhance support to vulnerable adolescents include:</p> <ul style="list-style-type: none"> • Risk assessment, risk management and defensible decision-making training for multi-agency staff • Growth Mindset, CALM and Trauma Informed Practice training in Young People's Houses • Implementation of a Care and Risk Management (CARM) Protocol • Internal auditing of practice within Adolescent Social Work teams • Maintained funding for the delivery of Functional Family Therapy for vulnerable families with adolescents • Development of Reid Square and Fairbairn Street supported accommodation • Revised Continuing Care and Transitions Protocol for care experienced young people <p>The service is also implementing Contextual Safeguarding to enhance approaches towards Child Protection; contributing towards the wider Council approach towards Youth Participation; and has implemented legislative requirements associated with the Care and Justice (Scotland) Act 2024.</p>
	Personal and Social Education Review		30-Jun-2026	<p>Low uptake of CLPL offerings has led to an alternative approach to gain feedback on the PSE re-write. A secondary school has indicated that a review of their PSE curriculum is needed to support a wider universal offering in an effort to support growing anxiety behaviours in the pupil population. Meeting with the school to take place 2024/25 T4.</p>



















	Action Title	Progress Bar	Due Date	Latest Note
				Increased interest in an expansion in the re-write to include primary curriculum.
	School Age Childcare		30-Jun-2025	<ul style="list-style-type: none"> • We continue to support a total of 76 families and 97 children, enabling households to reduce barriers to accessing childcare. This has included working with various School Age Childcare providers and community partners to offer tailored assistance and resources. • We have enhanced our support by providing families with access to benefits entitlements to help with childcare costs. • We continue to build on our established partnerships with Community Partners and the Pathfinder. We collaborate with these providers to gather valuable feedback and input from families, children and staff members regarding their experiences, needs, and suggestions for improving school-age childcare service.
	Emotional Health and Wellbeing		31-Mar-2026	<p>Work continues to deliver Connected Tayside.</p> <p>The Glasgow Motivation and Wellbeing Profiling (GMWP) tool is being utilised by some schools to identify need and increase universal support. The tool is underpinned by self-determination theory and supports schools to address underlying factors which impact overall wellbeing. Targeted support is taking place with two primary schools to effectively use the tool and implement positive change.</p> <p>A 'Whole school approach to Wellbeing' guide has been developed and is ready to be shared with schools to support the connection of various strategies and areas of work, including Connected Tayside.</p>
	Increase the number of mentors across the public, third and private sectors supporting our young people through the MCR Pathways approach.		31-Mar-2032	As of July 2025, 128 secondary pupils have been matched with a mentor through the MCR Pathways programme, with a further 69 in the pipeline and 12 mentors awaiting matching. Groupwork sessions are also underway, with 53 S1 and 84 S2 pupils participating, though some are pending consent. Engagement varies across schools, with strong uptake in Harris, St Paul's, and Morgan. The programme is currently under review to ensure it remains targeted and effective, with groupwork being phased out to focus resources on one-to-one mentoring. A planning meeting with MCR Pathways leads is scheduled for 12 August to agree next steps, including recruitment strategies and maximising support for participants.
	Welfare and Debt Advice Provision		30-Jun-2027	<p>A range of work continues to be carried out on income maximisation initiatives across the city to ensure citizens are receiving all benefits and support payments they are entitled to.</p> <p>The Dundee Child Poverty Pathfinder has increased employability opportunities for an increasing number of families in Linlathen affected by a range of inequalities. This provides the support to enable parents to secure incomes to address child poverty that may be experienced by the 256 children living in these households.</p>




	Action Title	Progress Bar	Due Date	Latest Note
				<p>In Stobswell West, greater money and benefit advice is being provided in partnership with the Stobswell Forum at the Connect shop, greater community and intergenerational activities, and efforts to tackle quality in private rented properties in the area.</p> <p>There is a co-located Welfare Officer in 3 Secondary schools - Morgan, Baldragon and the new school, Greenfield Academy offering advice regarding welfare rights and benefits to families in a stigma-free environment. There are plans to roll this out across the city and to look at opportunities in Primary schools for a similar co-located approach.</p> <p>This will also be part of the work towards the Cost of the School Day and reducing child poverty. There will also be a Leadership for Equity programme initiated in the next school session 2025-26 to raise awareness of the need for this provision.</p>
	Deliver on the Child Healthy Weight Strategy.		31-Mar-2032	<p>The service continues to make steady progress in delivering the Tayside Child Healthy Weight Strategy. While levels of childhood obesity remain a concern, recent data show that 74.3% of Primary 1 children are a healthy weight. A new Infant Food Insecurity Pathway was launched in February 2025 to ensure families can access timely, sustainable support, and a Food and Health Padlet has been developed to support schools and early years settings, with over 450 users to date. A multi-agency group is now developing a citywide Food and Health Framework. Although progress on the whole systems approach has been slower due to reduced national support and local capacity, the service is committed to building momentum. National developments such as the Good Food Nation (Scotland) Act 2022 and the Population Health Framework (2025) will further support local delivery and long-term impact.</p>

Educational Outcomes

Performance Indicators











	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	% S3 pupils achieving CFE 3rd Level or better in Literacy	79%	81%	82%	90%				Current year is interim data, to be finalised September 2025. Considering performance, targets for 2025/26, and beyond will need to be reviewed.
	% S3 pupils achieving CFE 3rd Level or better in Numeracy	76%	79%	79%	87%				Current year is interim data, to be finalised September 2025. Considering performance, targets for 2025/26, and beyond will need to be reviewed.
	School attendance rate for care experienced children and young people at home or in kinship care	n/a	n/a	78%	88%	88%	n/a	n/a	<p>The overall average hides significant differences between the two placement types and between primary and secondary school. Overall, children in kinship care attended 84% and those on Compulsory Supervision Orders at home 60%.</p> <p>During early primary school (P1-P4) both groups were around 90% but by secondary school, attendance by pupils in kinship care had deteriorated to 73% and for CSOs at home to 40%.</p> <p>This is partially due to CSOs at home being sought because pupils have not been attending school - further analysis is being carried out to check if attendance improves after social work support is established, which would not yet be reflected in annual averages.</p>
	Average Total tariff SIMD Quintile 1*	629	577	593	605	660			Dundee's average total tariff score for learners living in SIMD quintile 1 has increased by 16 points since 2022/23. Over the same period our LGBF Family Group has declined by 13 points.


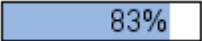

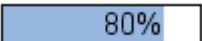

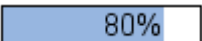

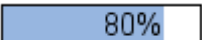

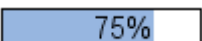

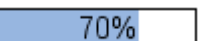
	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
									There have been different approaches to awarding in sessions since 2019/20. Comparisons of attainment between years should be treated with significant caution and do not allow for conclusions to be drawn on changes in education performance during this time.
	% gap in attainment tariff scores between school leavers living in SIMD 1 areas and SIMD 5 areas*	48%	49%	45%	47%				Dundee City Council has seen a steady decrease in the percentage gap in tariff scores from 53% in 2019/20 to 45% in 2023/24. The percentage gap in 2023/24 is now the same as that seen nationally.
	% point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5.	4.3	4.3	4.3	3.1	3.1			Trend has been noted and is a priority for service.
	Improve the overall attendance of all children and young people living in SIMD Quintile 1	86%	87%	88%	95%	95%			Attendance has seen steady improvement over the past three years but still falls short of our target.
	% of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy*	70%	72.4%	73.8%	76%	82%			Data published by Improvement Service as part of LGBF. Dundee is higher than family group average benchmark of 73% and is now ranked 4th in the family group, an improvement on 5th in 2022/23. Dundee is ranked 16th nationally.
	% of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy*	77%	78.9%	80%	80%	83%			Data published by Improvement Service as part of LGBF. Dundee is higher than family group average benchmark of 78.9% and is now ranked 3rd in the family group, an improvement on 5th in 2022/23. Dundee is ranked 17th nationally.
	Literacy Attainment Gap (P1,4,7 Combined) - Percentage point gap between the least deprived and most deprived*	19.9%	19.9%	16.6%	17.5%	11.2%			Data published by Improvement Service as part of LGBF. Dundee has a smaller attainment gap than family group average benchmark of 17.1% and is ranked 4th in the family group, maintaining on 4th in 2022/23. Dundee is ranked 7th nationally.


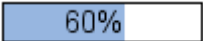

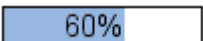

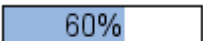

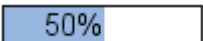
	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	Numeracy Attainment Gap (P1,4,7 Combined) - Percentage point gap between the least deprived and most deprived*	13.6%	16.3%	14.3%	14%	10%			Data published by Improvement Service as part of LGBF. Dundee has a smaller attainment gap than family group average benchmark of 15% and is ranked 3rd in the family group, maintaining on 3rd in 2022/23. Dundee is ranked 5th nationally.



* Indicates data is a year behind i.e. latest figure data and current year target is for 2023/24

Actions

	Action Title	Progress Bar	Due Date	Latest Note
	Secondary School Improvement Plan		30-Jun-2025	<ul style="list-style-type: none"> This improvement action has been completed. Any outstanding or ongoing actions have been taken over by the Learning, Teaching and Assessment Group and the recently renewed Curriculum Collaborative Learning Networks.
	College Curriculum Offers		30-Jun-2025	<ul style="list-style-type: none"> We have an excellent relationship and meet monthly with the college link. She attends working groups linked to DYW as well as our college partnership strategy group, which is now well established. This has developed the Standard for school and college, the ongoing curriculum review, improved portal for communication, tracking and monitoring of attendance and progress, and ongoing improvement discussions.
	Secondary School BGE Moderation		30-Jun-2025	<ul style="list-style-type: none"> The action research project with Education Scotland has been completed. Any outstanding or ongoing actions have been taken over by the Learning, Teaching and Assessment Group and the recently renewed Curriculum Collaborative Learning Networks with a focus on moderation at all levels.
	ASN Review		30-Jun-2025	<ul style="list-style-type: none"> The ASN Review has been completed, and the Inclusion & Wellbeing Strategy is being developed with the vision to create an inclusive, equitable, and nurturing education system in Dundee. The Inclusion Strategy Oversight Group has been established, and the strategy will be delivered through three interlinked workstreams: Policy & Procedures, Capacity Building and Implementation, and Leadership & Quality Assurance.
	Read Dundee – the Literacy Hub		30-Jun-2027	<ul style="list-style-type: none"> Dundee Reads is in year 3 of a 10-year project. Current programmes include Talk and Play Together, Library Work, Book Distribution, and Literacy Champions. The Talk and Play Together programme consist of 6 weekly













	Action Title	Progress Bar	Due Date	Latest Note
				sessions for families, followed by additional sessions with resources and books until March 2026. The Library Work programme is making links with libraries in the East of the city and is interested in connecting with the new Drumgeith Campus Library. To date, over 4,000 books have been gifted in the city through the Book Distribution programme. The Literacy Champions programme involves volunteers working in schools and across community settings
	School Estate Strategy		31-Mar-2027	<ul style="list-style-type: none"> • Consultation was undertaken in relation to St Pius X RC and St Francis RC Primary Schools. <i>The proposal has now been referred to the School Closure Review Panel for independent scrutiny.</i> • Braeview Academy and Craigie High School were closed on 27 July 2025. Braeview Academy and Craigie High School were closed on 27 July 2025. Drumgeith Community Campus, which includes the new Greenfield Academy, has officially been handed over the Dundee City Council. The campus will now serve as a central hub for education, sport, and community activities in the north and east of the city, with enhanced pupil support provision and extensive facilities for both school and public use. • Planned property maintenance work is being undertaken during the July/August 2025 summer break.
	Digital Schools Award		30-Jun-2026	<ul style="list-style-type: none"> • 19 out of 33 primary schools have achieved the award, with a further 3 actively engaged. In Secondary, 5 of the 8 schools have achieved the award, along with Offsite Education. In Early Years, 6 out of 12 establishments have achieved the award.
	Scottish Attainment Challenge Strategy Group		30-Jun-2026	<ul style="list-style-type: none"> • A Strategic Equity Fund plan for 2024-26 has been created, with a review in August 2025. There are regular monthly meetings with the Attainment Adviser for Dundee.
	Attendance Strategy Group		29-Aug-2025	<ul style="list-style-type: none"> • A new Promoting Presence policy has been developed. Early next term, managers and attendance leads will have the opportunity to come together to discuss improvement journeys, learn from practitioners, and consider next steps at both school and cluster level. Schools are taking part in the first cohort of a national Improving School Attendance programme.
	Reducing Energy Usage		31-Dec-2026	<ul style="list-style-type: none"> • Senior and middle leaders continue to encourage staff to be aware of energy usage. Solar PV panels have been fitted to a number of schools, and the delivery of Drumgeith Community Campus will contribute to a reduction in energy usage.
	Every Dundee Learner Matters		30-Jun-2026	<ul style="list-style-type: none"> • This strategy aims to create a sustainable self-improving system, led by school leaders, to improve outcomes for all learners in presence, participation, and progress. A dedicated group of key partners, including headteachers and central officers, drives the implementation. Significant progress has been made in sharing knowledge and expertise across schools. Quality Improvement Education Officers are assigned to each partnership to monitor progress and provide support. The next steps involve building on this progress to bring about impactful changes for all Dundee pupils as evidenced in national attainment and achievement data.

	Action Title	Progress Bar	Due Date	Latest Note
	Support for Targeted Schools		30-Jun-2027	<ul style="list-style-type: none"> The DCC Pedagogy Team offers support in schools through Professional Learning, Additional whole school support, and Intensive Support. The team works closely with the Quality Improvement Central team to identify schools that would benefit from this support. Currently, core support is provided through in-person sessions at the end of the school day, with over 25 sessions available across nine different pedagogical themes. Additionally, e-learning modules are available for staff to complete at their convenience. More than 15 schools are receiving additional support, with three cohorts of primary schools participating in an improving writing project and four schools beginning their Curriculum Innovation and Design journey. Eight schools are engaged in intensive support, covering various improvement priorities such as pupil voice/participation, using data to inform learning and teaching, differentiation to meet learner's needs, and project-based learning. All of this work is measured using evaluations related to the HGIOS Quality Indicators and Dundee's stretch aims is measured using evaluations in relation to the HGIOS Quality Indicators and Dundee's stretch aims.
	Broad General Education Tracking System		30-Jun-2026	<ul style="list-style-type: none"> Following a delay in procuring the new toolkit, this has now been purchased and the implementation of the tracking tool in all schools is underway. There is a programme of training planned for staff in the first term of session 2025/26 and it is anticipated that all schools will be using the toolkit by October 2025 to track progress in the Broad General Education. The Learning, Teaching and Assessment Group are taking forward this work with Head Teacher reps, Education Officers and members of the Pedagogy team.
	Estate Expansion		30-Jun-2026	<ul style="list-style-type: none"> Fairbairn House refurbishment was completed and multiple occupancy signed off by building control in winter of 2024. The house now supports young adults transitioning into independent living. Plans for future houses are being considered. Project initiation of an additional primary school in the west of Dundee is under consideration following the completion of Drumgeith Campus in August 2025. An accommodation review of St Ninian's Primary School has retained co-location of Dundee Educational Psychology Service whilst increasing the classroom and group room provision for the school. St John's HS capacity has increased with the delivery of 4 permanent portacabin classrooms and redevelopment of Balmerino block to accommodate an expanding school ESA provision. Further estate review and rationalisation is ongoing including further co-location of SW within school estate and expansion of specialist support accommodation within Primary and Secondary schools.
	Reducing and Responding to		30-Jun-2025	Development of the inclusion strategy:

	Action Title	Progress Bar	Due Date	Latest Note
	Behaviours of Concern			<p>Relationships and behaviour for learning is now one of the three foundational pillars of our Inclusion Strategy along with learning and teaching and inclusive environments. The strategy will be developed through four workstreams: policy and guidance, implementation, quality assurance, and leadership.</p> <p>Aggression and Violence at Work Oversight Group:</p> <p>The oversight group has been re-established and has met twice since October 25 to draft terms of reference, consider existing data, and create an implementation plan. Three working groups will focus on reporting and data collection, de-brief, and professional learning.</p> <p>Data and recording:</p> <p>Inconsistencies in reporting across schools and nurseries were identified. A new app is being developed for better reporting and data collection, with a pilot planned for the end of the school year and a wider launch in August 25. Emphasis is placed on the importance of data collection to inform interventions.</p> <p>The de-brief process:</p> <p>The group aims to simplify the de-briefing process guidance for easy implementation. The new guidance will be shared with Education-Senior Leadership Team and consulted with schools and nurseries, with a launch planned for the next academic year.</p> <p>Career Long Professional Learning (CLPL) A needs analysis event was held, and a small group is developing a CLPL framework to support practice in schools and nurseries. The framework will be accessible on the Supporting Inclusive Practice website and aligned with the National Action Plan.</p>
	Support Services Review		01-Apr-2026	<p>The Support Services Review project is progressing, with key achievements this period including the development of a draft three-tier structure for support roles for children, young people and families and proposed re-aligned job descriptions from current posts across Children & Families Service and Community, Learning & Development The benefits framework has been reviewed and there has been further engagement with non-education services across Children and Families. Some slippage has occurred around the review, largely due to term-time sensitivities and the need to integrate recent structural proposals. Early benefits modelling indicates potential economic and efficiency gains through role rationalisation and reduced duplication. Risks related to consultation timing and job evaluation processes are being actively monitored. A key learning has been the value of individual engagement sessions in progressing role design work. Next steps include finalising the Terms of Reference, advancing one-to-one meetings and preparing the September proposal paper.</p>

Positive Destinations




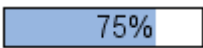

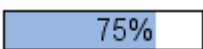

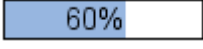
Performance Indicators

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	% of Care Experienced Leavers Entering a Positive Destination*	83%	71%	100%	93%	95%			The number of care experiencing school leavers in any one year is small, for 2023/24 it was 15. The majority went on to Further Education, with two taking up Training/Personal Skill Development destinations. Nationally there were 1,016 care experiencing school leavers and 87% went on to positive post-school destinations.
	% of care-leavers receiving aftercare up to the age of 26 years who are in education, training or employment	38%	40%	46%	60%	70%			This is an improvement compared to last year but it remains difficult to find sustainable education, training or employment opportunities for care experienced young people. The national average is 55% so Dundee's target of 60% remains ambitious; results for other local authorities range from 21% in similar demographic areas to 86% in others.
	% of 16-19 Year Olds participating in Education, Training or Employment**	89.4%	90.5%	89.9%	92%	93%			From Interim Participation Snapshot , shows half-year figure of 89.9%. Dundee is ranked 30th out of 32 local authorities.
	16 - 19 year olds living in SIMD 1 participating in education, employment or training**	84.1%	87.3%	86.3%	90%	90%			Interim Participation Snapshot shows a 86.3% participation rate for 16-19 years olds in SIMD 1 (20% most deprived) for 1st half of 2024/25. There is a 10.4% gap between SIMD1 and SIMD5 (96.7%).

* Indicates data is a year behind i.e. latest figure data and current year target is for 2023/24

** Indicates data is mid-year 2024/25, target is for 2024/25

Actions

	Action Title	Progress Bar	Due Date	Latest Note
	Metaskills Practitioners' Network		30-Jun-2025	The Meta Skills Mentors network had 5 planned meetings over the course of academic session 2024-25. The Padlet is live, which contains links to resources, support tools and case studies. Uploading to this will continue as new approaches are attempted. The Pedagogy Team will now take this forward with the QAMSO network, and this will be linked to the Skills & Profiling group. The network will be amalgamated with the QAMSO network to support the citywide development of meta skills.
	Profiling and Skills		30-Jun-2026	Strategic group now chaired by Ed Scotland (Graeme Wallace) and representatives from SDS, Dundee primary and secondary schools, Central officer (QIEO). They meet every term and SDS are developing MYWOW however it still does not offer what Globalbridge does. The group meet with them as and when required and are pursuing schools to ensure they maximise the offer they have to this free for this year. The Cabinet Secretary favours Globalbridge and what it offers with SDS saying they are developing this. This is a difficult landscape to navigate and ensure we are transparent about trying both platforms. New QIEO should be allocated to keep this conversation going and plan for future of the portals so clarity can be given to schools. Andy Creamer and offer of IBM/ Social security pilot on Digital skills curricular offer. As part of the Social security social enterprise pledge they have partnered with IBM who offer free Digital qualifications made for industry. We have had initial meetings consulting all stakeholders, College, Uni's, employers, schools and IBM. All agreed it is an industry with entry level jobs and beyond with a deficit in numbers meeting the requirements. IBM happy to pursue matching qualifications to SQA framework. Also discussions about a model like Pathway to Success Programme to be progressed. Raymond Perry taking the lead for this. College and Globalbridge keen to be involved- target sustained positive destinations and pupils realising ambition in the industry through a better understanding of jobs on offer. Business breakfast arranged for 19th August – all schools and central team have been invited.
	Skills Development Scotland		30-Jun-2026	Data reviewed monthly with schools on engagement with young people. New appointment being made to replace Connie Calvo as Area Manager. Key contacts for Dundee – Anne Marie Downie and Liz O'Carroll who manage the career advisers in schools. All secondaries have allocation of career advisers. New offer to schools being launched in August – Anne Marie and Liz will liaise with schools.
	Improve Participation Rates (sustained positive destinations)		30-Jun-2026	<p>A Seconded Depute Head Teacher – working closely with the Chief Education Officer – is working in partnership with City Development colleagues and other key partners to implement the agreed actions in the Improvement Plan. Progress includes:</p> <ul style="list-style-type: none"> • Positive Destinations Framework for schools to use is almost finalised. • Stars Charter in place for use. • DHT Network established and mostly well attended. • All but one school have established a 'Core Implementation Group'. • DCC Employability and Skills Development Scotland managers are really working in partnership.

	Action Title	Progress Bar	Due Date	Latest Note
				<ul style="list-style-type: none"> • Bespoke referral process to the 3rd sector is in place and ready to go – created for schools to use. • Developing Young Workforce now working really well with the Service and other partner.
	Career Education Standard		30-Sep-2026	New QIEO to join local area board for Career Ready. Liaise with Kirsty Turnbull for LA mentors and placements. Recruitment will commence August 2025 (approximately 8 pupils per school); launch event November 2025 (usually held in Invercarse Hotel); Graduation event March 2026 usually held in Apex Hotel. Internships planned for June/July 2026.
	Volunteer and Modern Apprenticeships		30-Jun-2026	Continue to work with Globalbridge and DYW to offer opportunities to young people for work experience and employment. Currently Grove Academy are matching work experience placements with the skills and interests of young people through Globalbridge.

Community Justice

Performance Indicators




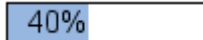
	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
✓	% of Community Payback Orders Completed Successfully*	72%	65%	70%	75%		↑	↓	In 2023-24, a total of 553 Community Payback Orders were imposed by the Sheriff Court, up from 447 the previous year and now above a pre-pandemic high of 532. 70% of CPOs were successfully completed, an increase from 65% the previous year. This returns the successful completion rate to be in line again with the national average.
✓	Custody as a main outcome of a CJSW report*	71	162	79	150		↓	↓	In 2024-25, 79 CJSW reports resulted in a custodial sentence. This equates to 6.3% of all CJSW reports, compared with 17% the year before. Analysis of reports shows that where a community sentence was available, custody was imposed due to the seriousness and/or persistence of the offence(s) and or previous non-compliance.
✓	Percentage of recipients satisfied with UPW placements*	100%	100%	100%	100%	100%	▬	▬	All feedback from the recipients of the Unpaid Work service has continued to be extremely positive with organisations and individuals reporting they are happy with the work done.
	Percentage of those on UPW satisfied with the support provided	100%	100%	100%	100%	100%			Of those Service Users that completed a questionnaire, all indicated that they were happy with the support provided whilst carrying out UPW.
✓	% of adult short-term prisoners commencing Voluntary Assistance*	57%		92%	65%		?	↑	In 2024/25, the service received 126 referrals for Voluntary Throughcare of which 116 people started. This equates to 92%, well above the 65% target.

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
✓	% of 16–20-year-old short-term prisoners taking up Voluntary Assistance			86%	65%				In 2023-24, the service received 6 referrals for Voluntary Throughcare for young people aged 16-20. Only 1 refused. The service continues to work with Children's Services with this cohort.
✓	% of Diversion from Prosecution cases successfully completed*	77%	68%	95%	79%		↓	↓	In 2024-25, COPFS referred 185 people for Diversion from Prosecution. Of those, 100 cases were started, with 95 being successfully completed (95%).

* Indicates data is a year behind i.e. latest figure data and current year target is for 2023/24

Actions





	Action Title	Progress Bar	Due Date	Latest Note
✓	Diversion from Prosecution	<div><div>100%</div></div>	01-Jun-2025	The service continues to work with the Crown Office to increase the number of young people and adults subject to a Diversion from Prosecution scheme. In 202-/25, there were 185 referrals resulting in 100 people starting and 95 successfully completing. By far the largest age group represented are 16 to 17-year-olds. Revised national guidance on Diversion from Prosecution is currently being developed and local implementation will be overseen by the Community Justice Partnership.
✓	Bail Supervision	<div><div>100%</div></div>	31-Mar-2025	The service has continued to provide the Court with reports in connection to Bail Supervision and in 2024-25, provided 6 Bail reports to the Court with all 6 resulting in Bail Supervision. The service has also continued to work with the Sheriffs to increase the use of Bail with Electronic Monitoring. Since the introduction of Part 1 of the Bail and Released from Custody Act this year, the service has been providing more Bail Assessments to the Courts and monitoring outcomes monthly. Further details will be provided in the Community Justice Outcome Improvement Plan report.
✓	Community-based Sentence Options	<div><div>100%</div></div>	31-Mar-2025	The service continues to provide the Court with a full option of Community Based Sentencing, which is defensible and which can deal with the issues regarding offending behaviour and other issues that service users face.

	Action Title	Progress Bar	Due Date	Latest Note
				In a recent audit of 40 Court Reports where community-based options were the preferred sentence outcome, 20 resulted in a custodial sentence. The service continues to work with the Sheriffs and COPFS to reduce the number of people on Remand or Short-term Custodial Sentences.
	Voluntary and Statutory Support		31-Mar-2025	<p>The service continues to be committed to providing both Statutory and Voluntary Throughcare in CJS. As at 31/03/25, it was supporting 267 people subject to Statutory Throughcare and 116 people subject to Voluntary Throughcare.</p> <p>The service has also worked with the Scottish Prison Service, Police Scotland and other partners to implement the emergency Early Release Scheme to ease pressures in the national prison population. Locally, this involved 20 people successfully released back to their home community.</p> <p>Nationally, Home Detention Curfew Guidelines are currently being revised and local implementation will be overseen by the Community Justice Partnership, particularly in relation to information sharing and joint assessments with the Scottish Prison Service.</p>
	Pre- and Post-sentence Questionnaires		31-Mar-2025	<p>Currently, CJS teams are expected to complete a questionnaire with Service Users at the start and end of their Order looking at various areas of need including health, housing, employment etc to illustrate the level of progress.</p> <p>As this has not been applied consistently, the service has established a short life working group to review requirements and relaunch a new questionnaire. Data from this will also be triangulated with the findings of case file audits and information obtained from risk assessment reviews.</p>

Workforce Actions

	Action Title	Progress Bar	Due Date	Latest Note
✓	Community HUBs	100%	01-Apr-2026	This action is now being reported on under P2.1 Kirkton Community HUB trial (see below).
✓	ELC Professional Development	100%	30-Jun-2024	<p>A core programme of CLPL (Career Long Professional Learning) has been developed, planned and is being delivered by the Early Years Team across the academic year.</p> <p>The training materials from the core programme are available as a resource to be utilised as part of separate in-house professional learning sessions.</p> <p>Core CLPL has been delivered to Local Authority and Funded Provider settings through a series of face-to-face sessions, including twilight sessions for Funded Providers in:</p> <ul style="list-style-type: none"> • Quality Observations in Nursery • Environment as Third Educator • Schematic Play and Learning • ABC and Beyond <p>Plans are in place to deliver the following prior to end of June 2024:</p> <ul style="list-style-type: none"> • Quality Framework and Self-evaluation • Responsive Planning <p>Understanding the Golden Thread CLPL programme for Senior Early Years Practitioners and Nursery Teachers is being delivered termly.</p> <p>Under 3's Learning Group Continued work around UNCRC Article 12 within the context of Under Three's provision. Each setting is engaging in professional reading, self-evaluation and reflection and providing a range of staff development activities within their own team. Each service is currently carrying out a small case study and plans are in place to share this learning</p>

	Action Title	Progress Bar	Due Date	Latest Note
✓	Trauma-informed Workforce	100%	01-Jun-2024	All nursery and school staff have now completed Trauma training 1 and 2. Level 3 training is reported separately by learning organisational development (Sarah Hart). The Education team support this through the Trauma Strategy Group.
✓	Robert Owen Centre Professional Learning	100%	30-Jun-2024	The work with Robert Owen Centre has concluded in relation to the establishment The Every Dundee Learner Matters strategy and the implementation of School Improvement Partnerships across all schools. Every school now has at least one school inquiry group taking forward an area of improvement in the school improvement plan and aligned with the 3 Ps - Presence, Participation and Progress.
✓	Support and Protection Training	100%	31-Mar-2024	There are currently a range of child protection and adult support and protection learning opportunities available to all teams and schools which can be accessed via the Protecting People Learning Framework These include training, e-learning and self-directed learning.
✓	Risk Assessment Training	100%	31-Mar-2025	Together with Learning and Organisational Development, Education Psychology and Children and Families, we have created a basic Risk Assessment programme which is run over 2 half days. Following a Pilot, we are now running this programme several times a year, and the intention is for it to be a mandatory course for all C&F workers. We are also looking at creating a 3rd session specifically for C&F Social Workers.
✓	Quality Conversations	100%	31-Oct-2023	Head of People attended Children and Families Service (CFS) SLT and follow up meeting at Education - SLT. Work been done to ensure that not just HT can undertake LGE staff Quality Conversations (at the moment nobody else can save the QC paperwork other than post-to-post manager). This will reflect on stats.
🛑	Kirkton Community HUB trial	98%	30-Jun-2025	The Governance Group continue to meet regularly to ensure the completion of the action plan and the work to move groups and services out of Kirkton Community Centre. The temporary move has been completed with the centre now having closed to all service users on 28 April 2025. The building is being prepared for demolition. All Local Management Group activities are using interim locations pending some building works in proposed new locations. Services already identified as being delivered from the school estate have already moved successfully. Work has been completed on required building modifications in St Paul's and the library service for the community and the school has now opened and is in operation. There are also monthly updates to the Assurance Board. A communications plan and timeline have been developed, and a press release has been issued. There are no plans for any further community hub models and this will be discussed at the Assurance Board once the new Drumgeith Community Campus is open and Kirkton moves have been completed.
▶	Service Wide Forums	85%	30-Jun-2027	The last service wide forum occurred in autumn 2024 and involved a focus on values based leadership, integrated approaches and data driven priorities. It included input from Kaizen Consulting and Glasgow HSCP.

	Action Title	Progress Bar	Due Date	Latest Note
	Leadership and Management Training.	<div><div>80%</div></div>	30-Jun-2026	Leadership development continues to be a key priority for Children & Families Service. There have been 2 joint leadership sessions for leaders in both Education and Children's Services. There have been 5 Head Teacher Learning Together Days during session 2024/25 which include central officers, leaders and centre managers from all education sectors and DEPS. Officers from the service attend and input to the Corporate Leadership events. There is an investment in values based leadership working in partnership with Columba 1400 and communities. The Leadership and Professional Learning Strategy group have a portal within the padlet for Leadership at all levels, signposting all staff to professional learning opportunities. There is a planned programme of leadership events for session 2025/26.
	Regular Audits	<div><div>50%</div></div>	30-Jun-2027	<p>The plan was to begin regular audits across schools of existing Child's Plans following a successful pilot with Craigie High School however this was put on hold with the introduction of the review and audit of our ASN and Inclusion strategy.</p> <p>As of April 2025, there is a plan to form a group to moderate Coordinated Support Plans.</p>
	ELC ASN Training Programme	<div><div>40%</div></div>	30-Jun-2027	<p>Training materials and resources have been redistributed to all early years' settings in order to provide professional learning inputs based on self-evaluation undertaken at the end of session 2023-24.</p> <p>The collation of the agreed priorities for improvement across the service has been analysed and further training materials and resources are under construction. The materials are being designed by colleagues in Educational Psychology, Accessibility and Inclusion Service and Speech and Language Therapy.</p> <p>The Standard for Inclusive Practice in Early Years is in draft format and has been distributed to settings for initial feedback and once agreed, an accompanying audit tool will be finalised. The tools will be used to self-evaluate and audit practice to address consistency of approach in support for children with additional needs.</p> <p>Aspects of training and/or support to assess, plan and address the needs of children is ongoing for individual early years settings, provided by Educational Psychology, Accessibility and Inclusion Services and Allied Health Professionals.</p>
	Climate Change Learning Modules	<div><div>20%</div></div>	30-Jun-2027	The completion of climate change modules will be taken forward throughout session 25/26 led by the identified Net Zero Champion in each setting.

REPORT TO: CITY GOVERNANCE COMMITTEE - 1 SEPTEMBER 2025

REPORT ON: ANNUAL PROCUREMENT REPORT AND COMMUNITY BENEFITS UPDATE 2024/2025

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 224-2025

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to notify Committee of the Annual Procurement Report for the Council, which provides a summary of the procurement activity undertaken in the year 2024/2025 and details the future planned procurement activity of the Corporate Procurement Team. The report also includes an update on Community Wealth Building (incorporating Community Benefits) activity undertaken within the city throughout this reporting period.

2. RECOMMENDATION

- 2.1 It is recommended that the Committee note the information included in this report and that the Annual Procurement Report will now be published on the Council's website, as required by the Procurement Reform (Scotland) Act 2014.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no direct financial implications associated with this report.

4. MAIN TEXT

- 4.1 The priorities and outcomes for Corporate Procurement are:
- To obtain value for money from every purchase
 - To make Dundee City Council a prized customer
 - To be lean and efficient in our procurement
 - To achieve social, economic and environmental goals
 - To trade only with suppliers who behave ethically
- 4.2 The Procurement Team has continued to develop procurement capability with staff attaining procurement professional qualification and undertaking other bespoke training. The procurement report highlights the recognition which the Procurement Team obtained as a finalist in the Procurement Team of the Year award at the GO Awards Scotland 2024/2025. It also highlights the cashable and non-cashable benefits that have been achieved through procurement contracting activity.
- 4.3 Throughout this period, the team continued to manage competition for contracts and use the tools available to them to minimise any adverse effects from a number of volatile markets, in terms of supply chain resilience and prices.
- 4.4 The Council has embraced the delivery of necessary procurement transformation actions (Report 205-2022 to Policy and Resources Committee - 22 August 2022 refers). This involved the clear articulation of measurable goals, some of which required to be incremental and others transformational, and ongoing monitoring against targets. Increased awareness of the importance of obtaining best value has been key to the delivery of good procurement outcomes. The Council continues to track both cashable and non-cashable procurements through competitive procurement activity.
- 4.5 Through continued collaboration and engagement with partners and procurement Centres of Expertise, the Council has continued to strengthen its collective impact and drive more effective procurement outcomes. Throughout the reporting period, Dundee City Council's procurement team have led procurement exercises for a range of collaborative requirements for the 3 Tayside Councils, and Tayside Contracts.

- 4.6 Dundee City Council continues to drive significant community benefits for the city from procurement activity and this year again, the annual report shows the number of employment opportunities created, many of which are going to people who are not currently employed. Modern Apprenticeships continue to be created as a result of the Community Benefits programme. This includes the following key achievements that represent improvements on the previous year:

CONSTRUCTION	2022/2023	2023/2024	2024/2025
Local Construction Spend	£24.2m	£36.2m	£55.1m
% of Total Construction Spend that was local	74%	74%	69%
% of Local Labour on Construction Projects	85%	81%	73%

OVERALL	2022/2023	2023/2024	2024/2025
Total Overall Spend that was local	£83.6m	£151.6m	£211.7m
% Overall Spend that was local	39%	46%	56%
% Overall spend placed with Small and Medium Sized Enterprises (SMEs)	43%	45%	40%

NB: Definition of local is within 35 miles / 40 miles for MP3 and SCAPE contracts.

- 4.7 The report details a number of individual projects where community benefits contained within the contracts have made a real difference to people's lives. In doing this, the Council are using the legislation as it was intended and being innovative in how to achieve the best results from this.
- 4.8 Through the Community Benefits programme, contractors have always been encouraged to spend locally, and particularly with construction contracts, this has been very successful. The Community Wealth Building strategy and the forthcoming Scottish Government legislation should allow this to be taken further and by using the tools available, the team will maximise the volume of Dundee City Council expenditure that will be recycled within the city and the surrounding areas, to boost the local economy.
- 4.9 The report also contains the Community Benefits Policy Refresh, detailed in Appendix 1. This sets the Community Benefits approach in the context of its links to the [Community Wealth Building strategy and action plan 2025-2030](#) and specifically links actions within the action plan to priority areas. The Policy provides the opportunity to update and refresh the Council Community Benefit approach in light of policy and legal changes, local priorities and developments, and innovation within the programme. Changes to the programme include:
- **Local Spend:** continued focus on improving local spend, by actively seeking opportunities to pursue a 'local first' approach where this delivers Best Value to the Council. Also working with local partners to encourage them to also improve local spend.
 - **Community Wishes:** Development of Community Wishes approach allows local communities to make small project and sponsorship requests and links them with contracted providers, through an online portal. In addition to supporting local communities this approach allows us to ask for Community benefits from a wider range of contracted providers, without placing excessive additional requirements on staff.
 - **Larger Value contracts:** contractors will also be able to count employment opportunities for unemployed people, apprentices or mentoring opportunities as part of their community benefits commitment.
 - **Other Community Benefit:** this additional option allows for innovation from contractors
 - **Updated Construction Community Benefits Benchmarks:** The community

benefits approach for capital programmes has been amended slightly to make use of the new [National Skills Academy for Construction \(NSAfC\) - CITB](#) approach benchmarks. A target will now be developed for New Starts which will include unemployed and redundant clients, apprentices and graduates with the split decided post tender with the successful contractor.

- **Environmental Outcomes:** this is added as a specific requirement to encourage environmentally focused Community benefits activities.

Community Benefits will be considered for all contracts with a value of £100,000 (plus). This threshold ensures a renewed focus on securing outcomes from non-construction contracts, with a Community Benefit requirement specified within most non-construction contracts over £100,000 - at a rate of approximately one outcome per £100,000 of activity.

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. CONSULTATION

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

7. BACKGROUND PAPERS

- 7.1 None.

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

DATE: 1 SEPTEMBER 2025

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Dundee City Council

Annual Procurement Report 2024-25



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Introduction and Background

Dundee City Council launched a Procurement Transformation Programme in December 2022, and the Council approved a 3-year Procurement Strategy covering the period 2024 to 2027. A copy of the Strategy can be found on the Council's [Supplying to the Council Webpage](#).

The Procurement Strategy is reviewed annually in as part of the preparation of the Annual Procurement Report.

Why Report Annually on Procurement Activity?

Section 18 of the Procurement Reform (Scotland) Act 2014 (the Act) requires any public organisation to publish a procurement strategy and to prepare an annual report on its regulated procurements. This report covers the period from 1st April 2024 to the end of the Council's fiscal year on the 31st of March 2025.

The purpose of the Act is to support Scotland's economic growth through procurement activity.

The Act sets out what as a minimum, the Annual Procurement Report should contain and that it should address all matters contained in the organisation's Procurement Strategy.

The organisational Procurement Strategy sets out the strategic aims and objectives that will improve, innovate, and transform how the Council procures goods and services in support of the Council's objectives. The Procurement Strategy describes how procurement activity will contribute to the overall Council objectives contained in the [Dundee City Council Plan 2022-27](#).

The priorities and outcomes for Corporate Procurement activity are:

- To obtain value for money from every purchase
- To make Dundee City Council a prized customer
- To be lean and efficient in our Procurement
- To achieve Social, Economic, and Environmental goals
- To trade only with suppliers who behave ethically

The Annual Procurement Report also includes the following information as required by the Procurement Reform (Scotland) Act 2014:

- a summary of the regulated procurements that have been completed during the year covered by the report.
- a review of whether those procurements complied with the authority's procurement strategy.
- the extent that any regulated procurements did not comply, and a statement of how the authority intends to ensure that future regulated procurements do comply.
- a summary of any community benefit requirements delivered as part of a regulated procurement that were fulfilled during the year covered by the report.
- a summary of any steps taken to facilitate the involvement of small and medium enterprises (SMEs), third sector bodies and supported businesses in regulated procurements during the year covered by the report.
- a summary of the regulated procurements the authority expects to commence in the next two fiscal years.
- such other information as the Scottish Ministers may by order specify.

This report focuses on regulated procurements.

Policy Context

The [Public Procurement Strategy for Scotland](#) was published in 2023, and it is underpinned by a number of procurement enablers which are essential to its effective implementation.

In designing and delivering procurements, the Council aims to support the delivery of efficient, high-quality public services by aligning with the Scottish Government's key priorities: tackling child poverty, driving economic growth, addressing the climate emergency, and ensuring sustainable services that make a real difference in the daily lives of the citizens of the Dundee City Council area.

By working collaboratively with partners across the public, private, and third sectors, the Council are actively addressing issues of exclusion and inequality in society.

At the same time, Dundee City Council is committed to balancing public finances with the outcome it seeks to achieve, despite ongoing challenges such as inflation, supply chain disruption, and the cost-of-living crisis.

Through strategic procurement activity, the Council harnesses public spending to strengthen communities, reducing poverty, promoting inclusive economic growth, supporting local enterprises, expanding fair opportunities, and driving progress toward a net zero future.



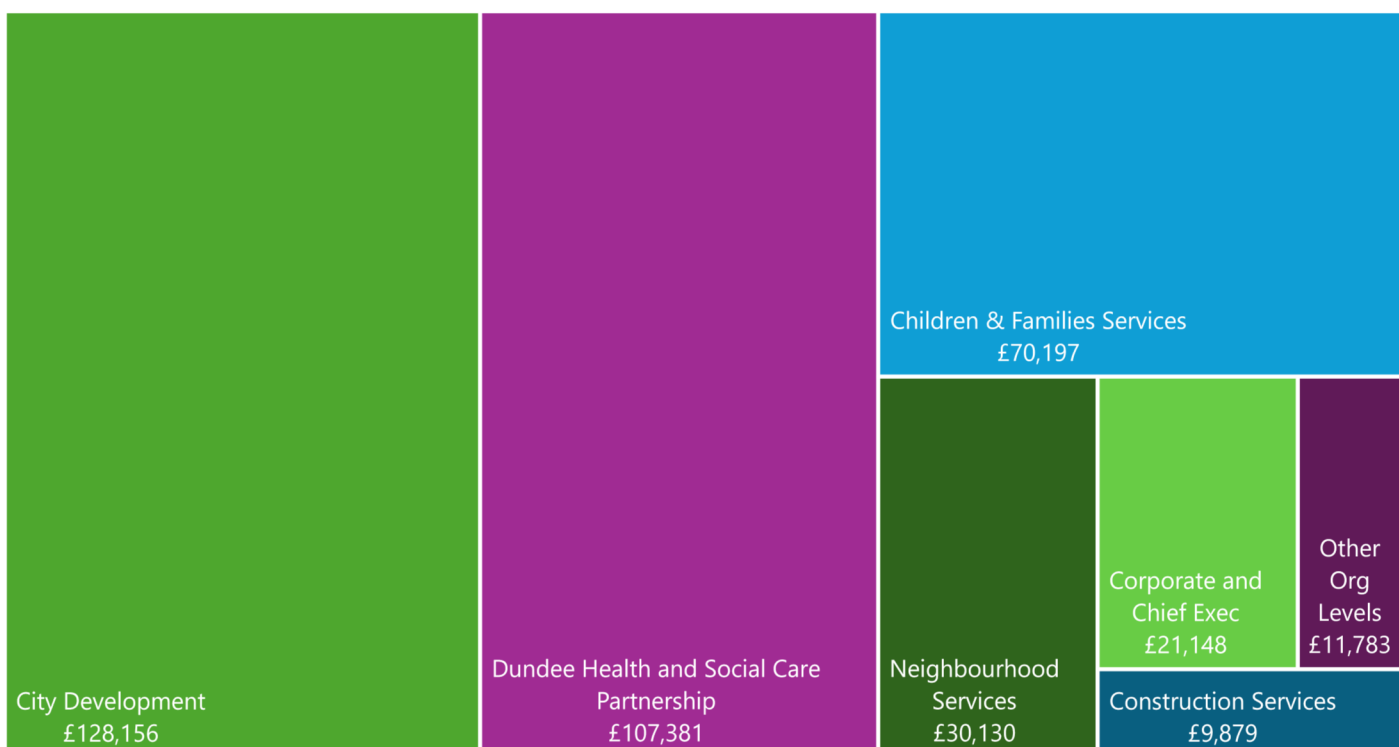
Dundee City Council Context

Procurement Spend and Structure

The Council's key priorities, as set out in the Council Plan, are actively supported by its service departments. Corporate Procurement plays a central role by delivering a coordinated procurement service that ensures goods, services, and works are sourced in a manner that is both effective and efficient, thereby maximising best value. Additionally, a dedicated Contracts Team manages contractual arrangements on behalf of the Dundee Health and Social Care Partnership, which operates under a distinct regulatory framework specific to health and social care services.

Dundee City Council has a spend level of **£378,677,780 for 2024/2025**. Below is a breakdown of spending by Internal Organisation Levels:

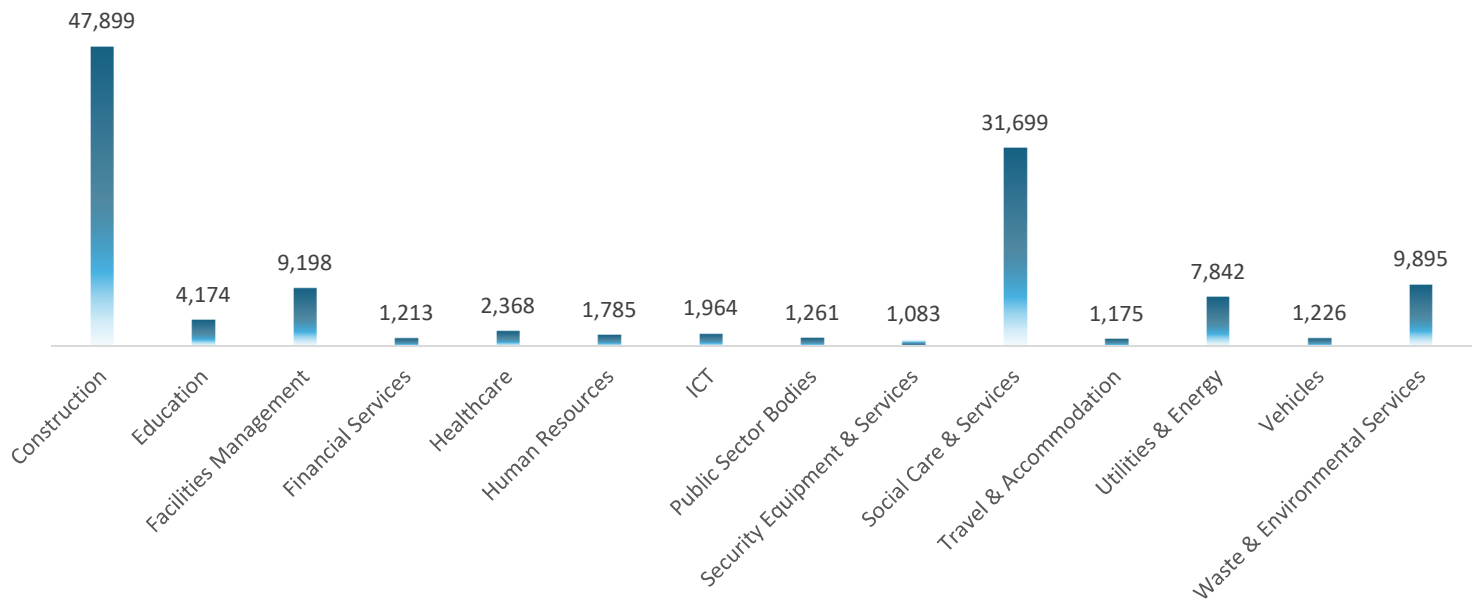
Spend by Internal Organisation Levels (£ ,000s)



Co2 Emissions per Category of Spend

The following analysis outlines the carbon footprint linked to expenditure on goods, services, and works:

CO2 EQUIVALENT EMISSIONS (TONNES) PER SPEND CATEGORY



CO₂ Equivalent Emissions (Tonnes) per Spend Category is a measure that helps us understand the environmental impact of our procurement activities. It estimates the total greenhouse gas emissions - expressed as carbon dioxide equivalents (CO₂e) - associated with each category of goods and services the Council purchases. This includes emissions from raw material extraction, manufacturing, transport, and disposal. By linking emissions data to spend categories such as Construction, Facilities Management, and Social Care, Dundee City Council can identify which areas have the highest carbon intensity and prioritise actions to reduce the footprint. This approach supports Dundee City Council's commitment to sustainable procurement and contributes to our wider net zero ambitions by making the climate impact of our spending more visible and actionable.

DCCs highest Scope 3 emissions are generated by Construction activity, and this category should be the priority for further detailed analysis on the emissions generated in the supply chain. Obtaining this analysis will be necessary if DCC is to mitigate the potential financial implications of the EU and UK Carbon Border Adjustment Mechanism (CBAM), a climate policy tool to encourage global decarbonisation, incentivising cleaner production methods, which is set to come into force in 2027. This is challenging where suppliers do not have robust carbon reporting systems.

Centralised Procurement Function

Dundee City Council operates a centralised procurement service with 7 x FTE Category Officers, covering the full range of Categories of Spend:

Category	
Construction Services (Goods, Works, Services)	Fleet
City Development (Works)	Children and Families (Education, and Social Work)
Corporate Services (inc. Events)	Housing (requirements that do not fit into the Categories mentioned above)
Facilities Management	Information and Communication Technology
Environment incl. Waste	Transport
Dundee Health and Social Care Partnership (DHSCP) (Goods)	

The Council also has a dedicated Social Care Contracts Team comprising 5 x FTE Contracts Officers, who cover the full range of health and social care – care and support commissioning requirements for both adults (Dundee HSCP) and Children (Children and Families Services):

Category
Care and Support Services

GO Awards 2024

At the GO Awards Scotland 2024/25, Dundee City Council was recognised as a finalist in the "Procurement Team of the Year Award" Category. The team featured alongside Scotland Excel for the Council's collaborative partnership approach.

The GO Awards celebrate excellence in public procurement across Scotland, highlighting innovation, collaboration, and social value in delivering public services.



Dundee City Council's Procurement Enablers

Dundee City Council utilises enablers to ensure compliance and risk management, to drive value for money, to improve efficiency enhance capability, and to delivery of the Council's strategic goals as set out in the Council Plan. The Council utilises a range of Procurement Enablers:



Good Procurement Governance

This is achieved through the Council's Standing Orders, and our aim is to be lean and efficient in our procurement processes.

Increasing Procurement Capability

Dundee City Council is strengthening the strategic procurement approach by investing in both the development of the corporate procurement team and by delivering cross-functional training sessions and workshops throughout the year.

Procurement Team members have student membership or membership status of the **Chartered Institute of Purchasing and Supply (CIPS)**. The institute provides a structured path of qualifications, designed to support individuals at various stages of their careers in procurement and offers a tiered qualification framework:

- Level 4 Diploma
- Level 5 Advanced Diploma – This builds strategic procurement skills.
- Level 6 Professional Diploma – This is the final step toward achieving MCIPS status.

Dundee City Council's procurement team have achieved the following professional qualification status:

- 2 x MCIPS Qualified (leaders)
- 2 x CIPS Level 4 qualified, including one undertaking Level 5
- 4 x underway with their CIPS learning journey Level 4

Supplier Development

The Council supports suppliers by offering opportunities to strengthen their bidding capabilities. Through targeted procurement initiatives, the Council is enabling SMEs and third sector organisations (key contributors to Dundee's business community), to access and benefit from public sector contracts.

In addition to the Annual Meet the Buyer Tayside Event which was held in March 2025 (mentioned later in this report), Dundee City Council conducted pre-tender supplier engagement activity throughout the reporting period:

- Scaffolding Services (Feb 2025)
- Café Provision (Leisure and Culture Dundee) (Jun 2025)
- Outline Business Case - Dundee Delivery Model and Initial City Centre Heat Network Programme (Oct 24)

Dundee City Council publishes Prior Information Notices on Public Contracts Scotland (PCS) in cases where the supplier market can help inform the final specification of requirements or may require a longer lead time to prepare for tendering.

The following PINs were published in the period:

- Crichton Street Young Persons Hub Internal Alterations
- Care and Support Framework for Adults in Dundee
- Outline Business Case: Dundee Delivery Model and Initial City Centre Heat Network Programme (Legal Advisory Services)
- Parking Meters Solutions (Managed Service)
- Provision of Cycling Services
- Supply of Ticketing System and related Services to Caird Hall Venue, Dundee

Engagement

By promoting early supplier engagement, the team is able to set proportionate and effective requirements. Also, through contract management, the Council ensures that the intended outcomes are successfully delivered.

Supplier Engagement Activities can extend to a number of activities as outlined below:



Collaboration

By enhancing collaboration and engagement with partners and procurement Centres of Expertise, the Council strengthens its collective impact and drives more effective procurement outcomes.

Dundee City Council is leading procurement exercises for the following collaborative requirements for the 3 Tayside Councils, and Tayside Contracts:

- Procurement support provided for National Entitlement Card
- Dundee City Council have created a number of construction framework agreements, which are being written not only for use by Dundee City Council, but also being made available to Angus, Perth & Kinross Councils, as well as Tayside Contracts.
- A Children and Families Support Services Flexible Framework is in place which provides a route to market for services in support of pupil equity funding, attainment challenge and other services, which is also open to both Angus and Perth & Kinross Councils
- Winter Roads Weather Forecasting (awarded May 2024)
- CCTV Public Space (in development)
- Cashless Catering (in development)
- Occupational Health Services (in development)

The Council Plan 2022-2027

[The Council Plan 2022–2027](#) outlines the Council’s role in contributing to the vision set out in the [City Plan 2022-2032](#). Throughout this period, the Council will continue to strengthen its well-established partnerships across the public, private, education, and third sectors. The Procurement Strategy details how procurement activities will directly support the achievement of the Council Plan’s objectives.

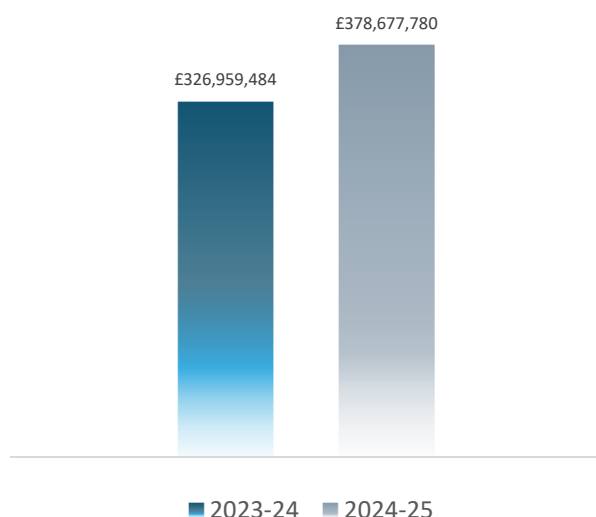
The Procurement Strategy details how procurement activity will help achieve the objectives outlined in the Council Plan.

Council Objective	How Procurement Will Contribute
Reduce child poverty and inequalities in incomes, education and health	<ul style="list-style-type: none"> • Promote fair work first practices and payment of the Scottish living wage in procurement processes. • Establishment of a dynamic community wish list (portal) that can assist bidding organisations in the delivery of Community Benefits in procurement exercises. • Provision and ongoing development of procurement routes in support of the Scottish Welfare Fund. • Encourage suppliers and contractors to recruit modern apprentices and graduate trainees. • Utilise Community Benefit clauses within procurement activity to provide work experience, mentoring and other learning opportunities.
Deliver Inclusive Economic Growth (including Community Wealth Building)	<ul style="list-style-type: none"> • Continue to develop Social and Economic sustainability principles into procurement in a relevant and proportionate manner with a particular focus on embedding community benefit clauses within all contracts, where this is appropriate. • Encourage participation in tendering opportunities by including lotting within tender documents, to increase opportunities for SMEs to participate. • Work with the Supplier Development Programme (SDP) to assist locally based SMEs and Third Sector organisations in bidding for tender opportunities. • Ensures that the Council’s own procurement procedures are as accessible as possible for SMEs and Third Sector organisations and that they do not create unnecessary barriers to participation.
Tackle Climate Change and Reach Net Zero Emissions by 2045	<ul style="list-style-type: none"> • Incentivise contractors to bring forward sustainable solutions to deliver contracts, using outcome specifications where practical. • Ensure sustainability is considered in developing the specification for every procurement. • Continue to utilise the Scottish Government’s sustainability tools to identify sustainable risks and opportunities relevant to the council’s spend profile including reducing carbon emissions and

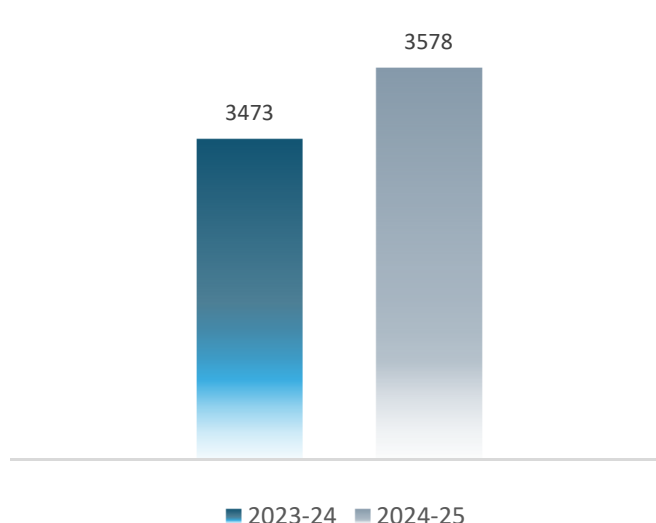
Council Objective	How Procurement Will Contribute
	greenhouse gases, maximising recycling and reuse and the avoidance of hazardous materials.
Build Resilient and Empowered Communities	<ul style="list-style-type: none"> • Increase engagement with local suppliers and contractors at the initial stages of procurement processes, ensuring that specifications are deliverable and the best route to market is chosen. This will be one that provides best value for the Council in a way that includes opportunities for involvement by those organisations that wish to play a part, either in a main or sub-contracting role. • Working to develop Third Sector and generative organisations to become part of the Council's supply chain, to meet the needs of operations where possible.
Design a Modern Council	<ul style="list-style-type: none"> • A modern Council must also be a learning Council. Corporate Procurement will provide engagement routes with local organisations and companies and ensure that through pre-tender engagement, Council services are appraised of best practice and innovative solutions from the private sector. • By using outcome specifications, this will encourage suppliers to deliver innovative solutions to the Council's needs. • The procurement function itself is changing and is becoming much more driven by data analysis. Corporate Procurement will engage with this and ensure that the Council is able to take advantage of opportunities provided by emerging technology. • Link to key suppliers using technology, to give the Council greater visibility of the suppliers' stock levels and delivery schedules and allow those suppliers to have greater visibility of future demand levels.

The Scottish Government provides a spend analysis tool for all public sector organisations, and this is managed by DXC Technology. Each year the Council uploads its spend data to the DXC Scottish Procurement Hub and this in turn provides analysis for the Council in terms of spend categorisation, spend with local suppliers, spend with small and medium suppliers etc.

**TOTAL PROCUREMENT SPEND 2023-24
AND 2024-25**



TOTAL NUMBER OF SUPPLIERS



Procurement activity within the Council, has continued with a centralised approach, from both a Procurement and Payments perspective, although the two functions are managed as separate teams.

The Public Sector is a demanding customer, and Contracts must ensure the highest level of service standards. However, the Council also needs to ensure that the contract requirements are always proportionate both to the size of the contract and the complexity and risk of the commission being undertaken. Where possible, the Council will seek to divide larger contracts into lots, to allow smaller suppliers an opportunity to bid. Below is a breakdown of statistics with SMEs:

Supplier and Contractor size	2023/2024	2024/25
SME (small and medium enterprise) suppliers	1,160	1,262
SME Spend	£145,680,281	£150,675,701
SME Spend as % of total spend	45%	39.79%

The regulatory framework that public procurement operates under is aimed at providing equal access to contracts across the UK. The UK are members of the Government Procurement Agreement (GPA) and for procurements above the GPA thresholds, equal access is granted to the 48 countries who are members of the agreement. While operating within the regulatory framework, Dundee City Council encourages participation by local companies and organisations in line with the Council's ambitions for promoting local economic growth and Community Wealth Building. One of the ways the Council does this is through engagement with local companies and organisations, including the annual Tayside 'Meet the Buyer' event, held in Dundee.

This year's event was held in March 2025. More information about engagement with local contractors is provided in [Appendix 2](#).

Below are some key statistics on Local Spend:

Supplier and Contractor Geography	2023/2024	2024/2025
Number of Local Suppliers (Dundee City)	562	534
Local Suppliers (Dundee City) as a percentage of whole	16.11%	14.92%
Local Spend Figure (Dundee City)	£151,600,000	£211,787,664
Local Spend (Dundee City) as a % of Total Procurement Spend	46.38%	55.93%
Regional Spend (Tayside & Fife) as a % of Total Procurement Spend	52.65%	61.22%
Scottish Spend as a % of Total Procurement Spend	86.54%	84.48%

It is important that the Council's suppliers and contractors are paid accurately and in good time. Given the substantial number of payments made by the Council each year, the process needs to be highly automated, and every opportunity is examined to use modern payment methods of getting payments to suppliers as quickly and efficiently as possible.

Dundee City Council Payments	2023/2024	2024/2025
Total number of invoice payments	111,145	104,077
Invoices paid by electronic means	111,145	104,077
Value of invoices paid by electronic means	£326,959,484	£378,677,780
Invoices paid within 30 days	90%	95%
Dundee supplier invoices paid within 30 days	94%	95%
Dundee supplier invoices paid within 14 days	88%	91%



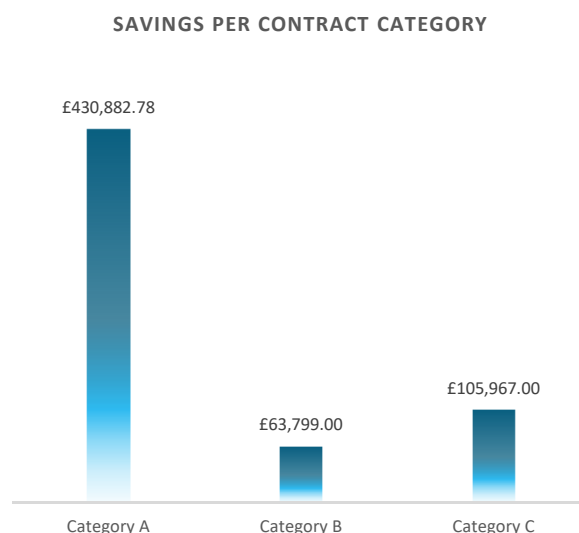
Summary of Regulated Procurements Completed

A regulated procurement is any procurement for supplies or services with a value of over £50,000 and for works contracts with a value of over £2 million. A regulated procurement is completed when the contract is awarded, and an award notice is published on Public Contracts Scotland web portal. This procurement activity is in line with Dundee City Council's Corporate Procurement Strategy.

Dundee City Council makes use of existing framework agreements where this provides best value. Framework agreements provide a legally compliant route to market previously advertised through the channels required by procurement legislation. The use of framework agreements is part of the Scottish public sector procurement landscape, with the Scottish Government putting national frameworks in place for the whole of the Scottish public sector and Scotland Excel placing national frameworks for the local authority sector.

Dundee City Council completed 39 regulated procurements with an estimated value of £27,033,475 during the period of the report. The table below shows a summary of regulated procurement activity:

Period 1 st April 2024 to 31 st March 2025	
Number of Regulated Procurements completed	39
Estimated value of all completed Regulated Procurements	£27,033,475



In the current climate, finding savings through procurement is key. By having clear specifications, building stronger relationships with suppliers, using clear data, and taking advantage of improved digital tools, the Council is ensuring best value from Procurement activity.

The Category C savings are those saved directly through procurement activity undertaken by the Procurement Team and are realised budget savings. Category A and B savings are those reported by the Regional and National Procurement Centres of Expertise. (definition of Category classification is provided in [Appendix 4](#)). Savings achieved through competitive procurement exercises are estimated to be in excess of £2.7m for 2025/2026.

[Appendix 1](#) shows all Regulated Contracts awarded by Dundee City Council directly between 1 April 2024 and 31 March 2025.



Summary of Procurements Completed

Progress Against KPIs

Our aim is to be lean and efficient in procurement, in accordance with the Council's Standing Orders.

Once initiated, a procurement process should be completed as efficiently as possible. To support this, processes will ensure thorough preparation in advance, enabling the process to proceed without unnecessary delays. For regulated procurements, the target is to issue the award of the contract within **60 days of advertising** the tender opportunity, which means that with appropriate pre-authorisation to make the awards, the Council will be awarding contracts within 30 days of the tender submission deadline date. Minimising the time between tender submission and contract award is particularly important to suppliers, especially in times of raw material and supply chain price volatility. A shorter timeframe allows suppliers to secure pricing with their own supply chains shortly after submitting their bids.

Key Performance Indicator

Whilst it is important to have the key target of 60 days, it is recognised that this is not achievable across all regulated procurements, particularly if the procurement involves a higher volume of tender clarifications. It is a stretching target but to support the ambition to optimise efficiency in procurement processes, the following secondary benchmarks are in place:

Year	Average Days	Achieved Days
Year 1 (2023-24)	90 days	Not Measured
Year 2 (2024-25)	90 days	110 days
Year 3 (2025-26)	70 days	TBA

Measurement of spend with contracted suppliers helps the Council to maximise the benefits of the agreements, to drive best value, and spend is consolidated to get better value in future tender exercises.

Analysis of spend with a contracted supplier is indicating the following:

Year	Target % of Spend with Contracted Suppliers	Achieved Days
Year 1 (2023-24)	80%	Not Measured
Year 2 (2024-25)	80%	80%
Year 3 (2025-26)	85%	TBA



Review of Procurement Compliance

Mandatory Requirements of the Procurement Reform Act (Scotland) 2014 and Statutory Guidance Obligations lay out some mandatory requirements which the Procurement Strategy (2023 to 2024) includes, how the organisation intends to make sure that its regulated procurements will contribute to the carrying out of its functions and the achievement of its purposes, by:

- Working under this strategy's guidance will ensure procurement is delivered in a compliant, effective, and efficient manner, provide a clear action plan for improvement and contribute to wider council objectives and priorities.
- Ensuring there is early engagement and clear communication channels between the Council Services and Corporate Procurement will assist in achieving best value.
- The strategy will be monitored and reported as per the Monitoring, Reviewing and Reporting on the Strategy section of the strategy document, to make sure the key objectives are delivered, and best value is secured.

The below table outlines the objectives set out by the Procurement Reform Act (Scotland) 2014 and what Dundee City Council is doing to achieve these:

Objective	Performance against Objective
Savings and Added Value	<p>Complying:</p> <ul style="list-style-type: none"> • Maximise the use of existing Category A, B and C1 contracts and framework agreements. This is not a guarantee of best value. (definition of Category classification is provided in Appendix 4) • All requirements are evaluated using the Most Economically Advantageous Tender criteria. • Lotting of Tender Opportunities is considered for all procurements, including Lots to promote SME/Third Sector and Supported Business participation • Maximising the impact of contracts with the inclusion of Community Benefit Clauses • Challenging the need and demand management • Consulting and engaging with those affected by its procurements by engaging with internal and external stakeholders through various approaches, including but not limited to - collaborating directly with client services, Meet the Buyer events, Supplier Development Programme. <p>Key Development:</p> <ul style="list-style-type: none"> • Formal sourcing strategies adopted for all regulated tender processes, underpinned by category

Objective	Performance against Objective
	<p>strategies, as appropriate, and an continually updated overarching corporate procurement strategy.</p> <ul style="list-style-type: none"> • A Procurement Steering Group, comprising key members of senior staff, will be established to review all category and sourcing strategies, and to drive and support initiatives for procurement savings, as well as sustainability and local economic impacts. This will coincide with the implementation of the revised Standing Orders (Autumn 2025). • Savings targets to impact on revenue budget.
<p>Legal Compliance and Governance</p>	<p>Complying:</p> <ul style="list-style-type: none"> • The Council's Standing Orders and Tender Procedures apply to all contracts made by or on behalf of the Council for the execution of works, the supply of goods and materials and the provision of services. • The Procurement Team provides training and guidance to Officers on the procurement process. • Internal Audits ensure Officers are compliant with the procurement process. • Tender opportunities advertised on Public Contracts Scotland advertising portal for regulated procurements. • Engagement with the Supplier Development Programme to help support SMEs to bid for Council contracts. • All procurement activities undertaken must comply with the above process and procedures which secures compliance with the Act and Statutory Guidance • Percentage spend with contracted suppliers is a key performance indicator for corporate procurement which is monitored. See KPIs. • Weekly Bulletin of Contract Notices and Contract Awards is published internally to the Council. Weekly Bulletin of Notices and Awards <p>Key Development:</p> <ul style="list-style-type: none"> • Not all regulated spend can be attributed to spend with contracted suppliers. <p>This is partially due to multiple smaller purchases with the same contractor.</p>

Objective	Performance against Objective
	<p>This is further due to administrative failure to enter contract awards to the Contracts Register, particularly in relation to framework call offs. This will be addressed through staff awareness and more complete and frequent reporting of procurement activity.</p>
<p>Sustainable Procurement Duty</p>	<p>Complying:</p> <ul style="list-style-type: none"> • Incorporated Sustainable Procurement objectives within the Corporate Procurement Strategy. • Community Wealth Building Strategy and Action Plan has been developed to maximise the impact of Dundee City Council's procurement spend on the local economy. <p>Key Development:</p> <ul style="list-style-type: none"> • Category strategies will create a detailed framework for relevant sustainability goals and those will be implemented through individual sourcing strategies. • The procurement team is working with the Scottish Government to undertake the Flexible Framework exercise and embed the Sustainable Public Procurement Prioritisation tool (SPPPT) • The procurement team will roll out the use of the SPPPT and Sustainability Test for appropriate categories across the Council.
<p>Community Benefits</p>	<p>Complying:</p> <ul style="list-style-type: none"> • Dundee City Council's Community Benefit through Procurement Policy has been in place since 2012, with an update to be approved by Committee as part of the Annual Procurement Report and is also embedded within the Community Wealth Building Action Plan. While community benefits must be considered for all procurement processes at or above £4 million (works) or £50,000 (services) in value the sustainable procurement duty may result in the inclusion of community benefit requirements at lower thresholds. Dundee City Council has adopted an approach which is to consider the inclusion of Community Benefits in all procurements over £100,000, where appropriate. <p>Key Development:</p> <ul style="list-style-type: none"> • Continuing to maximise the social and economic impact of the major developments across the city being led by the Council. • Making better use of council spend data and Business Development sources to better monitor and track council spending with local and generative business.

Objective	Performance against Objective
Living Wage	<p>Complying:</p> <ul style="list-style-type: none"> • Payment of a living wage - to people involved in producing, providing, or constructing the subject matter of regulated procurements. Fair Work First criteria is included in all relevant procurement exercises. • Dundee City Council is an accredited Living Wage employer. Dundee continues to be a leader in promotion of the Living Wage, being the UK's first Living Wage Place. The Living Wage Action group, which procurement supports continues to promote Living Wage as an effective tool to evidence Fair Work. <p>Key Development:</p> <ul style="list-style-type: none"> • Continuing the work already started with major private sector employers and business organisations such as the Chamber of Commerce & Scottish Enterprise to build further commitment to the Living Wage and Fair Work in Dundee.
Promoting compliance with Health & Safety within contracts	<p>Complying:</p> <ul style="list-style-type: none"> • Promoting compliance with health and safety at work, including how a supplier/sub-contractor demonstrates compliance. Health and safety criterion forms part of the evaluation for all relevant and appropriate contracts. This element is a pass/fail criterion within the selection stage (SPD), and a scored element in award criterion as appropriate.
The procurement of Fairly and Ethically Traded goods and services	<p>Complying:</p> <ul style="list-style-type: none"> • Ethically traded goods and services are considered for all appropriate contracts.
Community Health and Wellbeing and Animal Welfare in Procurement of Food	<p>Complying:</p> <ul style="list-style-type: none"> • Procurement requirements relating to Food procurement focus on nutritional quality, health, and wellbeing, minimising environmental impact such as packaging and sourcing as well as the application of appropriate animal welfare standards in accordance with all relevant legislation. <p>Key Development</p> <ul style="list-style-type: none"> • Corporate Procurement will review all catering contracts used to identify opportunities to improve food quality and sustainability.
Payment of invoices within 30 days	<p>Complying:</p> <ul style="list-style-type: none"> • The provision of prompt payment – no later than 30 days after invoice by the organisation to a supplier and/or sub-contractor, or by a sub-contractor to a

Objective	Performance against Objective
	<p>sub-contractor. Prompt payment clauses requiring a 30-day payment term are embedded within contractual terms and conditions.</p> <ul style="list-style-type: none"> The Council achieved 95% of all invoices being paid within 30 days, with 104,077 invoices paid in 2024/25. <p>Key Development:</p> <ul style="list-style-type: none"> Ongoing development of Purchase to Pay processes and systems.



Community Benefit Summary

Dundee City Council's Community Benefits in procurement approach is well established. A Community Benefit through Procurement Policy has been in place since 2012, a refreshed policy was approved by Committee in June 2018 and a further refresh due to go to committee in September 2025. While community benefits must be considered for all procurement processes at or above £4 million (for works) and £50,000 (for services), Dundee City Council has adopted an approach which is to consider the inclusion of Community Benefits in all procurements over £100,000 where appropriate. This is to ensure a focus on contracts with the biggest impact.

A Summary of Construction Activity for 2023-24 and 2024-25

Supplier Development	2023-24	2024-25
Local actual Construction Spend (within 35 miles and 40 miles with MP3 and SCAPE contracts)	£36,186	£55,054
Average Percentage of total Spend which was local (within 35 miles)	74%	69%
Average Local Labour (within 35 miles)	81%	73%
Employment and Skills		
Employment Opportunities Created	27	40
New Start Employment Opportunities (previously unemployed, redundant, graduates or new entrants)	8	23
Project Initiated Modern Apprenticeships	4	29
Existing Modern Apprentices	27	68
Work Experience Opportunities	19	38
Awareness Raising Activity		
Awareness Raising Events and Activities Delivered	46	38
Individuals Supported through Awareness Raising	3,087	2057
Environmental Outcomes		
Environmental Activities or Events	22	7
Individuals Supported through Environmental Activities	254	216
Community Wishes		
Community Wishes within Capital Programmes	7	8

[Appendix 2](#) provides more details of some of the activities which have been undertaken within construction contracts and provides examples of non-construction activity Community Benefits.



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Supported Business Summary

Supported Businesses make a significant contribution to the Scottish economy, not only through the delivery of goods and services, but also by fostering inclusive employment, training, and support opportunities for individuals who may otherwise face barriers to entering employment.

This aligns directly with the objectives of the sustainable procurement duty, which seeks to advance social, economic, and environmental well-being through public procurement. Demonstrating proactive engagement with Supported Businesses in regulated procurement processes provides clear evidence of compliance with this duty and reinforces the public sector's commitment to inclusive economic growth.

Scottish Procurement has in place a sourcing solution - Reserved for [Supported Businesses DPS](#), which covers a range of commodity areas.

Dundee City Council made the decision to reserve purchasing to Dovetail for in-scope requirements, which has facilitated the involvement of Dovetail, a locally based supported business.

Dundee City Council's annual expenditure with Dovetail averaged £738,525 during the period from 2021 to 2024.

Procurement activity has spanned a range of commodity areas, with orders placed by various Council stakeholders, including:

- **Furnishings:** Supplied to households assessed as eligible by Housing, Social Work, or the Scottish Welfare Fund.
- **Joinery Products:** Primarily supporting the Council's in-house Joinery Service within Construction Services.

Supported Businesses	2023/2024	2024/2025
Value of Spend with Supported Businesses	£845,000	£796,161
Percentage of Total Spend with Supported Businesses	0.10%	0.21%

Dovetail enterprises ceased trading in March 2025. Dundee City Council has made interim alternative arrangements to source furnishings via a Scotland Excel Framework, and Joinery Products from local Joiners and Joinery specialists, as required. We will continue to consider reservation of contracts to Supported Business as part of individual Sourcing Strategy processes.

Future Regulated Procurements Summary

[Appendix 3](#) – details the upcoming tenders to be undertaken by Dundee City Council in the coming two years.



Appendix 1 – Summary of Regulated Procurements Awarded between 1st April 2024 and 31st March 2025

Document ID	Title	Total Value	Contract Awarded To
780624	Award of Invitation to Quote for Specialist Consultancy to Support Business & Commercial Development for Dundee Ice Arena	£50,000.00	IPW...
782996	Award of T1197 JOINERY AND RAINWATER AT VARIOUS ADDRESSES IN DUNDEE (DCC/CS/66/24)	£52,345.00	EC2 Limited
785357	Award of 'STREETS AHEAD ROAD STANDARDS UPDATE	£54,600.00	AECOM
790524	Award of Invitation to Quote for Timber Windows & Door Replacement at Rockwell Schoolhouse (DCC/CD/154/24)	£55,841.23	Alexander Oastler Limited
792415	Service and Maintenance of CDT Equipment	£56,100.00	Active Energy Solutions Ltd
785219	Award of Mini Competition for the Supply of Boilers via Scotland Excel Construction Materials Fwk:1422 Lot 3.1	£57,967.35	City Plumbing Supplies Holdings Limited
792446	Tender for the Service & Maintenance of Fan Convectors & Air Curtains	£59,190.00	Scan Building Services Ltd
786752	Tender for the Service, Maintenance, Repair and Installation of Passenger/Goods Lifts	£9,200,000.00	Caltech Lifts Ltd / ADL Lift Services Ltd / Caltech Lifts Ltd
775867	Award of MINI COMPETITION FOR T1198 WINDOWS AND DOORS AT VARIOUS ADDRESSES IN DUNDEE (DCC_CS_39_24)	£63,583.05	Sovereign Group Limited
780087	Award of Invitation to Quote for T1206 Re-Advertised Joinery and Rainwater at Menzieshill 11th Dev (DCC/CS/92/24)	£64,325.34	The Good Joinery Co. Ltd
780047	Service and Maintenance of Air Compressors	£69,413.00	Design Air (Scotland)
793116	Award of T1246 MINI COMPETITION for Scaffolding at Dryburgh Orlits (Flat Roof Replacement Phase 3) (DCC/CS/229/24)	£79,685.00	IAS Dundee Ltd
775854	Service and Maintenance of Roller Shutter Doors	£80,810.00	Assa Abloy
768458	Award of MINI COMPETITION FOR SCAFFOLDING AT DRYBURGH ROOF REPLACEMENT PH 2 (DCC/CS/23/24)	£84,020.00	Dundee Plant Company Limited

Document ID	Title	Total Value	Contract Awarded To
776524	Award of MINI COMPETITION via DIGITAL WORKPLACE SOLUTIONS FRAMEWORK Ref:SBS/19/AB/WAB/9411 RE SUPPLY OF A RACKMOUNT SERVER	£87,188.00	SCC Plc - Scotland
775613	Award of Dighty Restoration Project	£89,991.76	AECOM
783002	Award of INVITATION TO QUOTE for T1221 Joiner Works at Menzieshill 7th Dev (Cottages Only) - ECM 2024-25	£96,156.40	The Good Joinery Co. Ltd
794004	Award of INVITATION TO TENDER UNDER SCOTLAND EXCEL DYNAMIC PURCHASING SYSTEM 09-23 LOT 1 - SKIPS AND CONTAINERS - DCC/NS/263/24	£108,340.00	Glasgow Waste Containers Ltd
792407	SERVICE AND MAINTENANCE OF LOCAL EXHAUST VENTILATION SYSTEMS AND FORGES	£109,897.50	Active Energy Solutions Ltd
778654	Award of Bairns Hoose Project - Invitation to Provide Therapeutic and/or Whole Family Support	£120,000.00	Includem
774834	Service and Maintenance of Fire Extinguishing Services	£174,726.05	M & S Fire Protection Ltd
772051	Tender for Public Relations and Communications Support for the Scottish Cities Alliance Investment Promotion Programme	£210,000.00	Stripe Communications / Stripe Communications
776521	Award of MINI COMPETITION UNDER NHS DIGITAL WORKPLACE SOLUTIONS FRAMEWORK AGREEMENT	£214,792.91	Specialist Computer Centres
784278	IN-SERVICE INSPECTION & TESTING OF ELECTRICAL EQUIPMENT AREA 1	£223,061.61	BES Group Electrical Ltd
769237	Inspection and Testing of Emergency Lighting Systems Area 1	£239,136.50	E.W. Edwardson (Electrical Contractors) Limited
763721	Award of T1141 – MINI COMPETITION SUPPLY ONLY, WINDOW AND DOOR REPLACEMENT AT DUNDEE & ANGUS 8TH & 11TH DEV	£357,656.63	Sidey Solutions Limited / Sovereign Group Limited
792322	Tender for the Inspection, Testing and Maintenance of Cleanliness in Air Handling Ductwork	£361,860.00	Perfect Service Solutions Ltd
777219	Servicing and Maintenance of Swimming Pool Equipment	£404,559.00	Sterling Hydrotech Ltd
789281	Award of INVITATION TO TENDER VIA SCOTLAND EXCEL DYNAMIC PURCHASING SYSTEM RE TREATMENT AND DISPOSAL OF RECYCLABLE AND RESIDUAL WASTE 27-17 LOT 3 TREATMENT OF GLASS	£468,408.00	Sibelco Green Solutions UK Ltd
772959	Award of MINI COMPETITION - Supply Only of PVCU WINDOWS AT MAGDALENE KIRKTON	£500,213.58	Sovereign Group Limited / Sidey Solutions Limited

Document ID	Title	Total Value	Contract Awarded To
	4TH DEV(DCC/CS/335/23) Via DCC FRAMEWORK		
785045	Replacement of Under Bridge Inspection Gantries, Tay Road Bridge, Dundee	£5,140,170.75	Spencer
774201	Tender for the Provision of Dundee Christmas Village	£540,000.00	NL Productions Ltd.
776520	Provision of Winter Roads Forecasting (Tayside and North East Scotland)	£571,835.76	MetDesk Limited
793356	Award of Mini Competition via Scotland Excel Fwk Ref 0820 Lot 2-Consultancy Services for Sustainable Transport Corridors for Lochee and Arbroath Rd	£576,075.92	Sweco UK Limited
793331	Rental, Service and Maintenance of Fitness Equipment	£638,550.00	Gym Rental Company
777218	SERVICE AND MAINTENANCE OF HEATING AND VENTILATION CONTROL SYSTEMS	£777,120.80	Craigalan Controls Ltd
775672	Award of Mini Comp Via the Procurement for Housing Compliance Services & Associated works DYNAMIC PURCHASING SYSTEM- Door Entry Systems at Various Addresses in Dundee	£846,518.89	WRB Fire & Security Ltd
794482	Award of R4323 City Centre Traffic Modelling	£1,749,335.88	SYSTRA LIMITED
778902	Framework Contract Award of Vehicle Salary Sacrifice Employee Benefit Scheme	£2,400,000.00	Tuskerdirect Limited



Appendix 2 – Community Benefits Update

April 2024 to March 2025

Introduction

This section provides an overview of the Community Benefits approach in Dundee City Council and provides details of outcomes delivered between April 2024 to March 2025. While community benefits are now implemented across the range of the council's procurement activity the largest projects remain in the Construction Area. This summary provides summaries of the figures reported from these projects but also intends to tell the stories of Community Benefits by including case studies and examples of the types of activities delivered.

Approach in Dundee

Community Benefits clauses are well established within Dundee City Council. For construction contracts the employment and skills, minimum targets are provided using benchmarks based on the Client Based Approach developed by the Construction Industry Training Board (CITB) and endorsed by the Scottish Government. This provides a range of minimum targets based on the type and estimated value of the contracts. Contractors can increase these targets during the tender process, but when agreed, these become a mandatory element of the contract. The approach focuses on the development of Community Benefits in the areas of:

- **Supplier Development** including Small to Medium Enterprise and social enterprises development activities and developing guidance to encourage local suppliers to compete for Council contracts.
- **Employment and Skills Activity** including activities to secure new employment opportunities including Modern Apprenticeships, share vacancies and secure work experience opportunities.
- **Community and Awareness Raising Activity** including development of awareness raising activity, community programmes and donation of materials.
- **Environmental Outcomes** – a new measure added to encourage and record contractors' delivery of environmental focused activities including education programmes on biodiversity, renewable energy and waste management and recycling.
- **Community Projects** – minimum targets for contractors to deliver projects which support communities, these can include community clean ups, support voluntary or charitable organisations to deliver projects or sponsorship. This will support the Community Wishes programme which is being developed as part of the Community Wealth Building Approach.

The new Community Benefits approach within the Community Benefits Policy, August 2025 builds on this approach but also sets it more within the context of Community Wealth Building.

Community Wealth Building

Community Wealth Building is a people-centred approach to local economic development, which re-directs wealth back into the local economy, and places control and benefits into the hands of local people. It asks that large anchor organisations like Local Authorities use their pillars of influence as major employers, owners of land and property, buyers of goods and services and financial institutions to retain wealth locally and ensure maximum opportunities for the communities they serve. The procurement process can support Community Wealth Building in the following areas:

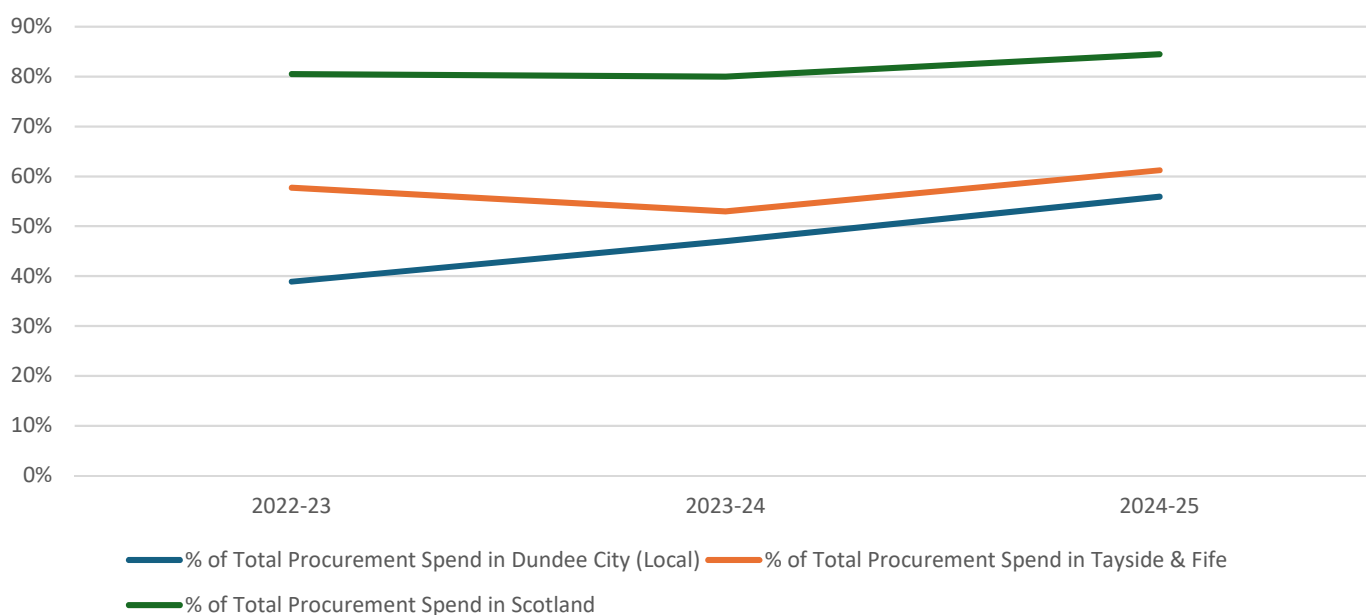
- **Supply Opportunities for local or generative organisations**
- **Support for Fair Work First Principles and the Living Wage**
- **Maximise Opportunities for Community Benefit**
- **Maximise Opportunities for Environmental Benefits**

The [Community Wealth Building strategy and action plan 2025-2030](#) details the Councils CWB approach and includes the actions relevant to each of these areas and Community Benefits Policy refresh, [Appendix 5](#) of the Annual Report provides case studies of outcomes within each area. These actions will be monitored on the Council's Performance Monitoring System and regularly reported upon.

Supplier Development Opportunities and Local Spend

An important element of Community Wealth Building is retaining as much funding in a local area as possible. The Corporate Procurement team undertake a range of measures to encourage local contractors to compete for tender opportunities and subcontract opportunities to be awarded locally.

Direct Procurement Spend



Local spend figures for 2024 - 2025 show that 55.93% of spend was spent in Dundee, up from 46.38% in 2023-24, 61.22% spend within Tayside and Fife up from 52.65% and 84.48% has been spent in Scotland down from 86.54% last year. Comparable data for other councils is not yet available for last financial year, but Dundee was already ranked 3 nationally for local spend behind Shetland and Highland Councils. While this is significant success it is important to note that the local spend figures have been given a particular boost in 2023 - 2025 due to the impact of local spend activity on large construction contracts including Drumgeith Community Campus. Our priority for the year to come will be to work with other public sector partners locally to help them to increase their local spend and exploring a 'local first' approach where possible including with below threshold low value tenders.

Supplier Development Activity and Meet the Buyer

Critical to retaining and increasing procurement spend within the region is the development of a confident supplier base who are aware of the tendering opportunities available and how to access them. The Procurement team with partners have supported the delivery of a range of supplier development events including aligned training for Scaffolding Services and the annual Meet the Buyer Tayside Event.

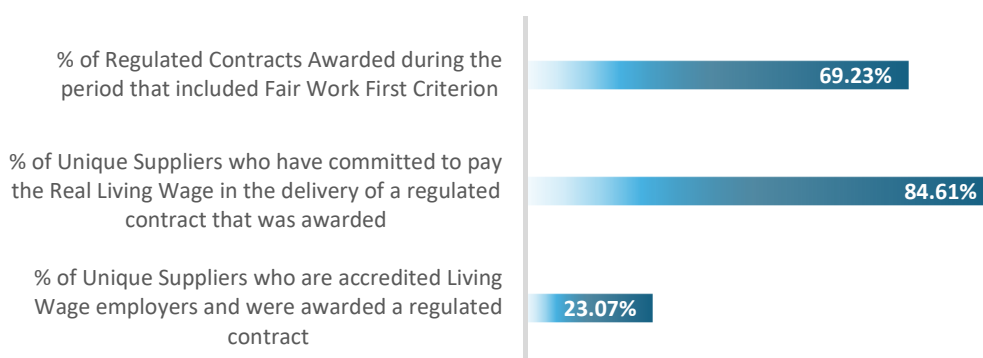


In partnership with the Supplier Development Programme and partner councils the annual Meet the Buyer Tayside event bringing together public sector buyers and their major contractors from across Tayside to meet and engage with local business. Held on 4 March 2025, it was the most successful session to date with over 350 companies and 35 companies exhibiting.

This event gave suppliers in Tayside access to buyers and decision makers from across the public and private sector, helping suppliers raise their profile as a business, and prepare for upcoming contract opportunities. 76% of suppliers felt more capable of bidding for contracts after attending the Meet the Buyer Tayside 2025 and 86% of respondents rated the event as excellent or good. A particular effort had been made this year to target local contractors – resulting in 52% of SMEs coming from the Tayside area - 27% from Dundee, 14% from Angus and 12% from Perth and Kinross. Comments from participants included *“The presentations on tendering gave me a better understanding of the process involved. Found all the exhibitors to be very helpful.”* and *“We enjoyed the talks, face to face meetings and networking.”* The full event report is available at [Meet the Buyer Tayside 2025 Outcomes | Outcomes | Supplier Development Programme](#)

Support for Fair Work First Principles and the Living Wage

Fair Work requirements continue to be added to all relevant contracts as a scored element to highlight the importance placed on being an ethical contractor. The Dundee Living Wage Action Group continues to work with local companies to promote the importance of Living Wage accreditation with 126 companies currently accredited within Dundee City. Along with the Poverty Alliance the Partnership is recognising challenging operating environments business will result in a change of focus to support existing organisations to maintain their accreditations. While the Council prioritises Fair Work where possible, the Council is unable to specify Fair Work First criteria into call offs from cross-border frameworks as Fair Work First is a policy developed and implemented by the Scottish Government for Scottish Procurement exercises. In addition, while the Council's Living Wage Accreditation requires the Council to ensure that Living Wage is paid in, in scope contracts. These are contracts where individuals are on Council owned land, property or areas the Council are responsible for maintaining for 2 hours or more for 8 consecutive weeks in any given year, which does not cover all contracts.



Maximising Opportunities for Community Benefits

Summary of Achievements – Capital Construction Programmes

This section provides an update on Community Benefits which have been secured as part of Dundee City Councils Community Benefits Approach. The Procurement Reform Act requires organisations to report on works contracts over £4 million, which include Community Benefits. Projects with activity in this period include Office Site 6 at Dundee Waterfront, East End Campus (Drumgeith Community Campus) and the Green Travel Hub contract.

A Summary of Construction Activity for 2023-24 and 2024-25

Supplier Development	2023-24	2024-25
Local actual Construction Spend (within 35 miles and 40 miles with MP3 and SCAPE contracts)	£36,186m	£55,054m
Average Percentage of total Spend which was local (within 40 miles)	74%	69%
Average Local Labour (within 40 miles)	81%	73%
Employment and Skills		
Employment Opportunities Created	27	40
New Start Employment Opportunities (previously unemployed, redundant, graduates or new entrants)	8	23
Project Initiated Modern Apprenticeships	4	29
Existing Modern Apprentices	27	68
Work Experience Opportunities	19	38
Awareness Raising Activity		
Awareness Raising Events and Activities Delivered	46	38
Individuals Supported through Awareness Raising	3,087	2057
Environmental Outcomes		
Environmental Activities or Events	22	7
Individuals Supported through Environmental Activities	254	216
Community Wishes		
Community Wishes within Capital Programmes	7	8

Capital Programmes: Community Benefits Summary of Activity from April 2024 to March 2025

Project	Local Spend	% Local Spend	% Local Labour	Employment opportunities	New Start Employment	Project Initiated Apprentice	Existing Apprentice	Work Experience	Awareness Raising Events	Individuals Supported Awareness Raising	Environmental Outcomes	Individuals supported Environmental Activity	Community Wishes
Green Travel Hub	£3,702,737	51%	67%	3	3	4	2	2	6	539	2	47	1
East End Campus	£35,950,551	74%	73%	33	18	22	31	30	24	505	4	163	5
Site 6 (Dundee Waterfront)	£15,401,208	82%	69%	4	2	3	15	6	8	1008	1	6	1
Total	£55,054,496	69%	73%	40	23	29	68	38	38	2052	7	216	7

Community Benefit Examples (Construction)

While construction contracts remain the largest contracts for Community Benefits, non-construction areas also feature community benefit requirements. The following section provides examples of some of the activity developed during the past year:

Case Study 1: Opportunities for Local Subcontractors and Suppliers

As with direct spend, a key element of Community Wealth Building is retaining as much spend on Capital programmes within the local area through working to secure subcontract and supply opportunities for local companies. We use a range of measures to encourage local spend including the implementation of spend monitoring to encourage contractors to develop local supply chains, use of appropriate tendering frameworks which allow us to mandate local spend and encouraging all contractors to source materials, plant and other services locally. These activities have helped to ensure that over £54m or 69% of subcontractor spend has been spent the local area (40 miles from site). These activities help support local companies to prosper, as these subcontract testimonies explain:

"We were delighted to be awarded the Joinery Packages for both East End Campus and Plot 6 Riverside, Dundee from Robertson Tayside. Being awarded these projects enabled us to have certainty of employment for our existing workforce and to employ additional apprentices. These projects also provided some of our existing apprentices with many opportunities to develop their Joinery skills

In addition, as a long-established Company in Dundee, we provided many orders to our local supply chain for materials, who provided an excellent service being based within proximity of the projects. As we near completion, we are delighted with the quality of the products installed to date and look forward to continuing our successful relationship with Robertson and Dundee City Council in the future." - Mike Smith, Managing Director, W.B.S. Keillor Limited

"As a locally based company, we have been proud to support key construction and infrastructure projects within our community. Working on the Green Transport Hub project has not only allowed us to contribute to the development of local assets but has also created valuable employment and training opportunities for local people, including apprentices at the very start of their careers.

We firmly believe in the importance of keeping procurement local. When contracts are awarded to businesses within the area, the benefits go far beyond the work delivered on site — it sustains local jobs, builds skills, supports families, and strengthens the regional economy. This collaborative approach creates a ripple effect that supports long-term community resilience. We commend Dundee City Council's commitment to social value and inclusive growth through procurement practices, and we look forward in continuing to play our part in delivering quality outcomes for the people of Dundee" - David Hovell, Managing Director, Dundee Plant Co Ltd

Case Study 2: Employment and Skills – Ideal Candidate Construction Academy



Robertson Construction partnered with Braeview and Craigie High Schools to support eight students who had been identified as having low school attendance. The aim was to help and encourage these pupils by offering them hands-on experience in the construction industry. The students took part in a series of employability and construction taster sessions, which introduced them to a range of different trades and digital roles.

These sessions were run in partnership with experienced professionals from across the business, including supply chain partners. Many of the students had struggled to stay engaged in traditional classroom settings. By giving them the chance to learn in a more hands-on, supportive environment, we helped them see new opportunities for their future. These sessions gave students the chance to try out practical skills such as bricklaying, joinery, and plumbing, helping them understand what working in construction is really like.

This initiative showed that, hands-on learning can be a powerful way to re-engage students who are struggling with school attendance. By giving them a chance to see real career paths and work with supportive adults, the programme helped them take positive steps toward a more stable and successful future.

“Robertsons Skills Academy was a great course to have for young people providing learners with a foundational understanding of various construction trades prepare individuals for employment. By equipping learners with a broad skill set and industry-relevant knowledge, it supports both personal development and the wider goal of addressing the UK’s construction skills gap.” - Gregor Leslie, CLD Youth Worker, East Youth Team, Dundee City Council

Case Study 3: Employment and Skills – Apprenticeship Opportunities

Community Benefits programmes require the delivery of apprentice programmes which not only provide young people and adults hands-on experience in their chosen trades but also support the drive to build a skilled and sustainable local workforce. The Green Transport Hub project with McLaughlin and Harvey has provided opportunities for **4** new apprentices and **22** existing apprentices, **18** of whom live within 20 miles of site ensuring that the benefits of employment and training remain rooted in the local community. Apprentices are given the opportunity to work alongside experienced professionals, contributing to meaningful project outcomes while advancing their own career development.

Stuart Heenan, a first-year apprentice Civil Engineering apprentice employed by local firm Dundee Plant because of the project, has been recognised for his outstanding commitment to safety on site. Stuart, who lives locally, joined the team as part of his apprenticeship placement and quickly made a strong impression. His consistent focus on safe working practices and proactive attitude toward site procedures earned him the Safety Recognition Voucher in April - a monthly award celebrating individuals who go above and beyond to uphold site safety standards. As a first-year apprentice, Stuart's achievement is a fantastic example of the impact early career professionals can make when given the right support, mentorship, and opportunity to grow.



"Joining the team at the Green Transport Hub in Dundee through my apprenticeship placement has been a brilliant experience. From day one, I felt supported by everyone on site, and it's made a big difference to my confidence and how much I've learned. Being recognised with the Safety Recognition Voucher was a proud moment for me – it showed that even as a first-year apprentice, the effort you put in really does get noticed." - Stuart Heenan, Civil Engineering Apprentice, Dundee Plant

Case Study 4: Engaging with the Community Development Strategic

Robertsons have used their Community Benefit commitments to build strong and ongoing partnerships with Community based organisations including the Change Centre in Dundee, an innovative community hub focused on inclusion, wellbeing, and local impact. Through a range of practical support and joint initiatives, they have helped to strengthen the Centre's work with the wider community. Over the past year, Robertson have supported The Change Centre through the delivery of Community Wishes delivered as part of their community benefit programme:

- **Sponsoring Local Events – Community Euro 2024 Event and Business Engagement Event**

They provided crowd control barriers, signage, staff time and expert advice as well as a financial donation for their Euro 2024 family event. This helped bring the local community together to enjoy the tournament in a welcoming, inclusive environment. They also supported the Change Centre's business breakfast event donating £2,000, with the aim of helping strengthen connections between local organisations, employers, and community leaders, contributing towards long-term sustainability.



- **Donation of Materials** - They donated three iPads to the Centre, helping tackle digital exclusion and support individuals experiencing homelessness, mental health issues, addiction, poverty, and unemployment to help with personal development, enabling access to training programs like World Host, job search tools, and digital literacy development.

- **Donation of Time – Doof Studios** – Robertsons provided feasibility and Business Case support to their exciting plans to convert a redundant changing room into a bespoke Music Studio for community use. The “Doof Studio”

is being delivered in partnership with Hannah Laing and Turn the Tables. This included supporting client brief meetings, partner meetings with Turn the Tables and on site survey of the conversion space, with a formal design of the space via one of our in-house Design Managers and subcontractor support on Building Services Design for the space, which has resulted in building warrant approval for the works, This has allowed the organisation to apply for building warrants for the next stage of the programme which Robertsons will also support.



Kyle Fraser, Social Enterprise Manager at the Change Centre Dundee explained what this relationship has meant for his organisation:

"We believe this initiative will generate lasting impact, fostering resilience, joy, and opportunity for those who need it most. Thank you for your commitment, compassion, and belief in the power of community. Together, we are creating pathways for transformational change, through an exciting creative outlet. We are proud to acknowledge and celebrate the outstanding generosity and multi-faceted support provided by our valued partners, Robertson Construction. Their contributions, both financial and in-kind have made a significant impact on our players, programmes, facilities and wider community."

Case Study 5: Environmental Activity – Biodiversity Learning



As part of their Environmental outcome requirements, McLaughlin and Harvey supported a Biodiversity literacy programme supporting children from Dundee Nature Kindergarten and Dundee Bairns by donating the Stanley the Water Vole book, from the Mother Earth Series. This series are intended to introduce young minds to environmental topics including conservation, climate change, recycling and biodiversity in a fun and engaging way. The contractor undertook reading sessions and donated books to 35 nursery children and provided a further 65 copies of the book to Dundee Bairns.

Amanda, Early Years Practitioner at the nursery noted:

"Our children thoroughly enjoyed the visit; they engaged well in conversation as Dawn shared with them all about recycling and they shared their own experiences from home and what we do in nursery. Following the visit our children have continued to talk about what they have learned and how they can help the animals."

Some of the comments from the young people noted:

"Put cardboard in the blue bin, that's what I do at my house"

"The turtle got sick because he ate plastic"

"When the rubbish was in the water the ducks and animals went away, people took the rubbish out and the animals came back, and it was clean."

The construction area remains the largest and of Community Benefits non-construction areas also feature community benefit requirements. This has included the development of the Community Wish portal.

Community Wishes Portal



The Community Wishes approach was officially launched in August 2024 for those wishing to request wishes and in September 2024, for contractors. Communities are asked to articulate small projects or asks which they would like to see delivered in their community or to support their local group. These have been wide ranging but include support for small works or clean ups, the purchase of items or materials or sponsorship to support events or programmes. These requests are then moderated by community officers and published on an [online portal](#). Contracted providers are then directed to this portal and can select a wish to fulfil as part of their contractual community benefit commitment. Community benefits should be proportionate to the contract value and Dundee has decided to specify the delivery of a community wish or other community benefit outcome into contracts, for approximately every £100,000 of spend. The system has been popular with communities with multiple requests being made on the portal, but more work is required to engage contractors to pick up wishes. These are beginning to come through now with below being an example - from Dundee Bairsns.

Case Study 6: Community Wish – Dundee Bairns and McLaughlin and



The Our Bairns at Home multibank run by Dundee Bairns, provide bedding, toiletries, kitchen items, shoes, nappies and a multitude of other things to help families survive and thrive at home. Professionals working directly with families can refer them to us for support. Referrals often need to be delivered at short notice. The organisation had an issue in that not all their warehouse staff were trained on using a forklift truck. This training was requested through the Wishes portal and was picked up by McLaughlin and Harvey. Dee Pearce, Business Manager at Dundee Bairns explains the impact this has had on their organisation:

“Previously, when no one else was on shift, I couldn’t access some of our inventory as I was not able to drive our forklift truck. McLaughlin & Harvey stepped in to provide funding and arranged a forklift training course for me with J&J Training Services in Forfar. Now we are in a much better position to quickly fill referrals and continue to expand our operations. Thank you for supporting us!”

As would be expected with any new process, particularly such a complex one (the IT system alone required 3 separate systems to receive, moderate and publish community wishes) there has been challenges with the physical system, staff training and understanding of using the system and complexities around consideration of wishes requests involving works. A review group of council officers are currently working through these and an update report will come to Committee later in the year.

Case Study 7: Business Gateway – Elevator Challenge Weekend

Elevator a social enterprise which is dedicated to supporting the entrepreneurs, inventors, disruptors, game changers and business leaders of today and tomorrow. As a social enterprise, they support entrepreneurship and employability across Scotland and look to recycle wealth back into the communities they support. Their profits are reinvested into developing and delivering programmes, events and **initiatives** around the themes of enterprise, employability and entrepreneurship. Elevator continues to show an excellent level of commitment to Community Benefits. In this year they have employed 6 new staff across Tayside including 2 in Dundee, supported 5 young people to undertake work placements and have delivered 35 Awareness raising sessions across Tayside supporting 610 people. Activities have been diverse but have included their Elevator Challenge Weekend – a weekend of programmes for approximately 20 entrepreneurs intended to build business confidence and an entrepreneurial mind set through a range of challenges in the areas of communication, leadership, time keeping and team working.

“My head’s been buzzing, and I feel very inspired and today I’ll be writing everything down that’s in my head and plan the next steps. At the very least, the weekend has changed the way I think, and act, as a result” - Steve Bonthron, Course Participant



Case Study 8: MVV Schools Activity

MVV Environment contractor at the Energy from Waste plant undertakes a wide range of Community Benefit activity including spending over 4 million with local subcontractors and suppliers, delivered 3 work placements including 2 schoolwork placements for senior pupils looking to study Mechanical Engineering. They also have an extensive programme of activities with schools. Schools are invited to tour the plant and learn more about the Energy from Waste process and other environmental topics including recycling. This year this included Ballumbie, St Peter and Paul's, Dens Road, Fintry, Glebelands Primary, St Fergus, St Marys, St Josephs, Claypotts Castle, Craigowl View and St Pius.

The contractor also delivers a range of programmes in schools including taking part in the Step Up to Enterprise Event at Grove Academy. This involves bringing employers and pupils together, with pupils 'acting' as a company, with a product and budget. This provides young people with experience of designing, creating, marketing and selling a product – the team with the most money at the end wins! They also participated in STEM Week with St Peter and Pauls. This involved young people being set an Engineering task to Design and Engineer a monument for the City of Dundee that make the people of the city think about the environment. The young people where then asked to deliver a 3D model of their designs.

MVV also support an annual Challenge Fund for local schools, last year within Dundee they award £4,400 to 3 projects including – STEM Kit boxes for St Ninians Primary, developed a Green Wellbeing Space at Our Lady's and provided materials for Victoria park to participate in the Lego League Tournament.



Future Developments in Community Benefits

Community Wishes Review

The Community Wishes Working Groups, along with colleagues from relevant departments, will continue to review and enhance the delivery of Community Wishes. Their focus will be on resolving and refining system issues and increasing contractor engagement with the initiative.

Sustainable Procurement Tools

The Procurement Team is currently utilising the Scottish Government's sustainable procurement tools to better integrate sustainability into contracts. This strategy involves assessing key commodity categories against a broad range of sustainability factors, including climate impact, fair work practices, and ethical sourcing. By doing so, the team can identify and apply the most effective interventions to the most relevant categories. This initiative builds upon the CO₂ emissions analysis already completed.

Strengthening Monitoring and Reporting

The refreshed Community Benefits Policy requires Contract Owners, in collaboration with the relevant Category Officer (Procurement Team) and where necessary the Community Wealth Building Co-ordinator, to incorporate Community Benefit outcomes into procurements. These outcomes must be embedded within contract management arrangements and delivered by the contractor.

However, a key challenge facing the Community Benefits programme remains the effective tracking and monitoring of contractors to ensure commitments are fulfilled. This issue is common across local authorities, each employing different approaches. The Procurement Team is actively exploring mechanisms that can be integrated into or complement existing monitoring systems to better capture Community Benefit activities. This includes working with the IT team to develop a monitoring system for the Community Wishes initiative and drawing insights from practices adopted by other authorities.



Appendix 3 – Future Regulated Procurement Summary

Below is a summary of all the upcoming contracts from the latest forward plan for 2025-2027:

Future Procurement Opportunities 2025-2027
Aerial Services
Air Handling and Air Conditioning Units
Air Handling Ductwork
Asbestos (Domestic Properties)
Asset Management System
Automatic Barriers
Automatic Doors
Baldovie Recycling Centre - Compactors Power Supplies
Blacksmith Services
Boosted Water Tank & Pump Systems
Cashless phone parking provider
CCTV (GT) SARC
CCTV Servicing
CCTV Systems and Associated Equipment
City Events Programme - Various (Christmas etc)
City Wide Area Network Maintenance
Cleaning Services
Clock Maintenance Services
Cloud-based IT solution to manage employability, health and well-being, and economic development initiatives
Computer Aided Design Software
Core Telecom - free calls
Corporate & Education IT/WEEE disposal
Corporate Anti-Virus
Data Cabling Framework
DG Units Supply of Glass units
District Heating - Steel Carbon Placement
District Heating Supply Energy Billing units
Dry Riser and Roof Fan Servicing
Dry/Wet Rot Treatment - Specialist Works
Education Anti-Virus

Future Procurement Opportunities 2025-2027
Electrical Repairs (White good Repairs)
Emergency Lighting - Area 1
EWI / IWI Works (joiner / builder)
Fire and Smoke Dampers
Fire Detection and Alarm, EVC & PAVA Systems (City Square Complex/Caird Hall/Olympia)
Fire Detection and Alarm, EVC & PAVA Systems
Fire Fighting Equipment Service
Framework for Cycle Shelters
Fresh Butcher Meat, Fresh Vegetables
Fume Cupboards
Future Maintenance Contract - LEZ ANPR Cameras
Gas Soundness Testing
Grounds Maintenance and Small Plant
Headstone Safety
Heating and Ventilation Controls
Herbicides
Hotels (Housing / Corporate)
IBM FS5200 Support
IBM FS7300 Support
IDOX - Election Services
In-Service Inspection and Test of Electrical Equipment - Area 1 (PAT Testing)
In-Service Inspection and Test of Electrical Equipment - Area 2 (PAT Testing)
Interpretation Services
Intruder Alarms
Kilns
Kitchen Canopies, Ductwork, Extract Ventilation.
Kitchen Catering Equipment (S&M)
Leak Detection Systems (very niche market)
Legionella Inspections
Lifts and Hoists
Lightning Protection Systems
Low Value Works (incl. Emergency Call Outs) up to £10m
Low Value Works (incl. Emergency Call Outs) up to £1m
Maintenance contract for CHP RPCS
McManus Gallery Café (concession contract)

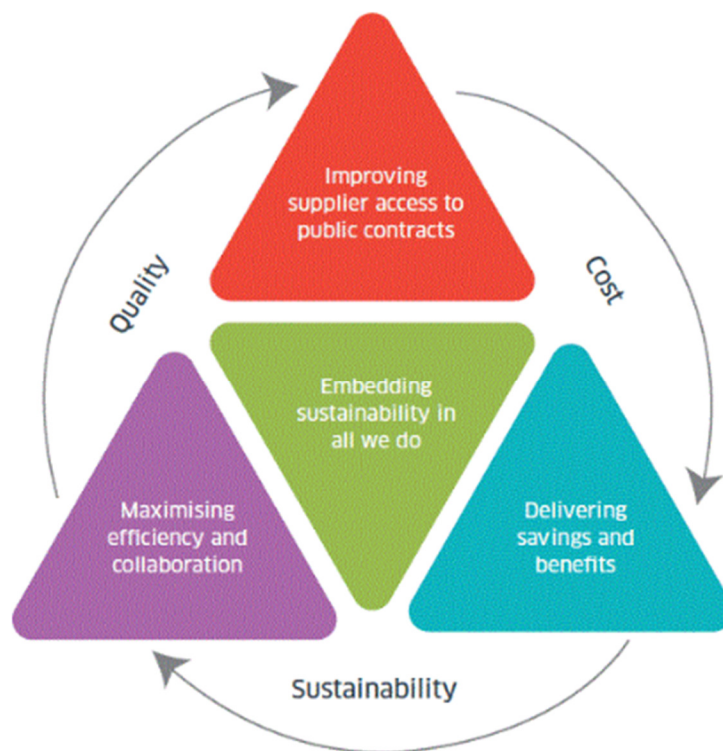
Future Procurement Opportunities 2025-2027

Medical Baths and Lifting Equipment
Modern Languages
Monthly billed SMS charges - Text Anywhere
Multiple Fibres
Online Self Help for Schools
PE equipment maintenance
Photovoltaic Installations
Plant Equipment for School Swimming Pools
PPE and consumables
Printing Framework
Public Space CCTV S&M contract
Pupil Tracking
Purchase of Kitchen equipment
Recycling Calendar
Removals
Route Optimisation Software
S & M of Chilled and Hot Water Appliances and Associated Equipment
S & M of Intruder Alarms
S&M Door Access Controls
S&M of Boilers, CHP Units, Burners and Flues
S&M of Heat Pumps at V&A and RPCS
S&M of Lifts
S&M Roller Shutter Doors
Scaffolding Framework
School Uniforms
Secure Door Entries - Service and Install
Security Screens
Pupil Journalling Application
Servicing and Cleaning of Boilers flues
Servicing of OT Equipment
Servicing of Smoke Ventilation Systems
Software Licences - Autodesk
Solar PV Repairs and Servicing
Solar Thermal Installations
Sprinkler Systems
Sprinklers Service and Maintenance

Future Procurement Opportunities 2025-2027	
	SSSC Qualification
	St Bothwells Terrace - Sprinklers
	St Fergus Primary School, ESA Changing Facilities
	St Fergus Primary School, Infant Area Quadrangle Window Replacement
	St John's High School- Janitors House, Window and Door Replacement
	Storage Containers/Welfare
	Maths online Gaming App
	Supply of Active Schools Service
	Supply of Hoists
	Supply of Ramps
	Supply of Stairlifts
	Supply, Installation, Equipment and Maintenance of WAN
	Survey, Testing and Reporting of Water Quality within Heating and Chilled Water Systems
	Swimming Pool Equipment Software (Olympia Swimming Pool)
	Swimming Pool Gas/Cylinder Use
	Treatment of Vegetable Oil / Mineral Oil
	Treatment of Wood
	UCS Maintenance
	V&A Museum Security Systems
	Various Roofing Works
	VMware license subscription
	Water Hygiene Lot 1 and Lot 2
	Water Sampling Programme /Water Quality Inspection Programme (SLA with Dundee Scientific Services)
	Web GIS



Appendix 4 - Scottish Model of Procurement and Collaborative Working



The key objective for Corporate Procurement is to demonstrate continuous improvement, service excellence and build on the foundations that have been put in place since creation of the Corporate Procurement team in 2014. This approach will be underpinned with the principles of public procurement - transparency, integrity, openness, fairness, non-discrimination, equal treatment, competition, and accountability.

The Council participates in collaborative contracts put in place nationally by the Crown Commercial Service, in Scotland by Scottish Procurement and Scotland Excel, as well as those of other UK based central procurement bodies. The Corporate Procurement Team works with all the organisations listed to ensure that optimum collaborative opportunities are taken, but at the same time ensuring contract management is carried out at a local level to ensure best value is achieved for Dundee City.

Category A

Contracts through Procurement Scotland (for all public bodies) or other national Contracts or Frameworks

Category B

Contracts through Scotland Excel (for Local Authorities) or other Sectoral Contracts or Frameworks

Category C1

Contracts through local collaboration (for all Tayside Councils and Tayside Contracts)

Category C

Contracts through Dundee City Council (for Dundee City Council only)

The Council is committed to collaborative procurement and actively takes part in many National and Sectoral contracts. The Council will continue to look for collaborative procurement opportunities that will support the delivery of benefits for the Council and its communities.

Dundee City Council is leading collaborative procurements as set out in on [page 8](#) of this report.

As well as contractual collaboration activities, the Corporate Procurement team works closely with partner organisations in other areas, to realise collaborative benefits. Examples are as follows:

- Tayside Cities Meet the Buyer event – organised by Dundee City Council’s Economic Development and Corporate Procurement teams – the most recent event in 2025 attracting exhibitors from all Public Bodies as well as main contractors working in the Tayside area. The event was attended by over 350 companies and 35 companies exhibiting, generating very positive feedback, along with spin-off one to one training sessions being provided to individual delegates to assist them in bidding for public sector opportunities.
- Supplier Development Programme – Community Wealth Building Coordinator is a Board Member and along with Economic Development colleagues supports the Regional Officers Group. This has resulted in further collaborative working with Perth & Kinross, Angus and Fife Councils in the area of Supplier & Economic development opportunities.

Appendix 5 - Glossary of Terms

Best Value

An economic assessment by the public sector as to whether a project represents value for money; the optimum combination of cost and quality to provide the required service.

Carbon Border Adjustment Mechanism (CBAM)

The Carbon Border Adjustment Mechanism (CBAM) is a climate policy introduced by the European Union to ensure that imported goods are subject to the same carbon costs as those produced within the EU. It aims to prevent carbon leakage, where companies might relocate production to countries with weaker climate regulations to avoid paying for emissions. CBAM initially applies to carbon-intensive products such as cement, steel, aluminium, fertilisers, electricity, and hydrogen. Importers will be required to report the embedded emissions in these goods and, from 2026, purchase CBAM certificates to cover them. While the UK is not part of the EU CBAM, it plans to introduce a similar mechanism by 2027 to support its net zero goals and protect domestic industries.

Collaboration

When two or more groups of people or organisations engage in work together for mutual benefit.

Community Benefits

Community benefits are requirements which deliver wider benefits in addition to the core purpose of a contract. These can relate to social, economic and or environmental benefits.

Community Benefits Clauses

Community benefits clauses are requirements which deliver wider benefits in addition to the core purpose of a contract. These clauses can be used to build a range of economic, social or environmental conditions into the delivery of council contracts.

Contract Management

Contract management or contract administration is the management of contracts made with customers, suppliers, partners, or employees. Contract management activities can be divided into three areas: service delivery management; relationship management; and contract administration.

Demand Management

To take costs out of an organisation by addressing the drivers for spend, aligning spend to business need and eliminating unnecessary consumption.

Sustainable Public Procurement Prioritisation Tool (SPPPT)

This tool will help organisations assess where their current level of performance lies, and the actions required for improving their performance. The Scottish Government recommends that organisations carry out initial and periodic self-assessments against the SPPPT. This enables measurement against various aspects of sustainable procurement.

Government Procurement Agreement (GPA)

GPA is an agreement that exists within the World Trade Organisation, whereby signatories agree to open their public procurement markets to each other. The UK is one of 48 WTO members who have signed the agreement. The thresholds for competition were for many years called the OJEU thresholds, because the European Union was the signatory on behalf of the UK, and OJEU was the European Journal that all tendering opportunities had to be published in.

Public Contracts Scotland

The national advertising portal used to advertise all Scottish Government goods, services or works contract opportunities.

Regulated Procurement

Contracts above the thresholds for regulation set by the Scottish Government. (Above £50,000 for goods and services contracts and above £2,000,000 for works contracts). Those thresholds are considerably lower than the GPA thresholds.

Small and Medium-sized Sized Enterprises (SMEs)

Enterprises which employ fewer than 250 persons, and which have an annual turnover not exceeding 50 million euro, and/or an annual balance sheet total not exceeding 43 million euro.

Social Enterprises

A revenue-generating business with primarily social objectives whose surpluses are reinvested for that purpose in the business or in the community, rather than being driven by the need to deliver profit to shareholders and owners.

Stakeholder

Any person or group who has a vested interest in the success of the procurement activity, i.e. either provides services to it, or receives services from it.

SCAPE and Major Projects 3 (MP3)

SCAPE and MP3 are public sector procurement frameworks that allow Councils and other public bodies to quickly and compliantly procure construction and consultancy services. They are designed to save time and money by offering pre-approved suppliers and standardised contracts, often with a focus on social value, local economic benefit, and sustainability.

Scope 3 Emissions

Are indirect emissions, not caused by the Council's own operations, but occurring in the Council's value chain, including both upstream (supplier) and downstream (customer) emissions. For the purposes of the procurement strategy, scope 3 refers to supplier emissions.

Scotland Excel

Scotland Excel is the Centre of Procurement Expertise for the local government sector in Scotland, supporting councils like Dundee City Council to deliver efficient, collaborative, and sustainable procurement. It develops and manages a wide range of national framework agreements that enable public sector organisations to access high-quality goods and services while achieving value for money and supporting local economic development. Through Scotland Excel, councils benefit from shared expertise, reduced duplication of effort, and access to suppliers who meet robust standards for quality, compliance, and social value. The frameworks also align with national priorities such as community wealth building, fair work practices, and climate action.

Supplier

An entity who supplies goods or services.

Supported Business

An organisation whose main aim is the social and professional integration of disabled or disadvantaged persons.

Sustainable Procurement

A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits, not only for the organisation but also to society, the economy and the environment.

Third Sector

The part of an economy or society comprising non-governmental and non-profit-making organisations or associations.

Dundee City Council

Community Benefits Policy Refresh

August 2025



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Introduction

Dundee City Council is committed to securing maximum economic and social benefits whilst delivering best value from public funds via procurement activity. The delivery of Community Benefits is well established in Dundee City Council which has been mandating requirements within its contracts since September 2012, and the last update of the CB policy was in June 2018.

This updated Sustainable Procurement and Community Benefits Policy provides the opportunity to update and refresh the Council Community Benefit approach in light of policy and legal changes including Community Wealth Building, local priorities and developments, and innovation within the programme.

National and Local Context

The Sustainable Procurement duty in the [Procurement Reform \(Scotland\) Act 2014](#) requires that before a contracting authority buys anything, it must think about:

- how it can improve the social, environmental and economic wellbeing of the area in which it operates, with a particular focus on reducing inequality.
- how its procurement processes can facilitate the involvement of SMEs, third sector bodies and supported business.
- how public procurement can be used to promote innovation.

It requires a contracting authority to be aware of how its procurement activity can contribute to national and local priorities and to act in a way to secure this. It also indicates that community benefits should be proportionate and relevant to the contract being delivered meaning that we require a Community Benefits approach flexible enough to adapt to different types or contracts and activities.

The Dundee Partnership's City Plan 2022-2032 sets out the shared vision for the City of Dundee:

- Dundee will have a strong and sustainable city economy that will provide jobs for the people in Dundee, retain more graduates and make the city a magnet for new talent.
- Dundee will offer real choice and opportunity in a city that has tackled the root causes of social and economic exclusion, creating a community which is healthy, safe, confident, educated and empowered.
- Dundee will be a vibrant and attractive city with an excellent quality of life where people choose to live, learn, work and visit.

[Corporate Procurement Strategy 2024-27](#) sets out the procurement vision and mission statement which is intended to support the City vision and to make sure the delivery of effective and efficient procurement.

Procurement Vision is *"To embed commercial excellence throughout the Council, ensuring that our services always deliver Best Value. To be recognised as having leading commercial, procurement and commissioning practices and skills delivering outstanding outcomes. To have the people of Dundee City and service users at the heart of what we do".*

Mission Statement is “To provide strong leadership in the procurement process through knowledge, teamwork and communication with the aim of improving efficiencies, delivering cost savings and ensuring transparency and fairness, with a light environmental footprint and sustainable economic growth for the supplier community. As well as describing in detail how procurement will support each objective within the Council Plan, the strategy sets out several key objectives for procurement:

- To obtain value for money from every purchase
- To make Dundee City Council a prized customer
- To be lean and efficient in our procurement
- To achieve social, economic, and environmental goals
- To trade only with suppliers who behave ethically

Community Benefits and Community Wealth Building

Community Wealth Building is a people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people. It asks that large anchor organisations like Local Authorities use their pillars of influence as major employers, owners of land and property, buyers of goods and services and financial institutions to retain wealth locally and ensure maximum opportunities for the communities they serve. The procurement process can support Community Wealth Building in the following areas:

- **Supply Opportunities for local or generative organisations**
- **Support for Fair Work First Principles and the Living Wage**
- **Maximise Opportunities for Community Benefit**
- **Maximise Opportunities for Environmental Benefits**

The Community Wealth Building Strategy and Action Plan 2025 to 2030 [Community Wealth Building strategy and action plan 2025-2030](#) details the Councils CWB approach and includes the actions relevant to each of these areas.

These actions will be monitored on the Council’s Performance Monitoring System and regularly reported upon.

Maximising Opportunities for Community Benefit

Relevant Community Wealth Building Action Plan Actions:

- Delivery of comprehensive community benefits programmes for capital programmes which includes Supplier Development, Employment and Skills and Community and Environment outcomes and share good practice with partners.
- Delivery of Community Wish approach for Dundee City Council which allows the delivery of localised requests for support in local communities and explore expansion to partners contracts.

The Procurement Reform Act requires community benefits to be considered for delivery in Service contracts over £50,000 and Works contracts over £4 million.

Community Benefits is the term used to refer to a range of 'social issues' including targeted recruitment and training, equal opportunities considerations, supply chain initiatives, awareness raising programmes and community engagement activity which contribute more widely to sustainable procurement. Community Benefits have been part of the procurement landscape in Scotland for many years, and this way of working is well developed within the Council.

In Dundee we will (where appropriate) specify the delivery of community benefit outcomes for contracts with an overall estimated contract value of £100,000+.

Suppliers can choose from a menu of options which provide benefits to the people of Dundee. Category Officers will be able to advise on the setting Community Benefits requirements within contracts/tenders.

Capital Construction Projects

The Council has a comprehensive Community Benefits programme for Capital projects with a range of minimum targets agreed with contractors depending on the value and type of contract. The Council uses an adaptive version of the National Skills Academy for Construction approach developed by Construction Industry Training Board (CITB). This provides a range of benchmarks for different types of construction projects and indicates what sensible minimum requirements would be over a range of relevant KPIs. With this most recent update of the linked benchmarks there has been some changes to the way that targets will be managed which will impact some areas of activity. The menu of KPIs activity includes a menu of linked outcomes in the areas of:

1. **Supplier development** – this includes the requirement for contractors to track local subcontract and supply spend within 40 miles of site; spend monitoring of generative subcontract and supply spend, and participation in relevant Supplier development activities including Meet the Buyers.
2. **Employment and skills** – the requirement to track percentage of local labour; the creation of new entrant employment opportunities, which now included apprentices, unemployed new starts and graduates – with the split between each being agreed at the beginning of each contract; tracks existing apprentices onsite and work placements for schools, colleges and universities and employability.
3. **Community and Awareness Raising Activity** – includes requirement to deliver an agreed number of awareness raising or curriculum support events including activities with schools, colleges and universities and communities and Community Wishes – supporting communities with a range of small project requests or sponsorship opportunities linked to Community Wish Portal at <https://wishes.dundee.gov.uk/>.
4. **Environmental Outcomes** – includes specific activities or events intended to support the Climate Action plan [Dundee Climate Action Plan | Dundee City Council](#) and Donation of surplus materials.

Non-Capital Projects (DCC Tendering Exercises and Scottish Based Frameworks)

For non-capital contracts, DCC will typically require contractors to commit to and deliver one community benefit outcome for each £100,000 of contract value. If the contract is extended, community benefit requirements will apply at a rate of an additional 1 x outcome for every £100,000 of the contract value. Contractors will be able to select, in discussion with the client, the type of outcome they will deliver.

Where the contractor is in the position to deliver longer-term community benefits in the form of a mentoring opportunity for a disadvantaged young person; an employability outcome in the form of new start employment opportunities for disadvantaged person or an apprentice opportunity for a local young person, this activity could form part of the community benefit outcomes delivered. In recognition of additional commitment required for these outcomes, they would be considered to be equivalent to 2 x community benefit outcomes.

Community Benefit activity can include the following:

- **Deliver a Community Wish** – The Council has developed a Community Wish Portal at <https://wishes.dundeeccity.gov.uk/> which allows local communities, clubs, charitable or third sector organisations or a collection of local residents in Dundee to articulate small project requests which can be delivered in their communities. Requests can be wide ranging but can include a Donation of Materials, Donation of Time, Sponsorship or other. Successful contractors will be asked to register on the Councils Community Wishes Portal on <https://wishes.dundeeccity.gov.uk/contractors> and select the required number of Community Wishes to deliver.
- **Awareness Raising Event for community group, college or school** – this could include a wide range of activities which support learning and employability such as talks about environmental issues for school, college or university students or job seekers; training workshops carried out by contractors for target groups to raise awareness of their sector and its benefits and where appropriate the careers available, motivational talks, school talks, or to run events which tie in with a particular aspect of the curriculum.
- **Work Experience Opportunity** – where appropriate to provide a work placement opportunity for a young person or adult on an appropriate programme. Support would be provided to identify an appropriate programme and candidate.
- **Other Community Benefit** - at the agreement of both contractor and client, other activity or outcome offered by the contractor which would bring benefits to the people or business of Dundee can be considered as part of the contractor's community benefits commitment. This can be something within the contractor's realm of expertise or interest which is additional to the contract requirement and would be beneficial to the citizens of Dundee. This can include but is not limited to community benefit activity which has been successfully delivered in other contracts.

Longer-Term Community Benefit Commitments (will equate to 2 x outcomes per activity)

- **Mentoring Opportunity** – provide a mentoring opportunity to a young person from Dundee on the MCR pathway mentoring programme. More information at <https://mcrpathways.org/> Support would be provided to identify an appropriate school and candidate.
- **New Start Employment Opportunities** – Provide an employment opportunity to a new start candidate, this would include someone who has been previously unemployed at point of referral or has been made recently redundant. Support would be provided to source appropriate candidates from the Councils Employment Teams. Opportunities require to be for a minimum of 4 weeks to be considered as a new start employment opportunity.
- **Project Initiated Apprentice Opportunity** – Provide an apprentice opportunity for a new start, adult or redundant apprentice over the duration of the contract. Recruitment support can be provided from the Council's Employability team to identify local young people if required.

Category Officers will be able to advise on the setting Community Benefits requirements within contracts/tenders.

Status of Community Benefit Requirement

Community Benefits will be specified in all relevant contracts over £100,000, whether a commitment contract is being put in place or a Dundee City Council or other Scottish Framework is being utilised. Community Benefits which are specified as part of the contract/framework call-off contract must be delivered by the contractor.

When we are making use of Framework which has been established by an entity from within elsewhere in the UK, a different approach to specifying community benefits in procurement has been adopted. The Procurement Act 2023 places similar duties on contracting authorities in England and Wales in respect of community benefits/social value via procurement.

Category Officers will be able to advise on the setting of Community Benefits requirements within call-offs from other UK Frameworks.

Scoring of Community Benefit Commitments

Contractual Community Benefits can be incorporated into contracts in the following ways:-

- Community Benefits and Fair Work evaluation weightings should be proportionate to the overall quality weighting. For example, Community Benefits could be set at 3% and Fair Work could be set at 2% of the overall weighting where quality makes up less than 50% of the overall weighting.
- Alternatively, community benefit requirements may be stipulated in the specification of requirements and therefore do not require to be scored as part of the tender submission. The minimum requirement will be stipulated in the tender documents, with the Category Officer or Community Wealth Building Co-ordinator agreeing with the successful contractor post award what they will deliver to fulfil this requirement.
- Additional Community Benefits – Additional Community Benefits which are offered by the supplier but will not be scored as part of the tender evaluation process unless an 'Other Community Benefits' option is included. Additional Community Benefits offered and accepted by the Council will become a contractual commitment to be delivered by the contractor.
- Voluntary – Voluntary Community Benefits will be recorded where they have been offered by the contractor. They will not form part of the tender evaluation, or indeed place a contractual responsibility onto the contractor, however if offered they will be accepted by the Council and Voluntary Community Benefits will be monitored and reported along with other Community Benefit activity.

Responsibility and Ownership

It should be noted that the Council no longer has a dedicated Community Benefits Officer, rather responsibility for delivering the Community Benefits Policy will be shared across key stakeholders including:

- Category Officers and Corporate Procurement Team including Community Wealth Building Co-ordinator.
- Service Areas and Contract Managers.

- Internal Support Partners including Employability Team, Education Service Colleagues and Climate Change Colleges.
- External Support Partners including contracted providers, Employability support partners including Discover Work partners, Department of Work and Pensions, Skills Development Scotland and Dundee and Angus College.

The Community Wealth Building Co-ordinator will advise on larger Capital programmes and support departments to establish Community Benefits Plans including minimum KPIs and monitoring arrangements. For non-capital programmes a Council wide approach to deliver Community Benefits will require greater involvement from Service Areas, requiring them to:

- Support the Delivery of the Community Benefits Policy.
- To identify and agree Community Benefit Outcomes to be delivered by contractors in line with their commitment (with support as required from Category Officers and the Community Wealth Building Co-ordinator).
- To evaluate Community Benefit and Fair Work requirements (with support from Category Officers and Community Wealth Building Co-ordinator as required).
- To include Community Benefit monitoring as part of contract management processes to ensure that Community Benefits commitments are agreed and delivered upon.

Monitoring and Reporting

Contract Owners working in partnership with the relevant Category Officer, will be responsible for capturing Community Benefits outcomes delivered through contracts.

Note that evidence of Community Wishes delivered will be submitted through the Community Wish portal and be directed to the relevant Category Officer who will record Community Benefits outcomes.

For Major Construction Contracts, successful suppliers will be required to provide regular monitoring information outlining the Community Benefits delivered as part of their contracts. The monitoring process will be supported by the Community Wealth Building Co-ordinator. Information recorded is shared with contract leads and regular reports are provided on request of relevant project boards. In addition, community benefit updates will be provided to City Governance Committee as part of the Annual Procurement Report which is required as part of the Procurement Reform (Scotland) Act 2014.

One of the biggest challenges for the Community Benefits programme continues to be tracking and monitoring contractors to ensure that commitments are delivered.

This is an issue across local authorities with a range of approaches in place. The procurement team is actively looking for mechanisms which can be built in or work alongside existing monitoring approaches to ensure Community benefit activity is captured. This includes working with the IT team to develop a monitoring system for the Community Wishes approach and learning from other authorities.

Community Wealth Building

Community Benefits are a key part of how community wealth building is delivered through procurement and is covered in Sections above.

Other aspects of Community Wealth Building are described below:

Supply Opportunities for Local or Generative Organisations

Relevant Community Wealth Building Action Plan Actions:

- Increase the amount of Dundee City Council direct procurement spend with local suppliers.
- Explore options for a 'local first' approach where possible for below threshold, low value tenders.
- Encourage an increase in spend with supported business across Anchor partners and their contractors.
- Maximise local subcontractor and supplier spend from major Capital programmes.
- Deliver a supplier development programme which supports local contractors to compete for public sector contracts, including Meet the Buyer Events and aligned training and engagement events.
- Seek opportunities to improve understanding and engage with generative business models including social enterprises, employee-owned business and co-operatives.

A Local First Approach

Retaining as much council expenditure as is practical within the local area is one of the most effective ways to contribute to Community Wealth Building in the City. The council has had some success in this area. In financial year 2024/25, 55.93% of procurement spend was spent in Dundee City, that is up 9.55% on last year's figures, 61.22% regionally in Tayside and Fife and 84.48% in Scotland. Comparable figures for other authorities are not currently available, but Dundee City Council was ranked 3rd nationally for local spend in 2023/24 behind Shetland and Highland Councils and comfortably above the national average of 30.7%. It should be noted that 2023/24 and 2024/25 figures have been given a particular boost from local spend activity on East End Campus.

The Council continue to pursue a 'local first' approach where this delivers Best Value to the Council.

As part of the Sourcing Strategy for each procurement, analysis is carried out to identify whether there are any local suppliers who would be able to tender for this opportunity. The Council utilises a range of tools to identify local suppliers including Public Contracts Scotland, Supplier Development Programme, and links with economic development colleagues to identify companies in the Tayside and Fife area.

If it is felt that suppliers may benefit from additional support to compete for the tendering opportunity i.e. if they are smaller contractors or contractors who have not scored highly in previous tender exercises, the Council can arrange aligned tendering training, in partnership with Supplier Development programme or Business Gateway.

This can include information sessions and engagement sessions at the pre-tender stage, before the opportunity is live, or a session during the tendering exercise (the latter is delivered by partners rather than the Council).

Generative Businesses

Community Wealth Building recognises that generative business models are better at retaining wealth within a community and include social enterprises, supported business, cooperative and employee-owned business. We will actively seek opportunities to engage with generative business where tender opportunities are identified in areas which they operate. We are supporting the newly created CWB generative business working group to meet quarterly to support the sector and highlight relevant tendering opportunities. We will also seek to develop dedicated information pages on the proposed CWB website which provides details of support and sign posting to local provision to support social enterprises and other generative business models.

We will also continue to work with social enterprise partners to support clearances of vacant council buildings to ensure that as much as possible excess furniture and materials are diverted to reuse rather than recycling or disposal. Finally, with Dovetail ceasing to trade we will explore opportunities to work with other supported business and where appropriate encourage existing social enterprises to consider a supported business model.

Support for Fair Work First Principles and the Living Wage

Relevant Community Wealth Building Action Plan Actions:

- Ensure that Fair Work practice requirements are included in all relevant contracts and develop monitoring system to confirm compliance.

Within Dundee, Fair Work is considered in all relevant services and works based contracts which have a value of £100,000 or more over the duration of the contract. While we prioritise Fair Work where possible, we are unable to specify Fair Work First criteria into call-offs from cross-border frameworks as Fair Work First is a policy developed and implemented by the Scottish Government for Scottish Procurement exercises.

It is particularly important to consider in service contracts where staff delivery will be a large part of the contract, and in contracts within traditionally low paid sectors including care, cleaning and waste management.

Dundee City Council believes that Fair Work is work that offers employees an effective voice, opportunity, security, fulfilment, and respect, and that fairly balances the rights and responsibilities of employers and workers. The Council's commitment to this agenda includes being a signatory to the Fair Work Charter and its status as the UK's first Living Wage City.

[Fair Work First](#) is the Scottish Government's policy for driving good quality and fair work in Scotland. Through this approach, bidding organisations are asked to describe how they are committed to adopting Fair Work First:

- **providing fair pay for workers (for example, payment of the [Real Living Wage](#)).** This can also include a fair and equal pay policy that includes a for example commitment to supporting appropriate industry collective agreements where they are in place or paying the **Living Wage, currently (April 2025) £12.60 per hour** (£13.85 in London) to all staff over 18 years old or of being a Living Wage Accredited Employer.
- **appropriate channels for effective voice**, such as trade union recognition where appropriate or other alternative arrangements to give staff an ability to share feedback and ideas.

- **investment in workforce development with** a clear managerial responsibility to nurture talent and help individuals fulfil their potential.
- **no inappropriate use of zero hours** contracts.
- **action to tackle the gender pay gap and create a more diverse and inclusive workplace** - promoting equality of opportunity and developing a workforce which reflects the population of Scotland in terms of characteristics such as age, gender, religion or belief, race, sexual orientation, and disability.
- **offer flexible and family friendly working practices** for all workers from day one of employment and promote wider work life balance; and
- **oppose the use of fire and rehire practices.**

In order to ensure the highest standards of service quality, we expect suppliers to commit to adopting Fair Work First in the delivery of their contracts as part of a fair and equitable employment and reward package and as a route to progressing towards wider fair work practices set out in the [Fair Work Framework](#).

As a Living Wage employer, for Dundee City Council this includes the commitment to only work with contractors who commit to pay at least the Living Wage for in-scope contracts. In-scope means contractors whose staff are operating on our land, property or area we are responsible for maintaining for 2 hours or more for 8 consecutive weeks in any given year.

Environmental Outcomes and Climate Change

Maximise Opportunities for Environmental Benefits

Relevant Community Wealth Building Action Plan Actions:

- Support procurement staff and departments to develop knowledge of sustainable procurement including climate literacy.
- Develop a programme to embed Sustainable Procurement assessment/Life Cycle mapping into key commodity areas and undertakes in depths assessments for sourcing strategies to identify environmental and social opportunities circular economy, carbon reduction and potential savings.
- Continue to explore opportunities to reduce carbon emissions through procurement initiatives, including development of relevant sustainability KPIs.

Sustainable procurement should consider the impacts of the procurement on the environment and aim to maximise the positive impacts while minimising carbon emissions, waste and impacts on the landscape or biodiversity. The Climate Change Scotland Act (2009) asks public bodies to contribute to reductions in CO2 emissions, support adaption activity and act in a sustainable way. Procurement, supplier development and management, and ongoing contract management processes can be used to drive carbon reductions and improve environmental and sustainability performance through the supply chain. Procurement can be used to support the move to a circular economy, reduce waste and improve resource efficiency.

Procurers are asked to consider in their procurement strategies if, what, when and how much they buy and how it can contribute to the delivery of emissions reductions and ensure that they are acting sustainably. The priorities for the public sector are to:

- **Emissions** - focus efforts on the material decarbonisation opportunities in scope 3 emissions. This could include specifying requirements including – use of specific materials or process which reduce carbon impact; evaluation criteria which measures bidding organisation's commitment and innovation in reducing emissions and demand management considerations etc.

- **Adaption** - be resilient to the future climate and to plan for business continuity in relation to delivery of their functions and the services they deliver to the wider community. This could include consideration to the specification of requirements, evaluation criteria or understanding the bidding organisation's business continuity approaches which take account of the potential impacts of climate change.
- **Acting sustainably** – the procurement process is used as an opportunity to maximise social and environmental, as well as economic, benefits; and to ensure that environmental and other harms are minimised. This could mean including specific requirements within tender documentation which are intended to improve environmental impact of contracted activity. This could include ethical or environmentally conscious sourcing approaches to key materials, ensuring that energy efficiency and usage considerations are included within design elements, that circular economy approaches and life cycle mapping assessments are considered as part of sourcing strategy development.

As recognised in the requirement for procurement staff and departments to increase their knowledge of sustainable procurement particularly in relation to the development of climate outcomes.

REPORT TO: CITY GOVERNANCE COMMITTEE – 1 SEPTEMBER 2025

REPORT ON: PROCUREMENT OF A CONTRACT FOR MOBILE WORK SCHEDULING AND REPAIRS SOFTWARE

REPORT BY: EXECUTIVE DIRECTORS OF NEIGHBOURHOOD AND CORPORATE SERVICES

REPORT NO: 239-2025

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval to enter into a contract for Mobile Working, Scheduling and Repairs software.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Committee: -

- (a) Approves the direct award of a 15 months contract to Total Mobile, following a negotiated procedure as outlined in paragraph 5.2 of this report.
- (b) Notes that a further report will be brought back to Committee detailing the findings of an external review of information technology systems in Housing and Construction Services.

3.0 FINANCIAL IMPLICATIONS

- 3.1 Based on available information, the cost of the contract awarded for the annual support and maintenance of Total Mobile is anticipated to be £120,361 (15 months). In addition, there is a requirement for assistance with technical consultancy from Total Mobile at a total cost of £26,290. These costs will be met covered by Construction Services Revenue Budget. Any material deviation from these sums, resulting from the procurement process that is above the amount allowed for contingencies, will require further approval from this Committee.
- 3.2 Staffing costs to support the deployment of the products will also be met from Construction Services Revenue Budget.

4.0 BACKGROUND

- 4.1 This report supports the Council's Digital Strategy 2023-27 which was approved at Policy and Resources Committee on 15th May 2023 (Report 141-2023). The Council's Digital Strategy sets out to increase Council services to be delivered through integrated end to end Digital & IT services.
- 4.2 Dundee City Council previously procured Mobile Working, Scheduling and Repairs software from Total Mobile for up to 150 operatives in 2017 (Report 227-2017). With subsequent extensions to the service approved in 2023 for a further 150 operatives (Report 115-2023).
- 4.3 The primary benefit of the software is in allowing an end to end digitally managed Council repairs service with works orders raised electronically and fed through an automated scheduling system. This allows repairs jobs to be sent to tradesmen in the field through handheld devices. Actual work carried out is then input to these handheld devices, electronically updating core Housing and Financial systems.

Totalmobile continues to provide the service to the Council in relation to the licences which requires to be renewed as of September 2025. It is therefore required for the Council to enter into a contract with Totalmobile to cover repair, maintenance and further licensing.

- 4.4 The system enables essential and effective scheduling of resources and materials to allow optimum deployment of resources and an improved customer experience through the introduction of repairs appointments.
- 4.5 It is recognised that progress to date in implementing this system has been protracted. A review of systems implementation across Housing and Construction Services has been externally commissioned and will be the subject of a separate Committee report. The review is clear that, as a first stage, there is now an urgent need to progress with the implementation of Total Mobile (which has a costing system), with a target date of December 2026, as the existing costing system within Construction Services can no longer be supported.
- 4.6 In order to realise the significant organisational and customer benefits which the introduction of repairs scheduling and mobile working would bring; a project manager will be required to ensure sufficient capacity is available to drive this project workstream forward.
- 4.7 These contracts have now reached the end of their contract period and cannot be extended further. Given the level of investment made in the Total Mobile products and the technical complexity of replacing the current system, a change of supplier would necessitate the acquisition of supplies with differing technical characteristics leading to incompatibility and disproportionate technical difficulties in operation and maintenance. Therefore, a new contract with Total Mobile is the only practical and viable option.
- 4.8 A negotiated procurement exercise will be carried out to procure a new contract which will provide the Council best quality at the best price.

5.0 SOURCING STRATEGY SUMMARY

- 5.1 Procurement will be carried in a compliant manner utilising Procurement Regulations to carry out a negotiated procedure without prior publication.
- 5.2 A negotiated procedure will be carried out without further competition under Regulation 33 of the Public Contracts (Scotland) Regulations 2015 to direct award a new contract under Regulation 33(4)(b) additional supplies or extension to existing systems are needed and changing suppliers would result in incompatibility or disproportionate technical difficulties.

6.0 RISK ANALYSIS

Description of Risk	Actions required 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.	<p>The Council's specification of requirements sets out milestones which will form part of the contractual obligations. Total Mobile have priced against this.</p> <p>The award of a 15 months contract to Total Mobile, will be carried out following a negotiated procedure conducted without prior publication under Regulation 33 (4) (b) of the Public Contracts (Scotland) Regulations 2015.</p>

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 technical specification has been agreed with the Contractor to allow them to build their Quotation.
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	The contract contains detailed tasks and milestones to be delivered by the Contractor.
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 contract will be formed by the signing of a detailed contract (Master Services Agreement – MSA). The Project Team as outlined in sections 3.2 and 4.6 of this report will project manage to ensure delivery of the contractual obligations.
Procurement Risk – where a procurement is found unsound in law, through the public procurement rules	Procurement will be carried in a compliant manner using Public Contracts (Scotland) Regulations 2015.

7.0 CONCLUSION

- 7.1 The approval of this report will allow for procurement to begin as soon as possible, the delivery of process efficiencies within the Council and improvements in service.

8.0 POLICY IMPLICATIONS

- 8.1 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.

9.0 CONSULTATIONS

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

10.0 BACKGROUND PAPERS

- 10.1 None.

Tony Boyle
Executive Director of Neighbourhood Services

Paul Thomson
Executive Director of Corporate Services

5 August 2025

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REPORT TO: CITY GOVERNANCE COMMITTEE – 1 SEPTEMBER 2025

REPORT ON: SOURCING STRATEGY AND AWARD OF CONTRACT FOR AN ONLINE SCHOOL PAYMENT SYSTEM

REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES

REPORT NO: 242-2025

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to present a summary of the sourcing strategy as outlined in Section 5 of this report and seek approval to secure supply of an online school payments system.

2.0 RECOMMENDATION

- 2.1 It is recommended that the Committee:
- a. Approves the Sourcing Strategy as detailed in Section 5 of this report.
 - b. Agree to the extension of contracts arranged by Tayside Procurement Consortium via mini competition under Scotland Excel's Online School Payments Framework 0520 (TPC Ref: TPC/CCS/22/02) with Parent Pay.
 - c. Approves the award of a 1-year contract extension, with the option to extend by 2 further years as outlined in paragraph 5.3.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The Dundee City Council contract will be for an initial period of 1 year with the option to extend for a further 2 years. The whole life costs for the 3-year contract would be £255,633. The contract will be fully funded from the Children and Families Revenue Budget. The pricing offered is an improvement on the previous contract (taking RPI into account) for each Council based on a longer-term agreement for 3 years. An annual inflation figure of 3% is built in for years 2 and 3, which creates budget certainty for Dundee City Council.

4.0 BACKGROUND

- 4.1 A significant investment in training for staff and users of the system has been made to ensure that the method of payment for services in schools runs effectively for pupils, parents and carers. Dundee City Council wishes to continue to contract with the incumbent provider (Parent Pay Ltd.) and the justification for the continuation of the contract based on the fact that transitioning to a new supplier would necessitate extensive retraining, system reconfiguration, and could disrupt operational continuity.

5.0 SOURCING STRATEGY SUMMARY

- 5.1 Dundee City Council has evaluated the success of the current contracts with Parent Pay Ltd and recommends the utilisation of the extension option. Dundee City Council has explored pricing advantages from a collaborative cluster approach being undertaken for the three Tayside Councils.
- 5.2 Each Council will be entering into their own contract with Parent Pay Ltd.
- 5.3 The recommendation is to enter into an initial 1-year contract with the option to extend by a further 2 years. Evaluation of the system requirements will be undertaken in the year.

- 5.4 This extension (continuation) will ensure contracts are in place to ensure service coverage for the Council(s). Please refer to the Risk Analysis detailed below.

6.0 RISK ANALYSIS

- 6.1 There are four standard risks in any procurement and for public sector regulated procurements, a fifth is added, that of the procurement exercise itself breaching the public contract regulations and leaving the Council open to a legal challenge.

Description of Risk	Actions to be taken to manage Risk
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.	As the call offs were made from the existing Scotland Excel Framework, and the awards allowed for extension, there is no risk with extending the contract(s). Pricing offered for the extension period represents best value. The one year extension period will be used to evaluate market conditions and future call off availability via Scotland Excel's Frameworks.
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 supplier has demonstrated technical competence throughout the lifetime of the contract to date.
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	Each Council will have in place contract management arrangements to ensure delivery of the contract and contractor performance.
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 original contract terms will continue throughout the extension period. The contractor shall be proactively managed during the extension period.
Procurement Risk – where a procurement is found unsound in law, through the public procurement rules	The use of the contract extension option is compliant.

7.0 POLICY IMPLICATIONS

- 7.1 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.

8.0 CONSULTATIONS

- 8.1 The Council Leadership Team have been consulted in the preparation of this report and are in agreement with its content.

9.0 BACKGROUND PAPERS

- 9.1 None.

AUDREY MAY
Executive Director of Children and Families

AUGUST 2025