

City Chambers
DUNDEE
DD1 3BY

31st May, 2024

Dear Colleague

You are requested to attend a MEETING of the **CITY GOVERNANCE COMMITTEE** to be held remotely on Monday, 10th June 2024 following the meetings of the City Council, Climate, Environment and Biodiversity and Fair Work, Economic Growth and Infrastructure Committees called for 5.00pm.

The meeting will 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

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 LOCAL GOVERNMENT BENCHMARKING FRAMEWORK PERFORMANCE INDICATORS 2022/2023 - Page 1

(Report No 93-2024 by the Chief Executive, copy attached).

3 RISK MANAGEMENT ANNUAL REPORT - Page 55

(Report No 154-2024 by the Executive Director of Corporate Services, copy attached).

4 USE OF REGULATION OF INVESTIGATORY POWERS (SCOTLAND) ACT 2000 AND REGULATION OF INVESTIGATORY POWERS ACT 2000 - Page 93

(Report No 148-2024 by the Executive Director of Corporate Services, copy attached).

5 AWARD OF TENDER FOR SCOTTISH CITIES ALLIANCE FOR THE PROVISION OF PUBLIC RELATIONS AND COMMUNICATIONS SUPPORT - Page 97

(Report No 164-2024 by the Chief Executive, copy attached).

6 CORPORATE PROCUREMENT STRATEGY 2024/2027 - Page 101

(Report No 156-2024 by the Executive Director of Corporate Services, copy attached).

7 PUBLICLY ACCESSIBLE DEFIBRILLATORS - Page 141

(Report No 96-2024 by the Executive Director of Corporate Services, copy attached).

**8 SCOTTISH WELFARE FUND – FLOORCOVERING FRAMEWORK EXTENSION -
Page 145**

(Report No 157-2024 by the Executive Director of Corporate Services, copy attached).

**9 MULTI FUNCTIONAL DEVICES CONTRACT TRANSITION (TAYSIDE PARTNERS) -
Page 149**

(Report No 155-2024 by the Executive Director of Corporate Services, copy attached).

ITEM No ...2.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 10 JUNE 2024

REPORT ON: LOCAL GOVERNMENT BENCHMARKING FRAMEWORK PERFORMANCE INDICATORS 2022 - 23

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 93-2024

1. PURPOSE OF REPORT

- 1.1 This report is to advise elected members of the performance of Dundee City Council, for the financial year 2022-23, as defined by the performance indicators compiled by the Improvement Service for the Local Government Benchmark Framework (LGBF). It also aligned to the priorities as set out in the Council Plan 2022 – 2027 and describes the Council's performance in relation to our comparator authorities (i.e. LGBF 'Family Group').

2. RECOMMENDATIONS

- 2.1 It is recommended that the Committee: -
- a note the results contained in this report;
 - b remit the report to the Scrutiny Committee for further consideration; and
 - c remit the Council Leadership Team to review the selected areas of improvement in Section 6.

3. FINANCIAL IMPLICATIONS

None.

4. BACKGROUND

- 4.1 The Improvement Service published their 12th annual LGBF National Benchmarking [Overview Report](#) in March 2024. This describes data on 108 indicators from 2022/23 for all 32 local authorities. The national report provides a high-level analysis of the performance of all councils both during 2022/23 and over the longer-term. It introduces data from a period when communities and council services were managing unprecedented financial challenges in the shape of soaring inflationary pressures and the cost-of-living crisis. This was against a backdrop of deepening fiscal, demand, and workforce pressures, including those resulting from the ongoing effects of the Covid pandemic.
- 4.2 Following the publication and release of this data, a report exploring Dundee's data is prepared. Previously this report has included all of the LGBF data however the number of indicators is increasing each year in order to provide a wider range of comparative data and the LGBF board have confirmed they do not expect local authorities to use or report on them all. The pandemic has also disrupted the long-term trends, but this has applied to all local authorities and the family group comparison addresses any urban and deprivation factor differences.
- 4.3 However, elected members, officers and the public can [interact with the comparative data](#) for all 108 indicators on the Dundee Performs section of the Council's website and see how Dundee compares with the Scottish average and similar authorities in our family group, as well as over time. The Council Leadership Team reviews all the LGBF indicators and many more are referred to in service plans and other reports.

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

5. DUNDEE'S PERFORMANCE AND PROGRESS

- 5.1 Benchmarking for improvement is a vital part of the Council's Performance Management Framework and statutory public performance reporting. This report to the Committee is focussing on the data most aligned with the priorities set out in the [Council Plan 2022-2027](#) (Policy and Resources Committee 5 December 2022 article II refers) as follows:

1. Reduce child poverty and inequalities in incomes, education, and health
2. Deliver Inclusive Economic Growth
3. Tackle Climate Change and reach Net Zero emissions by 2045
4. Build Resilient and Empowered Communities
5. Design a Modern Council

- 5.2 The table below provides a high-level overview of indicators in relation to each of the five strategic priorities and where Dundee is in the top half of the family group. The table shows 19 out of 39 (49%) indicators met the benchmark of above LGBF family group average (top half) compared to 19 out of 36 (53%) last year in the [2021/22 LGBF Report](#). Three new indicators were added to this report to reflect on comments by external auditors that one on supporting people into work was highly relevant to inclusive growth, a new LGBF indicator on Transport CO² emissions is relevant to climate change priority actions on promoting active travel, EV, and public transport and one in building strong communities to draw attention where comparative performance on a key indicator has changed significantly.

PRIORITY	Top Half	Total Measures	%
Reduce Child poverty and inequalities in incomes, health, and education*	6	13	46%
Create Inclusive Growth and Community Wealth Building	7	10	70%
Tackle Climate Change and achieve net zero by 2045**	2	4	50%
Build resilient and empowered communities	1	4	25%
Design a modern Council	3	8	38%
TOTAL	19	39	49%

*One indicator within this priority is 2021/22. Data refresh due June 2024. One indicator within this priority is 2020/21 and is refreshed biennially. Data refresh due August 2024

**Three indicators within this priority are 2021/22. Data refresh due May, then July.

- 5.3 The following table compares Dundee's data with our Family group comparators. Where Dundee's figure is the highest percentage better than the benchmark and where it is the furthest away from the benchmark and an area for improvement.

	Best compared to benchmark	Furthest away from benchmark
Reduce Child poverty and inequalities in incomes, health, and education	Proportion of Scottish Welfare Fund (SWF) Budget Spent	% of pupils living in the 20% most deprived areas gaining 5+ awards at level 6
Create Inclusive Growth and Community Wealth Building	Immediately available employment land as a % of total land allocated for employment purposes in the local development plan	% of unemployed people assisted into work from council operated / funded employability programmes
Tackle Climate Change and achieve net zero by 2045	CO2 emissions area wide: emissions within scope of LA per capita	% of total household waste arising that is recycled
Build resilient and empowered communities	% of council dwellings meeting Scottish Housing Standards	Average number of days taken to complete non-emergency repairs
Design a modern Council	Gender Pay Gap (%)	Total useable reserves as a % of council annual budgeted revenue

- 5.4 Appendix 1 shows the latest Dundee figure compared with the family group average for 39 key indicators that are most closely aligned with the Council Plan priorities. This shows where Dundee is on target in relation to the benchmark or needs some focus to reach the average. It also provides a description of the measure, a graph over time and how it relates to the Council Plan. Where Dundee's figure is furthest from the benchmark by the most significant amount it will be considered in more detail by the Council Leadership Team.
- 5.5 As the Council will need to continue to have to make savings and is facing increasingly difficult choices about spending priorities, the Council Leadership Team and the Transformation Board will also explore in more detail the cost related indicators from the LGBF suite of measures also.
- 5.6 LGBF data is used more widely with 26 LGBF indicators in addition to the 39 in this report featuring across the Council's suite of service plan performance reports. LGBF data is also shared with our key partners in Leisure and Culture Dundee and the Health and Social Care Partnership to review as part of their performance management and reporting processes.

6. AREAS FOR IMPROVEMENT

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

Area for improvement 1	% of pupils living in the 20% most deprived areas gaining 5+ awards at level 6
Area for Improvement 2	% of unemployed people assisted into work from council operated / funded employability programmes
Area for Improvement 3	% of total household waste arising that is recycled
Area for Improvement 4	Average number of days taken to complete non-emergency repairs
Area for Improvement 5	Total useable reserves as a % of council annual budgeted revenue

- 6.2 The last annual LGBF report (Policy and Resources Committee 13/05/2023 article III refers) highlighted the following relevant areas selected for improvement and for each an update is provided below.

Area for Improvement 2023	Progress since last report
Average total tariff SIMD quintile 1	The figure for 2022/23 is a slight increase of the total tariff score of 566 in 2020/21. This is consistent with the general trend since 2017/18, where it has been gradually increasing year on year. The tariff scores in 2021/22 represent the pupils who started S4 in 2019. This cohort had no exams in 2020 and the Alternative Certification Model in 2021. Their results, and thus tariff scores, should not be compared with other years however Dundee remains 15% below the family group average.
Claimant count as a percentage of working age population	The claimant count as a % of working age population in Dundee has improved between 2021/22 and 2022/23, continuing the decrease since the peak in 2020/21 that was due to Covid. It follows the same pattern as the family group. The Council is prioritising several actions aimed at inclusive growth and employment.
% of total household waste arising that is recycled	Improved by 1.4% over the year before to 34% and remains below the family group average of 40.8% and SEPA is also further reviewing Dundee's overall recycling rate to include additional metals recycling from energy from Waste residues. This will further improve the 2022 rate once the amendment has been confirmed by SEPA and will be updated in future reports. This remains an area for improvement and a waste strategy is being implemented.
% of internal floor area of operational buildings in satisfactory condition	<p>There has been a notable improvement in gross internal floor area in satisfactory condition in Dundee City Council's operational buildings between 2021/22 (75.5%) and 2022/23 (81%). However, this remains as an area of improvement as Dundee City Council is still below the benchmark.</p> <p>Property Rationalisation is a key priority within the Council Plan 2022-2027 which will ensure that this proportion increases further to reduce the amount of property occupied by the council that is classed as less than satisfactory condition.</p>

7. POLICY IMPLICATIONS

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

8. CONSULTATIONS

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

9. BACKGROUND PAPERS

None.

GREGORY COLGAN
CHIEF EXECUTIVE

DATE 29 MAY 2024



FAMILY GROUPS

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

	People Based Services – High Deprivation factor	Geographical Based Service – High Urban density factors
Services	Children, Adult Care, Housing	Neighbourhood Services, City Development, Property, Leisure and Culture and Corporate Services
Family Group	Dundee City Council East Ayrshire Eilean Siar Glasgow Inverclyde North Ayrshire North Lanarkshire West Dunbartonshire	Dundee City Council Aberdeen East Dunbartonshire Edinburgh Falkirk Glasgow North Lanarkshire West Dunbartonshire

Dundee City Council has chosen the Family Group mean average to act as the benchmark. This is a slight change to previous years where the median was used, however in all national publications the mean is used. Occasionally an outlier in a group of 8 causes the mean to be quite different from the median and can provide a false comparison. Where this is the case for an indicator, the commentary on this indicator will acknowledge this.

Each Council Strategic Priority will include a table of the most relevant LGBF indicators and an examination of each indicator in turn.

The most current data will appear in the On Target or Area For Improvement columns as appropriate. The figure for Dundee City Council will be in the On Target column for each indicator where Dundee is performing better than the Family Group mean average. Likewise, the figure for Dundee City Council will be in the Area for improvement for each indicator where Dundee is performing worse than the Family Group mean average.

The Lead Service abbreviations are as follows:

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

COUNCIL PLAN STRATEGIC PRIORITIES

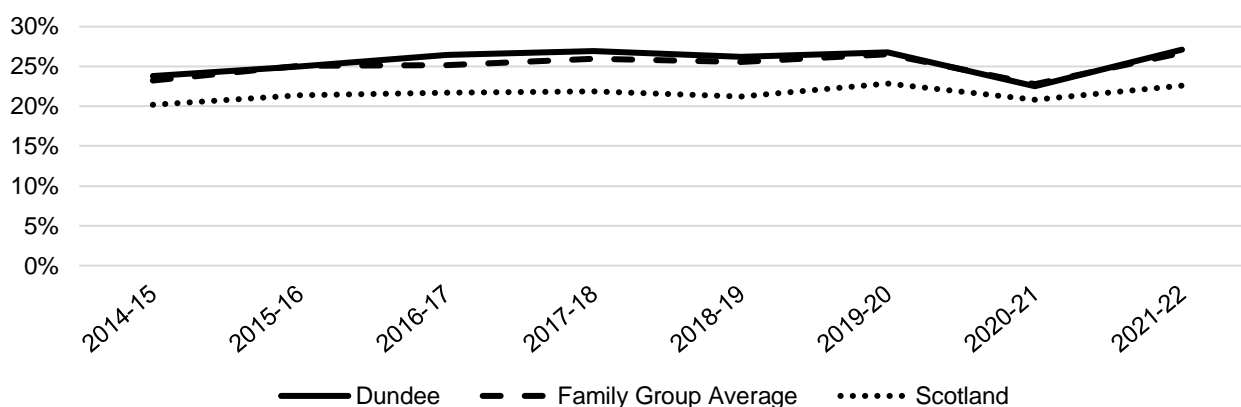
REDUCE CHILD POVERTY AND INEQUALITIES IN INCOMES, EDUCATION AND HEALTH INDICATORS

Benchmark is Family Group Average							
Reduce child poverty and inequalities in incomes, education, and health.							
Performance Indicators	Previous Year	On Target	Benchmark	Area for Improvement	Difference	Scottish Position (previous year up or down)	Lead Service
% of children living in poverty (after housing costs) (2021/22)	22.5		26.7	27.1	1%	27(↓2)	CF
School attendance rates	90.6%		89.5%	89%	0%	16(↑3)	CF
School exclusion rate (incidents per 1,000 care experienced children and young people) (2020/21)	110.1	75.9	111.3		32%	13(↓5)	CF
Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	19.9		19.3	19.9	3%	8(↓1)	CF
Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between pupils from the least deprived and most deprived areas	13.6	16.3	16.3		0%	7(↓4)	CF
% of pupils entering positive destinations	93.9%		96.2%	95.6%	-1%	14(↑16)	CF
% of pupils living in the 20% most deprived areas gaining 5+ awards at level 5	49%		51%	48%	-6%	12(↑1)	CF
% of pupils living in the 20% most deprived areas gaining 5+ awards at level 6	19%		22%	17%	-23%	18(↓4)	CF
Average total tariff SIMD quintile 1	629		669	568	15%	20(↓1)	CF
% CCG Grant Decisions within 15 Days	80.0%		90.3%	73.5%	19%	21(↑5)	CS
% of Crisis Grant Decisions within 1 day	94.3%		94.6%	88.8%	6%	25(↓2)	CS
Proportion of DHP Funding Spent	102.2%	100.8%	95.0%		6%	5(↓1)	CS
Proportion of SWF Budget Spent	128.6%	129.6%	106.0%		22%	16(↓7)	CS

% of children living in poverty (after housing costs)

Performance Indicator	Previous Year	On Target	Benchmark	2021/22 Area for Improvement	Difference	Scottish Position
% of children living in poverty (after housing costs) (2021/22)	22.5		26.7	27.1	1%	27(↓2)

Proportion of Children Living in Poverty (After Housing Costs)



Metadata

This shows the percentage of children who are in households with incomes net of housing costs that are below 60% of the median.

Rates of child poverty were rising in every local authority area in Scotland even before COVID-19. Projections suggest that the impact of the pandemic has the potential to exacerbate and entrench child poverty further.

The data is published by End Child Poverty. This publication uses data from Scottish Government: Children in Low-income Families: Local area statistics and the Mid-Year Population Estimates published by the National Records of Scotland (NRS). Data is published 2 years in arrears i.e., the 2020/21 figures are published in 2022.

Comments

The proportion of children living in poverty has increased between 2020/21 and 2021/22. This increase is not unique to Dundee as the family group average has also increased at a similar rate. This is following the removal of the additional support provided to low-income families during the Covid pandemic via the £20 uplift to Universal Credit. Child Poverty data for 2022/23 is not yet available and the full impact of the cost-of-living crisis on the levels of child poverty is not yet clear. It is clear however, that the crisis exacerbates the financial hardship for children and families who are living in poverty.

Dundee City Council has set the targets of reducing child poverty by half by 2030 and matching the Scottish Government's overall national target of reducing child poverty to less than 10% of children living in relative poverty by 2030. The introduction and significant uplift in the Scottish Child Payment will be an important element of tackling poverty and addressing the inadequacy of the current social security system. Action undertaken by local authorities, health boards and their community planning partners is set out in their annual Local Child Poverty Action Reports under the Child Poverty (Scotland) Act 2017.

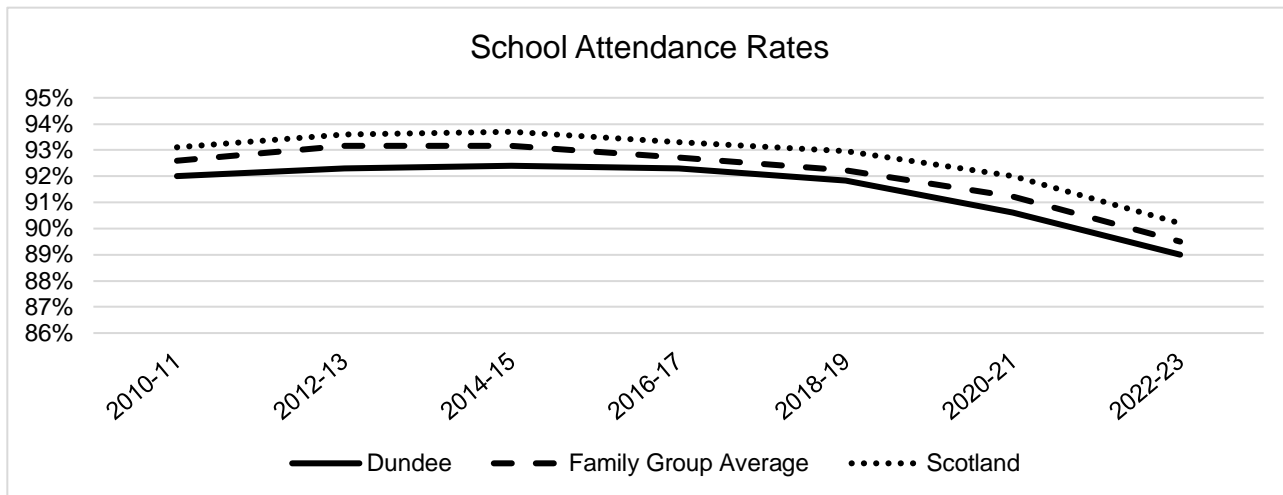
Our continued efforts in relation to Child Poverty and inequalities at both a strategic level (key priorities in the City and Council Plans) and at local levels via the local fairness initiatives, child poverty pathfinder and local community plans have all been shaped by experiences including during COVID and the cost-of-living crisis.

The Fairness Leadership Panel (replaced the previous Fairness Commissions) is now at the heart of driving the Partnership's efforts to reduce poverty for children, families, and communities. The Panel is a full and effective collaboration between people with lived experience of the impact of low incomes and representatives of influential bodies and groups in the city. During 2022/23 the focus of the Panel has been on the local

implications of the national child poverty drivers, with further work underway on the costs of food and fuel, access to benefits and debt advice required in the face of the cost-of-living crisis, and the reshaping of local employability services to support people towards jobs that offer incomes that will help them to escape poverty. The Panel have worked with various officers delivering services to develop or re-shape services with feedback from those with lived experience e.g. Fuel-Well and inclusive communications. The more recent Cost-of-Living Summits have helped design the local response collaboratively with a range of partners across the city.

School attendance rates

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
School attendance rates	90.6%		89.5%	89%	0%	16(↑3)



Metadata

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

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

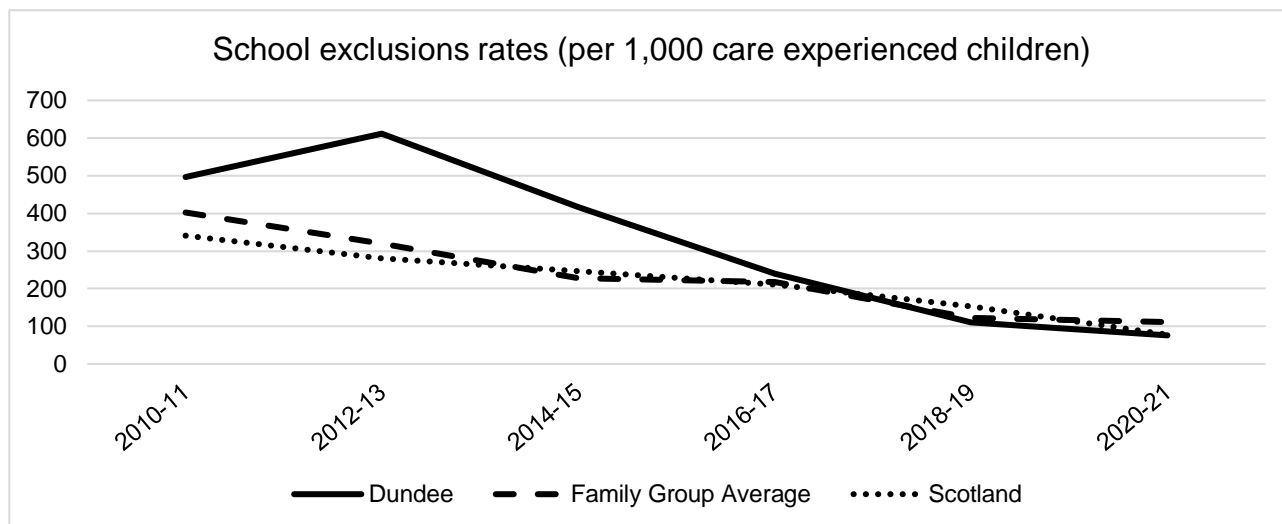
Data for this indicator is provided directly to the IS by Scottish Government.

Comments

Since 2010/11, the School Attendance Rate for in Dundee has been consistently lower than the family group average and Scotland as a whole. There has also been a decreasing trend for attendance in Dundee City Council, as well as across the family group and nationally since 2014/15. These decreases continued in Dundee between 2021/22 and 2022/23 from 90.6% to 89.5%. This is below the family group average benchmark, meaning this continues to be an area for improvement.

School exclusion rate (incidents per 1,000 care experienced children and young people)

Performance Indicator	Previous Year	2020/21 On Target	Benchmark	Area for Improvement	Difference	Scottish Position
School exclusion rates (per 1,000 'care experienced children') (2020/21)	110.1	75.9	111.3		-32%	13(↓5)



Metadata

This indicator measures the number of exclusion cases per 1,000 care experienced pupils. Exclusions include both temporary exclusions and pupils removed from the register.

In Scotland, the power exists to exclude children and young people from school where it is considered that to allow the child or young person to continue attendance at school would be seriously detrimental to order and discipline in the school or the educational wellbeing of the learners there. Exclusion should only be used as a last resort. There have been significant, concerted efforts by schools and local authorities to implement a range of different approaches and solutions to ensure that young people are fully included, engaged, and involved in their education; and, to improve outcomes for all Scotland's children and young people with a particular focus on those who are at risk of exclusion.

Data for this indicator is provided directly to the IS by Scottish Government.

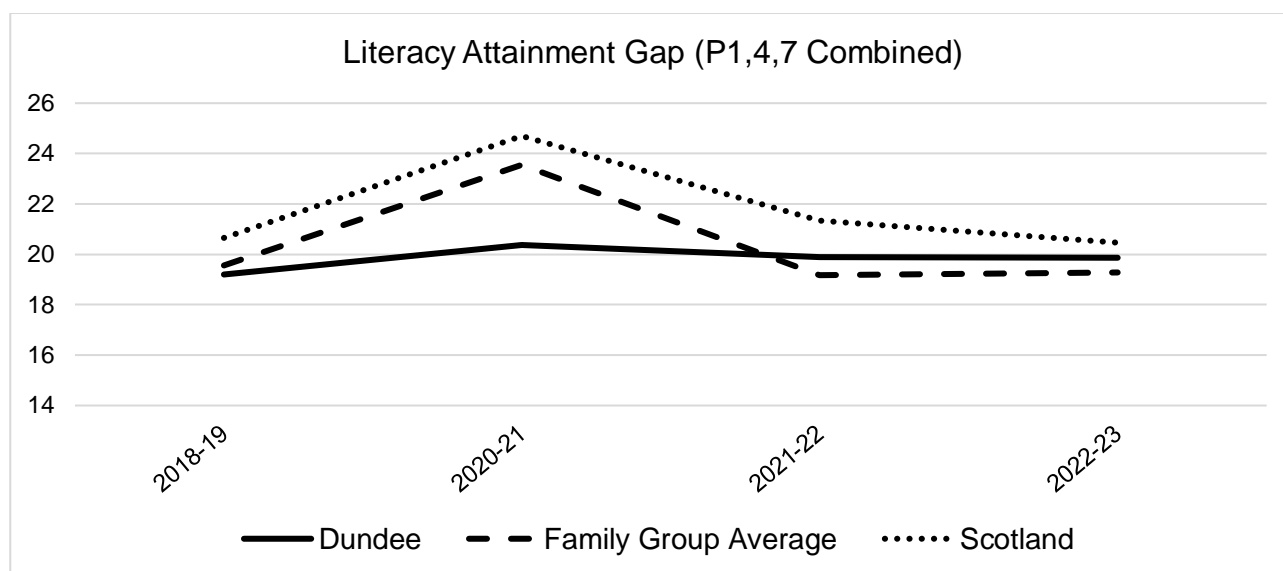
Comments

School exclusion rates have fallen across Scotland and the family group over the previous decade, but the degree to which it has reduced in Dundee has been more significant. This reflects the significant, concerted efforts by the Children and Families Service to implement a range of different approaches and solutions to positively engage young people in their education and improve relationships and behaviour.

To ensure this improves further for care experienced children, Dundee City Council will deliver Our Promise to Care Experienced Children and Young People and the Equality Outcome Plan 2021 – 2025, which will further enhance support and close the gap in educational attainment experienced by young people from protected groups.

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

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
Literacy Attainment Gap (P1,4,7 Combined) - percentage point gap between the least deprived and most deprived pupils	19.9		19.3	19.9	3%	8(↓1)



Metadata

This indicator measures the gap in literacy and numeracy between children from Scotland's most and least deprived areas. A pupil is deemed to have achieved the expected level in literacy if they have achieved the expected level in all three literacy organisers: reading, writing, and listening and talking.

'Closing the attainment gap between the most and least disadvantaged children and young people' is a key priority of the National Improvement Framework; it is also a key priority for the Children and Families Service.

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

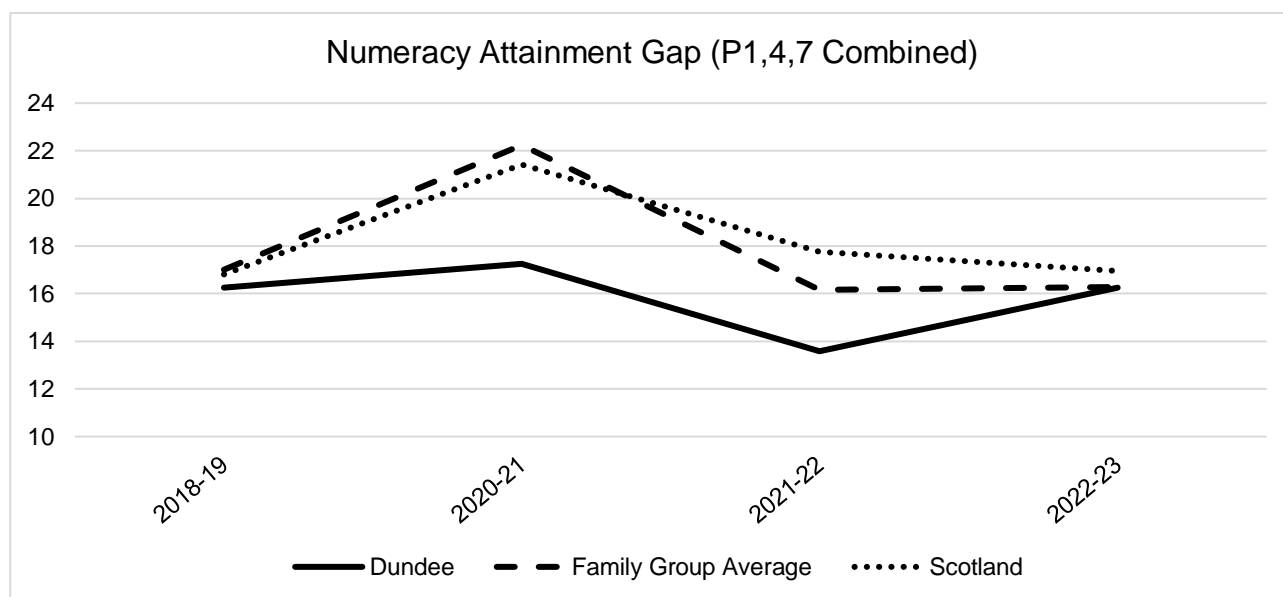
Comments

The literacy attainment gap in Dundee has remained relatively unchanged since 2018/19 (n.b. data was not collected in 2019/20 due to the excessive burden this would create for schools during Covid). However, it is equal to the family group benchmark.

The ongoing consequences of the cost-of-living crisis will continue to have a disproportionately negative effect on children and families from low-income households. Although Dundee City Council is on target for this indicator, it will continue with efforts to close the attainment gap between pupils from the most and least deprived areas. This is a key stretch aim in the Strategic Equity Fund plan.

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

Performance Indicator	Previous Year	2022/23 On Target	Benchmark	Area for Improvement	Difference	Scottish Position
Numeracy Attainment Gap (P1,4,7 Combined) - percentage point gap between pupils from the least deprived and most deprived areas	13.6	16.3	16.3		0%	7(↓4)



Metadata

This indicator measures the gap in numeracy between children from Scotland's most and least deprived areas.

'Closing the attainment gap between the most and least disadvantaged children and young people' is a key priority of the National Improvement Framework; it is also a key priority for the Children and Families Service.

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

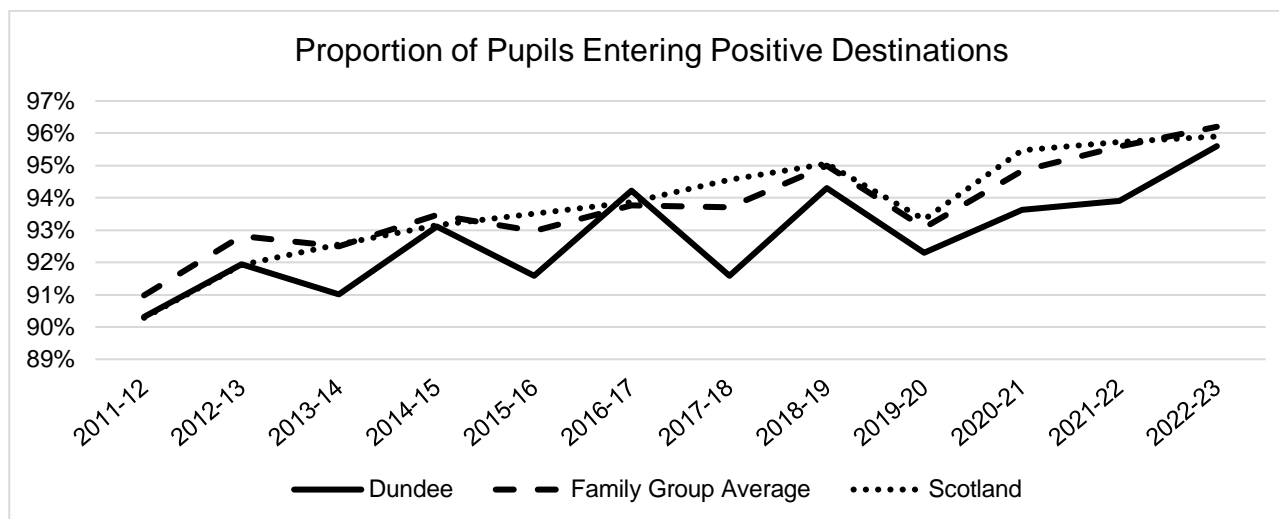
Comments

Although Dundee City Council is on target for this indicator, the past year has seen an increase in the attainment gap for numeracy. Prior to this Dundee's attainment gap for numeracy was consistently below the family group average since 2018/19.

The ongoing consequences of the cost-of-living crisis will continue to have a disproportionately negative effect on children and families from low-income households. In the face of these challenges, Dundee City Council will aim to reverse this trend and close the attainment gap between pupils from the most and least deprived areas. This is a key stretch aim in the Strategic Equity Fund plan.

% of pupils entering positive destinations

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
% of pupils entering positive destinations	93.9%		96.2%	95.6%	-1%	14(↑16)



Metadata

This indicator measures the proportion of pupils who are entering any positive destinations after leaving school as a proportion of all school leavers. A positive destination can be either higher or further education, employment, training, voluntary work, or personal skills development. This indicator covers school leavers from all stages of secondary school. For most young people, S4 (15–16-year-olds) is the last compulsory year of school, but the majority choose to stay on and complete S5 (16–17-year-olds) and S6 (17–18-year-olds).

This valuable outcome indicator measures how well schools prepare young people for life beyond school. It is an aggregate measure of a wide range of post school destinations for young people.

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

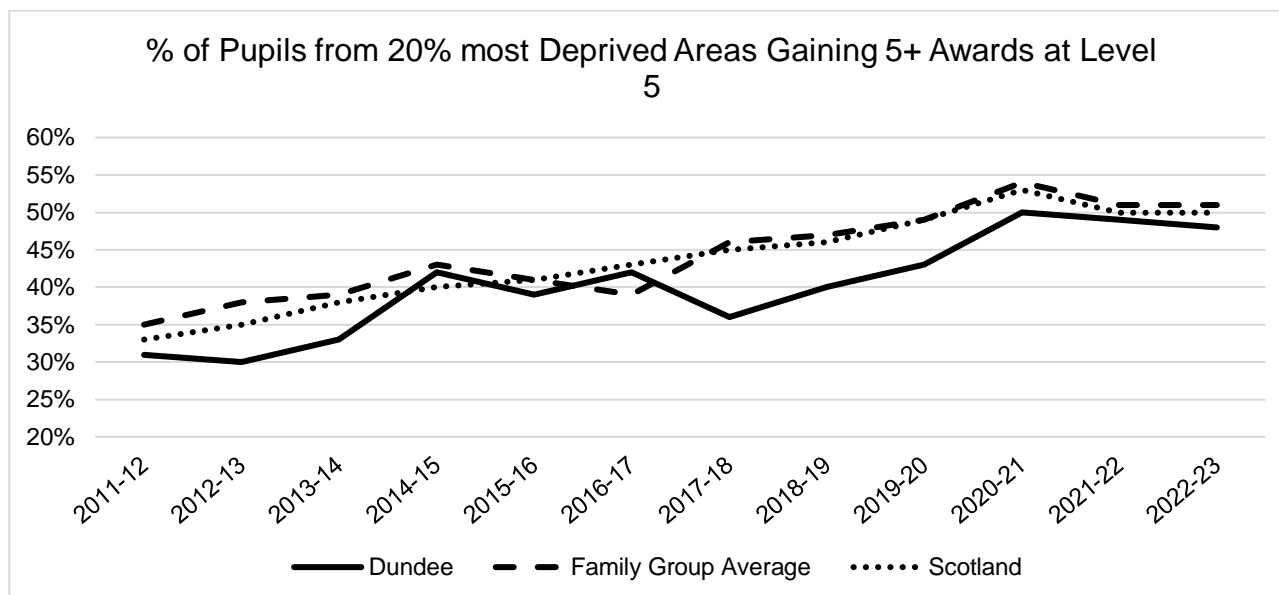
Comments

As the above graph shows, the percentage of pupils entering positive destinations in Dundee has fluctuated over the past decade, but the overall trend has improved from 90.3% in 2011/12. There has also been progress made on this indicator in the previous year as there has been an increase from 93.9% to 95.6% between 2021/22 and 2022/23. This figure of 95.6% is the highest since the baseline year. However, the recent figure for 2022/23 remains below the family group average and this remains an area for improvement.

Dundee City Council will deliver the Equality Outcome Plan 2021 – 2025 which aims to close the gap in educational attainment experienced by young people, and so will help increase opportunities for more young people. There is a specific action in the Council Plan to 'Increase the percentage of 16–19-year-olds participating in education, employment or training'. A Youth Participation Task and Finish Group was established to jointly develop further actions which promote improvements to 16–19-year-olds finding positive destinations. Their report, which included a new Youth Participation Improvement Plan, was approved by the City Governance Committee on 22nd April 2024. This included a theme on how schools can prepare and support young people for a positive destination during their school years by early identification of young people at risk of not achieving a positive destination at key stages during school. A significant focus of Improvement Plan was also on the post-school transition, and a consistent multi-agency approach will be developed to ensure appropriate support for school leavers, with opportunities identified for improving data sharing between organisations, and collaborative working between Council services and third sector and private sector organisations to ensure that young people understand all the positive destinations available to them so they can choose the right option at the right time.

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

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
% of pupils living in the 20% most deprived areas gaining 5+ awards at level 5*	49%		51%	48%	-6%	12(↑1)



Metadata

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

A key stage of the education journey for Scottish students is their performance in their senior phase of secondary school. In comparing the achievement levels of young people, councils can share good practice to aid improvement across all council areas. An outcome consistently sought at both the national and local level across the UK is an increase the educational attainment of children from deprived backgrounds.

The calculated data is provided directly to the IS from Insight.

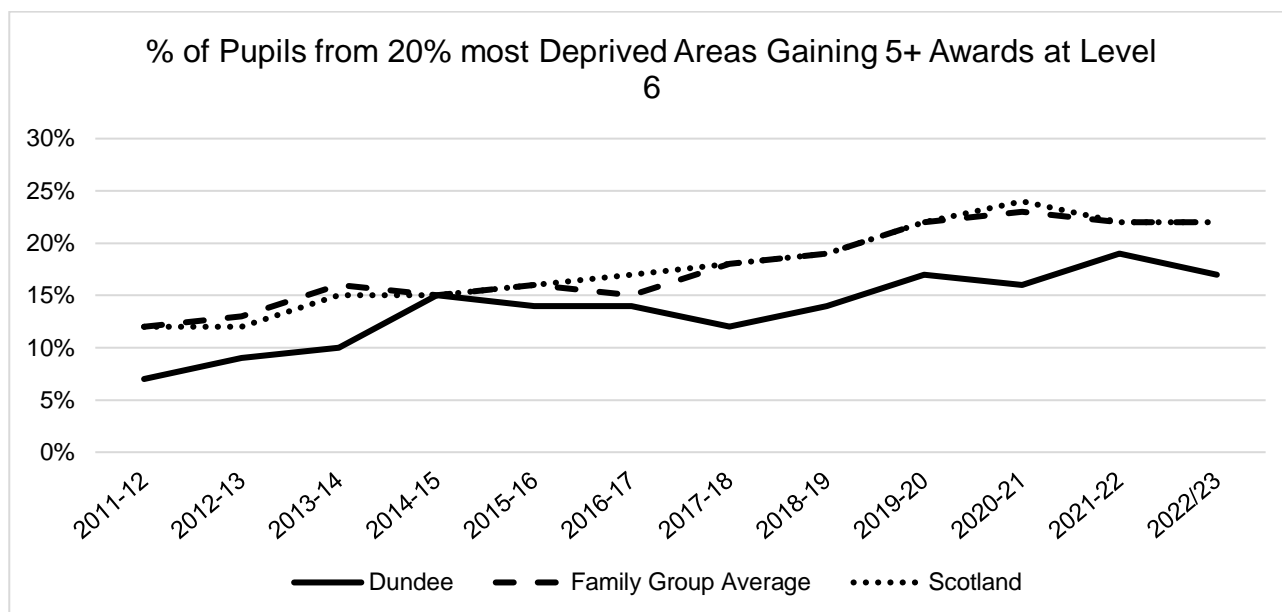
Comments

The chart above shows that the percentage of pupils from deprived areas gaining 5 or more awards at SCQF level 5 or better has increased in Dundee over the last decade, with an increase of 17% since the baseline year of 2011/12. However, the percentage of pupils in Dundee is below the family group Scottish average, meaning it remains an area for improvement. In addition, there has been a decrease in Dundee in the previous year, resulting in Dundee moving further away from the benchmark.

The Children and Families Service recently organised and engaged in Collaborative Improvement - an approach to bringing about improvement through shared work involving staff from the host local authority, Education Scotland, and Association of Directors of Education Scotland (ADES) – with a focus on improving outcomes in the Senior Phase in Dundee. The Collaborative Improvement fieldwork phase will help inform a Senior Phase Improvement Plan, which will help drive forward improvements in outcomes in the Senior Phase in Dundee.

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

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
% of pupils living in the 20% most deprived areas gaining 5+ awards at level 6*	19%		22%	17%	-23%	18(↓4)



Metadata

This indicator provides a measure of achievement for senior phase (S4-S6) pupils who appear on the pupil census for local authority schools. The measure is provided at level 6, for pupils from the 20% most deprived areas (SIMD1).

A key stage of the education journey for Scottish students is their performance in their senior phase of secondary school. In comparing the achievement levels of young people, councils can share good practice to aid improvement across all council's areas. An outcome consistently sought at both the national and local level across the UK is an increase the educational attainment of children from deprived backgrounds.

The calculated data is provided directly to the IS from Insight.

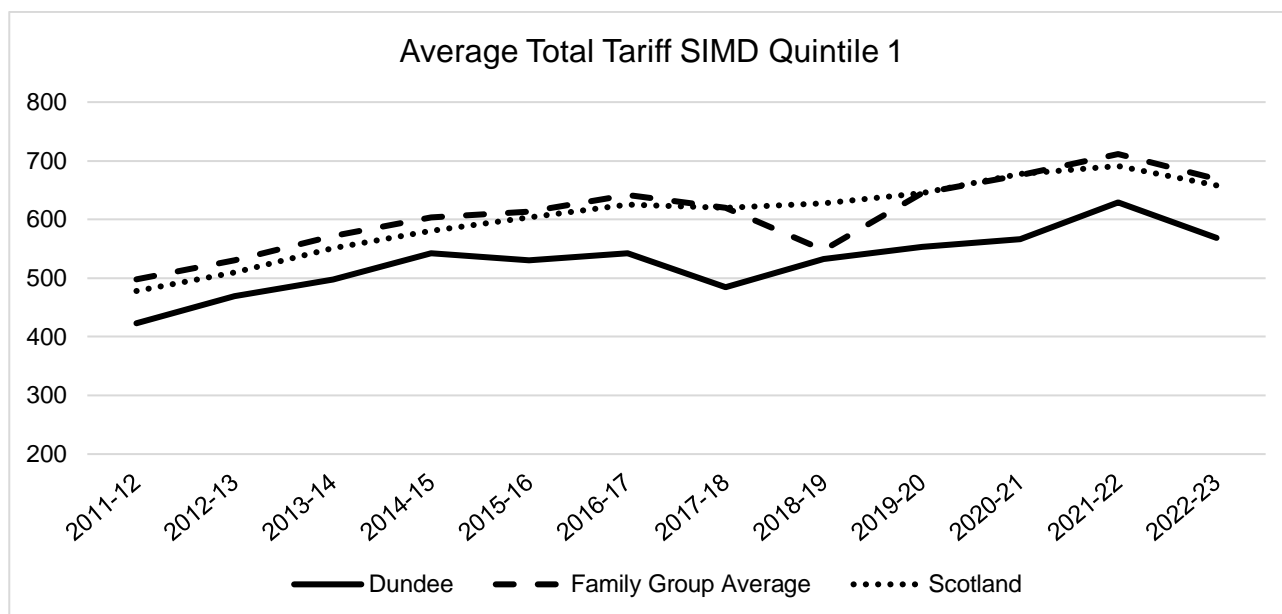
Comments

The graph above shows that the percentage of pupils from deprived areas gaining 5 or more awards at SCQF level 6 or better has increased in Dundee over the last decade with an increase of 10% since the baseline year of 2011/12. However, the percentage of pupils in Dundee is still below the family group Scottish average, meaning it remains an area for improvement in senior phase achievement. In addition, there has been a decrease since the previous year, resulting in Dundee moving further away from the benchmark, and with a difference of 23% this indicator is the furthest away from the benchmark out of all the indicators in this report in the Reduce Child Poverty and Inequalities in Incomes, Education and Health priority.

The Children and Families Service recently organised and engaged in Collaborative Improvement - an approach to bringing about improvement through shared work involving staff from the host local authority, Education Scotland, and Association of Directors of Education Scotland (ADES) – with a focus on improving outcomes in the Senior Phase in Dundee. The Collaborative Improvement fieldwork phase will help inform a Senior Phase Improvement Plan, which will help drive forward improvements in outcomes in the Senior Phase in Dundee.

Average total tariff SIMD quintile 1

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
Average total tariff SIMD quintile 1	629		669	568	-15%	20(↓1)



Metadata

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

An outcome consistently sought at both the national and local level across the UK is to increase the educational attainment of children from deprived backgrounds. Therefore, it is important to measure the attainment of the subgroup of pupils who live in deprived areas.

Tariff points for SIMD quintiles is calculated based on Insight data and is provided for the LGBF by the Scottish Government. Overall average tariff is calculated by the Improvement Service.

Comments

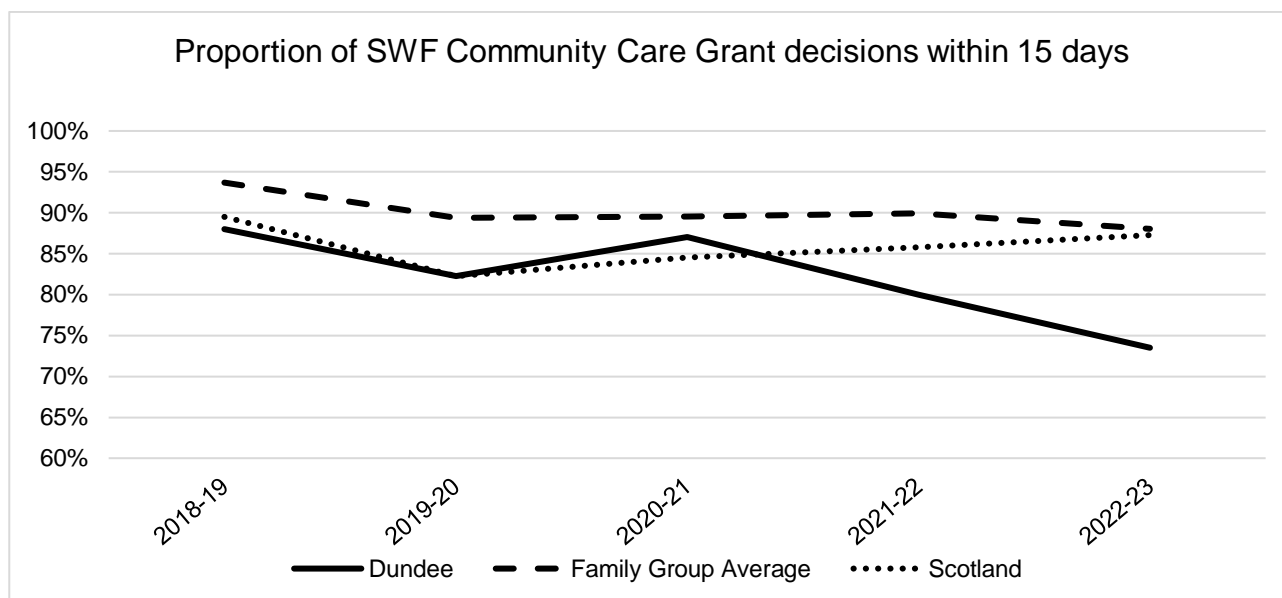
The average total tariff of pupils from the SIMD Quintile 1 has decreased between 2021/22 and 2022/23 from 629 to 568. However, the tariff scores in 2021/22 represent the pupils who started S4 in 2019. This cohort had no exams in 2020 and the Alternative Certification Model in 2021. Their results, and thus tariff scores, should not be compared with other years and we would caution against reading too much into the high figure for 2021/22. This decrease is also not unique to Dundee as the family group has decreased at a similar rate, as well as the Scotland average.

The figure for 2022/23 is a slight increase of the total tariff score of 566 in 2020/21. This is consistent with the general trend since 2017/18, where it has been gradually increasing year on year. 44% of Dundee pupils live in SIMD Quintile 1.

Dundee continues to work to raise attainment for all and close the poverty attainment gap, with these being core measures in our Strategic Equity Fund stretch aims.

% CCG Grant Decisions within 15 Days

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
% CCG Grant Decisions within 15 Days	80.0%		90.3%	73.5%	-19%	21(15)



Metadata

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

This measure provides useful and timely insight on policy critical issues such as vulnerability, poverty, and inequality & which will be increasingly important considering the cost-of-living crisis.

Data for this indicator is collected from Scottish Welfare Fund statistics published by Scottish Government.

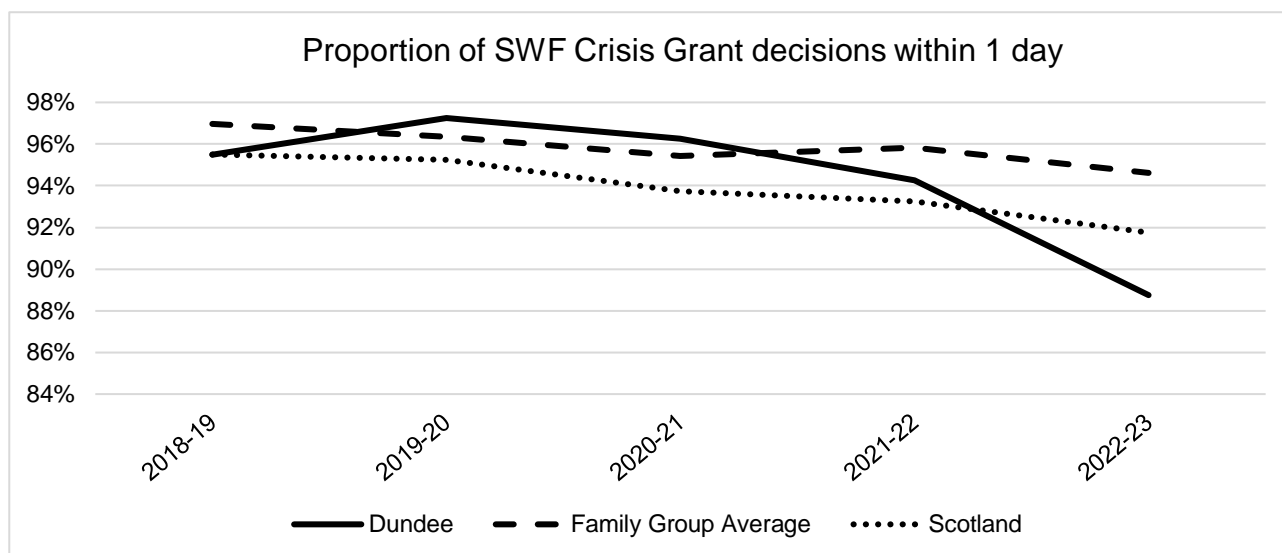
Comments

The proportion of Scottish Welfare Fund Community Care Grant decisions within 15 days has decreased from 80% to 73.5% between 2021/22 and 2022/23. Dundee City Council has consistently had a lower percentage of CCG Grant decisions within 15 days than the family group average, and while the family group average also decreased between 2022/23, it did so at a lesser rate than for Dundee, meaning the difference increased between 2021/22 and 2022/23. The Dundee figure is also 25% less than the benchmark, making this a notable area for improvement.

To improve the current percentage of decisions within 15 days, one of the key actions of the Council Plan is to prioritise welfare support grants to children and families.

% of Crisis Grant Decisions within 1 day

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
% of Crisis Grant Decisions within 1 day	94.3%		94.6%	88.8%	-6%	25(↓2)

**Metadata**

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

This measure provides useful and timely insight on policy critical issues such as vulnerability, poverty, and inequality & which will be increasingly important considering the cost-of-living crisis.

Data for this indicator is collected from Scottish Welfare Fund statistics published by Scottish Government.

Comments

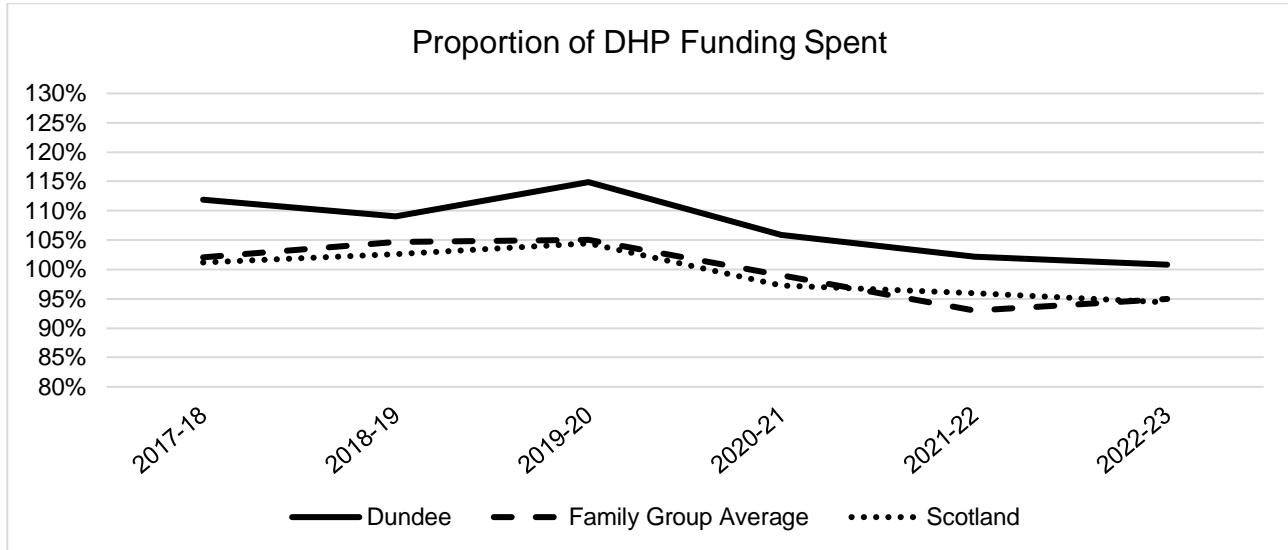
The proportion of SWF Crisis Grants decisions within 1 day in Dundee has fallen to 88.8% from 94.3% between 2021/22. This is a steepening of a decreasing trend that has been happening since 2019/20, even though the cost-of-living crisis has required that as many decisions are made within 1 day as possible.

The LGBF National Overview report notes that demand on Scottish Welfare Fund payments has grown significantly during recent years with growth in demand for SWF Grants up 49% nationally since 2019/20. This growth has impacted on the speed in allocating grants.

To improve the current percentage of decisions within 1 day, one of the key actions of the Council Plan is to prioritise welfare support grants to children and families.

Proportion of Discretionary Housing Payment (DHP) Funding Spent

Performance Indicator	Previous Year	2022/23 On Target	Benchmark	Area for Improvement	Difference	Scottish Position
Proportion of DHP Funding Spent	102.2%	100.8%	95.0%		6%	5(↓1)



Metadata

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

This measure provides useful and timely insight on policy critical issues such as vulnerability, poverty, and inequality & which will be increasingly important considering the cost-of-living crisis.

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

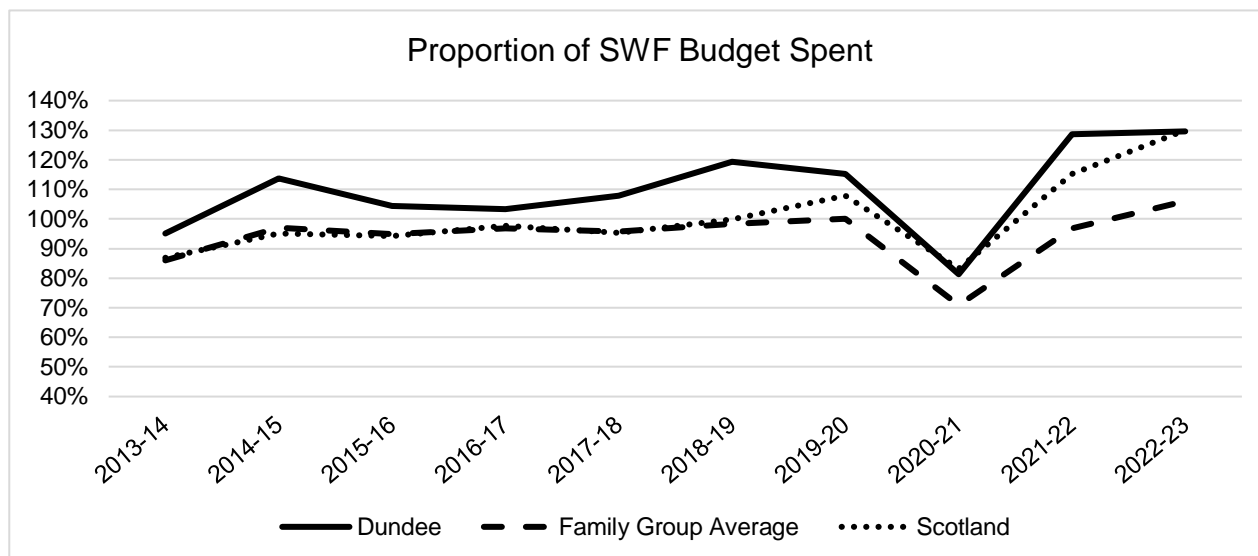
Comments

Although the proportion of DHP spent by Dundee City Council has decreased between 2021/22 and 2022/23, Dundee remains above the family group average. As the graph above shows, Dundee City Council has had a consistently higher proportion of DHP Funding than the family group average since 2017/18, demonstrating that Dundee City Council's provision for people disadvantaged by vulnerability, poverty and inequality has been consistently on target.

One of the key actions of the Council Plan is to prioritise welfare support grants to children and families.

Proportion of Scottish Welfare Fund Budget Spent

Performance Indicator	Previous Year	2022/23 On Target	Benchmark	Area for Improvement	Difference	Scottish Position
Proportion of SWF Budget Spent	128.6%	129.6%	106.0%		22%	16(↓7)



Metadata

This indicator measures the proportion of the budget set out for Scottish Welfare Fund spent at year end.

This measure provides useful and timely insight on policy critical issues such as vulnerability, poverty, and inequality & which will be increasingly important considering the cost-of-living crisis.

Data for this indicator is collected from Scottish Welfare Fund statistics published by Scottish Government.

Comments

The proportion of Scottish Welfare Fund spent by Dundee City Council has increased marginally, and this figure remains above the family group. As the graph above shows, Dundee City Council has had a consistently higher proportion of SWF Funding than the family group average since 2017/18, demonstrating that Dundee has been able to provide the resources to people disadvantaged by vulnerability, poverty, and inequality.

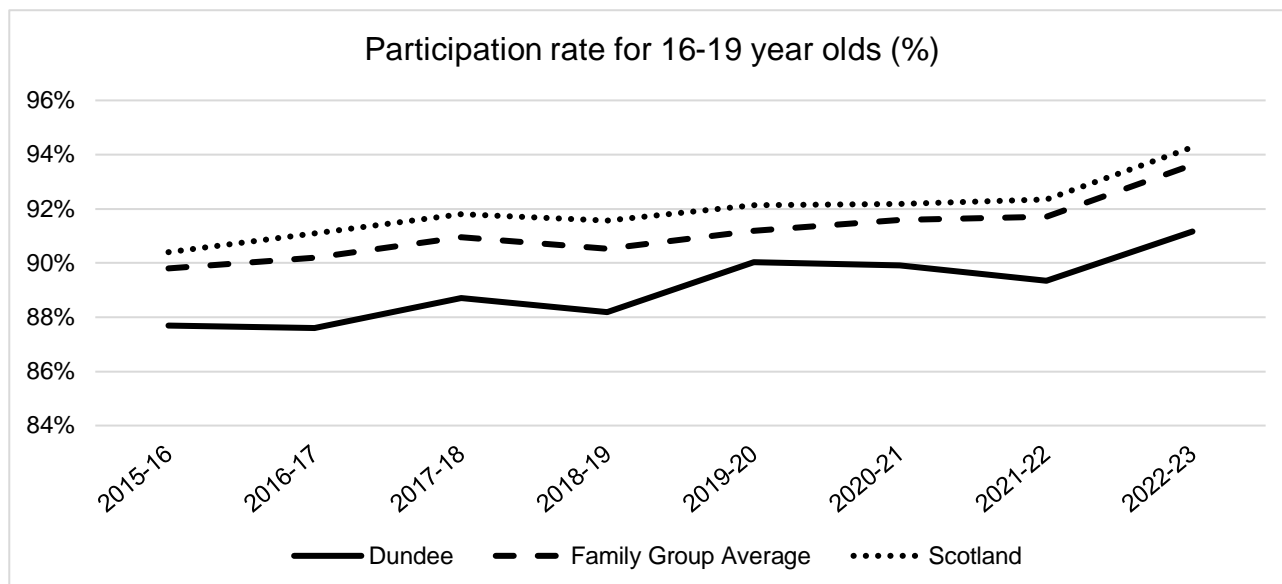
One of the key actions of the Council Plan is to prioritise welfare support grants to children and families.

DELIVER INCLUSIVE ECONOMIC GROWTH INDICATORS

Benchmark is Family Group Average							
Deliver Inclusive Economic Growth							
Performance Indicators	Previous Year	On Target	Benchmark	Area for Improvement	Difference	Scottish Position (previous year up or down)	Lead Service
Participation rate for 16–19-year-olds	89.4%		93.6%	91.2%	3%	32(0)	CD
% of unemployed people assisted into work from council operated / funded employability programmes	26.3%		21.5%	13.5%	37%	15(↓6)	CD
% of procurement spend spent on local enterprises	36.0%	38.9%	28.9%		35%	4(↑5)	CS
Claimant Count as a % of 16-24 Population	5.8%	4.3%	4.5%		4%	25(↑1)	CD
Claimant Count as a % of Working Age Population	5.7%		4.0%	4.3%	8%	26(↑2)	CD
Immediately available employment land as a % of total land allocated for employment purposes in the local development plan	79.7%	76.9%	31%		148%	4(↑3)	CD
Investment in Economic Development & Tourism per 1,000 Population	£84,961	£104,217	£110,200		5%	13(↑7)	CD
No of business gateway start-ups per 10,000 population	16.2	14.8	13.8		7%	17(↓1)	CD
Proportion of people earning less than the living wage	10.2%	7.2%	8.1%		11%	3(↓1)	CE
Average time per business and industry planning application (weeks)	15.2		10.6	11.6	9%	18(↑8)	CD

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

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
Participation rate for 16–19-year-old	89.4%		93.6%	91.2%	-3%	32(0)



Metadata

This indicator measures the proportion (%) of 16–19-year-olds that are engaged in learning, training, or work (including volunteer work). The annual measure takes account of all statuses for individuals over the course of the year rather than focusing on an individual's status on a single day.

This indicator allows to identify the participation status of the wider 16-19 cohort.

Data is collected by the IS from the Skills development Scotland publication: '*Participation of 16–19-year-olds in learning, training, and work.*'

Comments

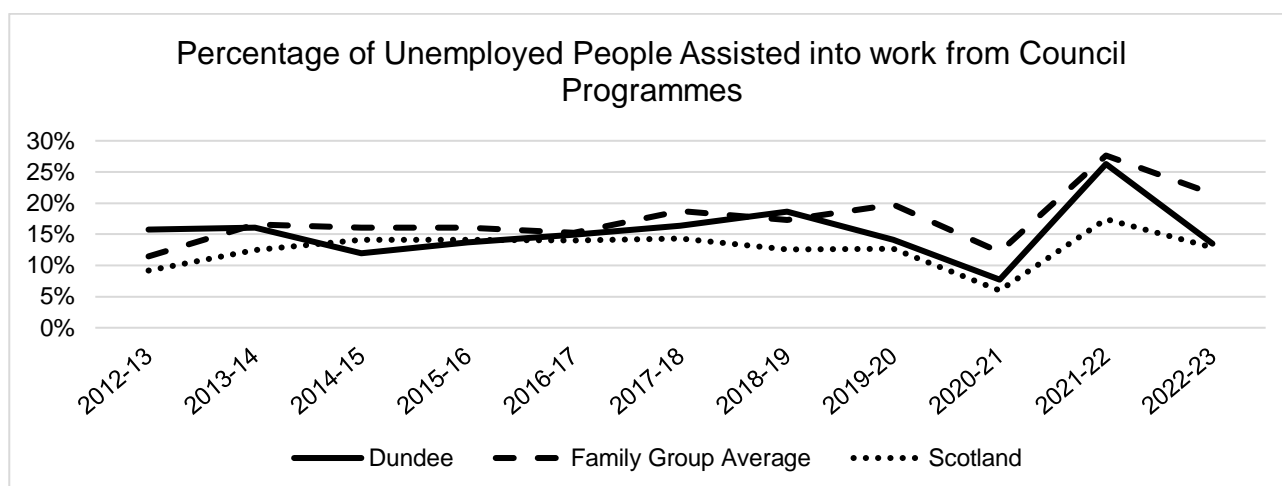
The participation rate for 16–19-year-olds in Dundee has improved between 2021/22 and 2022/23. However, the average for Dundee City Council is still below the benchmark and this remains an area for improvement. This has been an indicator where Dundee has been consistently below the family group average since the baseline year of 2015/16.

There are two key actions in the Council to improve the participation rate in Dundee. Firstly, to increase and enhance employment pathways, in particular supporting around 11,000 economically inactive people towards job seeking and 16–19-year-olds into positive destinations, and secondly maximise apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice.

A Youth Participation Task and Finish Group was established to develop further actions which promote improvements to 16–19-year-olds finding positive destinations. Their report, which included a new Youth Participation Improvement Plan, was approved by the City Governance Committee on 22nd April. This focuses on how partnership working across Council services, and third sector and private sector organisations will collaborate during a young person's school years and, vitally, during the transition to, and throughout post school life.

Percentage of Unemployed People Assisted into work from Council Programmes

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
% of unemployed people assisted into work from council operated / funded employability programmes	26.3%		21.5%	13.5%	-37%	15(,6)



Metadata

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

Unemployment is a key priority for most Councils and most participate in employment related support. The indicator relates to effectiveness of the service by focusing on those individuals that actually access employment following support. Through accessing employment, an individual gains not only a positive economic outcome, but can typically also lead to improvements across a wider range of outcomes and reductions in demand for public services.

Each council's Employment Service performance management information is provided directly to the IS for this indicator. This is calculated as a proportion of the modelled employment count in the Annual Population Survey by ONS.

Comments

This indicator shows that the percentage of unemployed people assisted into work from council programmes has decreased by almost half between 2021/22 and 2022/23. However, caution is advised when using this indicator to analyse the performance of employability support delivered or commissioned by the Council, on behalf of the Discover Work Partnership. One key reason for the decrease in the previous year is that 2022/23 was the first year which has counted unique individuals assisted into employment rather than total individuals, meaning previously the data has included instances where an individual has been counted more than once. It is also important to note that the indicator uses the term unemployed, which does not reflect the total number of people seeking work, including those who are economically inactive and also receive employability support.

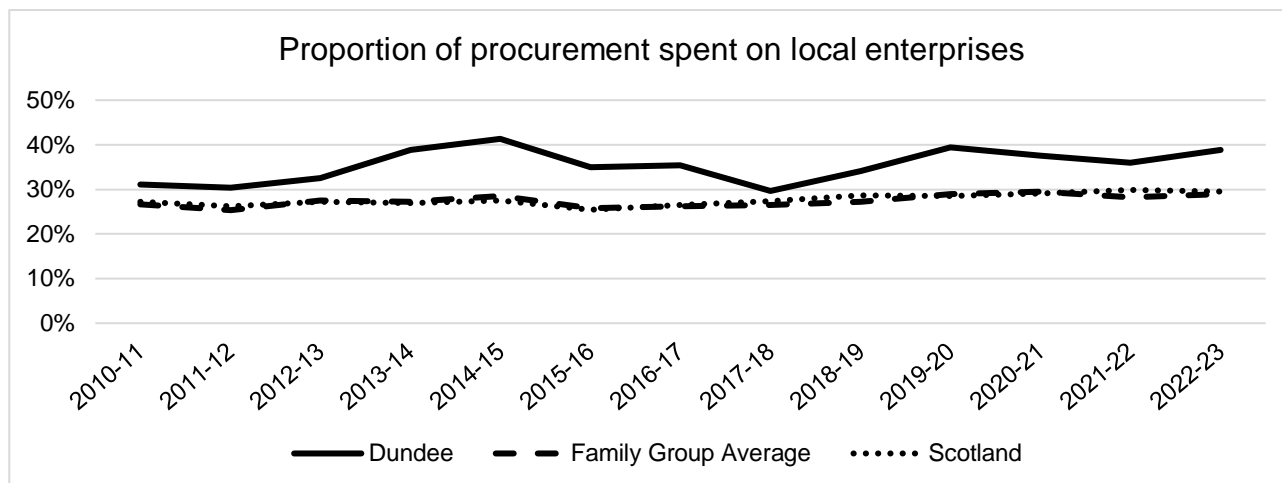
If analysed in isolation, this indicator would be an area for improvement for Dundee as it is below the benchmark. But the indicator should not be analysed in isolation as there are also performance indicators within the service data which help to provide a more rounded representation of performance. For example, within the SLAED Indicators, which is used to inform the LGBF Indicator, Dundee performs very well with 43% of unique participants successfully supported into employment - which is the 10th highest of local authorities in Scotland, and 3rd highest in the LGBF family group. In addition, the cost per unique participant successfully supported into employment is £4,085, which is the 10th lowest cost nationally and the 5th lowest in the family group. It is also important to consider that the LGBF does not account for a significant proportion of people that employability support assisted into other positive destinations such as further and higher education and

training, or people who were initially employed and supported to increase their working hours / income or get a more secure job.

Employability services funded by Discover Work will continue to support unemployed, economically inactive, and low-income employed people by providing best value for this service using the funding available from the Scottish and UK Governments. This includes using Parental Employment Support which will help to assist households as well as the No One Left Behind Fund which will focus on delivering support based around local need and priorities.

% of procurement spend spent on local enterprises

Performance Indicator	Previous Year	2022/23 On Target	Benchmark	Area for Improvement	Difference	Scottish Position
% of procurement spend spent on local enterprises	36.0%	38.9%	28.9%		35%	4(↑5)



Metadata

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

This measure, focussing on the proportion of this spend which is targeted at local enterprises is an important indicator of the progress councils are making in delivering on their standing commitment to invest in their local economies and create employment.

Data is directly queried from the Procurement Hub by the IS

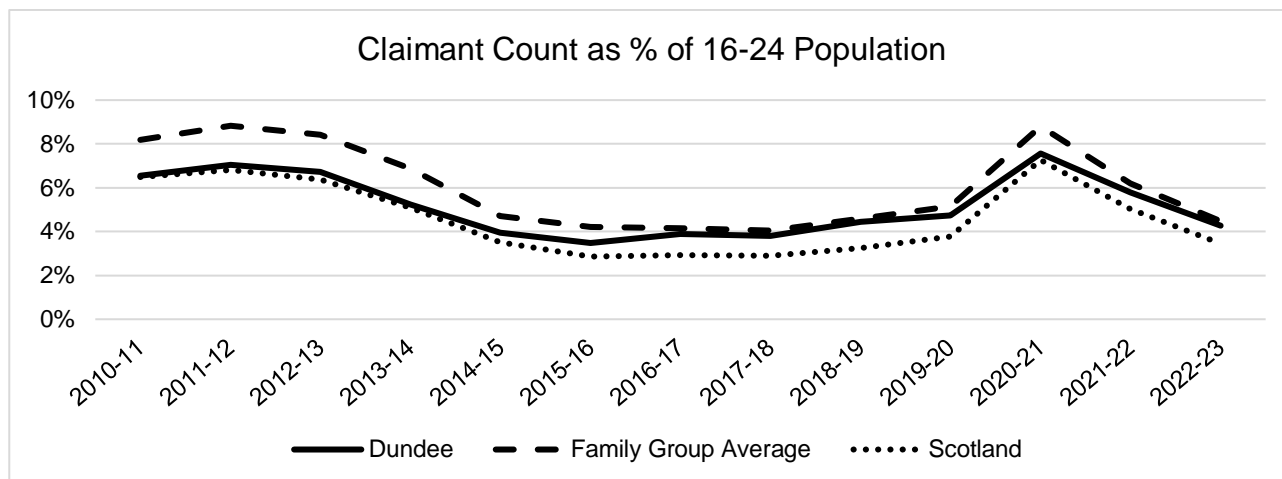
Comments

Dundee City Council’s proportion of procurement spent on local enterprises has increased between 2021/22 and 2022/23. The graph above shows that Dundee has also consistently had a higher procurement spend on local enterprises than both the family group and the Scottish average, demonstrating Dundee City Council’s commitment to its local economy.

To further this commitment, two key actions in the Council Plan are to increase the percentage of Dundee City Council Procurement spent with Dundee based organisations, and also to deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs to support those local enterprises which Dundee City Council could support with procurement spend.

Claimant Count as a % of 16-24 Population

Performance Indicator	Previous Year	2022/23 On Target	Benchmark	Area for Improvement	Difference	Scottish Position
Claimant Count as a % of 16-24 Population	5.8%	4.3%	4.5%		-4%	25(↑1)



Metadata

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

Employability is a key policy objective and Local Authorities are currently working to deliver a range of employment support programmes. These schemes often include working in partnership with commercial and third sector providers. 16–24-year-olds have been disproportionately affected by the pandemic.

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

Comments

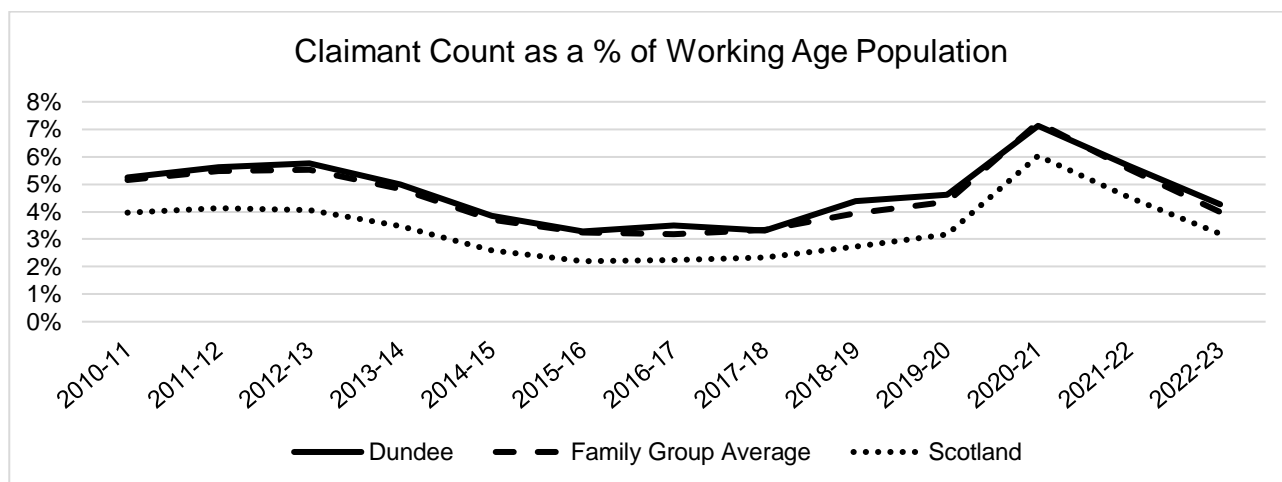
The claimant count as a % of 16-24 population in Dundee has improved between 2021/22 and 2022/23, continuing the decrease since the peak in 2020/21 that was due to Covid. The graph above shows that over the past decade, the claimant count as a percentage of Dundee's 16-24 aged population has remained at a similar level to the family group average, although Dundee's claimant count is currently slightly lower.

The Council will further aim to improve this by a number of actions which will help to increase the number of jobs available for younger people:

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

Claimant Count as a % of Working Age Population

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
Claimant Count as a % of Working Age Population	5.7%		4.0%	4.3%	8%	26(12)



Metadata

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

Employability is a key policy objective and Local Authorities are currently working to deliver a range of employment support programmes. These schemes often include working in partnership with commercial and third sector providers.

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

Comments

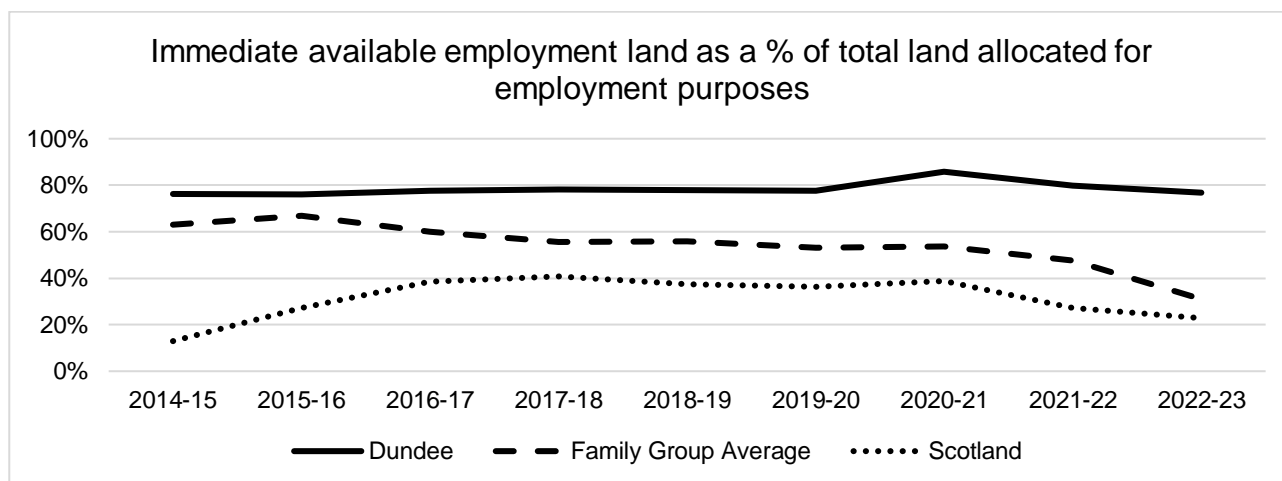
The claimant count as a % of working age population in Dundee has improved between 2021/22 and 2022/23, continuing the decrease since the peak in 2020/21 that was due to Covid. The graph above shows that over the past decade, the claimant count as a percentage of Dundee's working age population has remained at a similar level to the family group average, although Dundee's claimant count is currently slightly higher.

The Council will further aim to improve this by a number of actions which will help to increase the number of jobs available for working aged people:

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

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

Performance Indicator	Previous Year	2022/23 On Target	Benchmark	Area for Improvement	Difference	Scottish Position
Immediately available employment land as a % of total land allocated for employment purposes in the local development plan	79.7%	76.9%	31%		148%	4(↑3)



Metadata

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

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

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

Comments

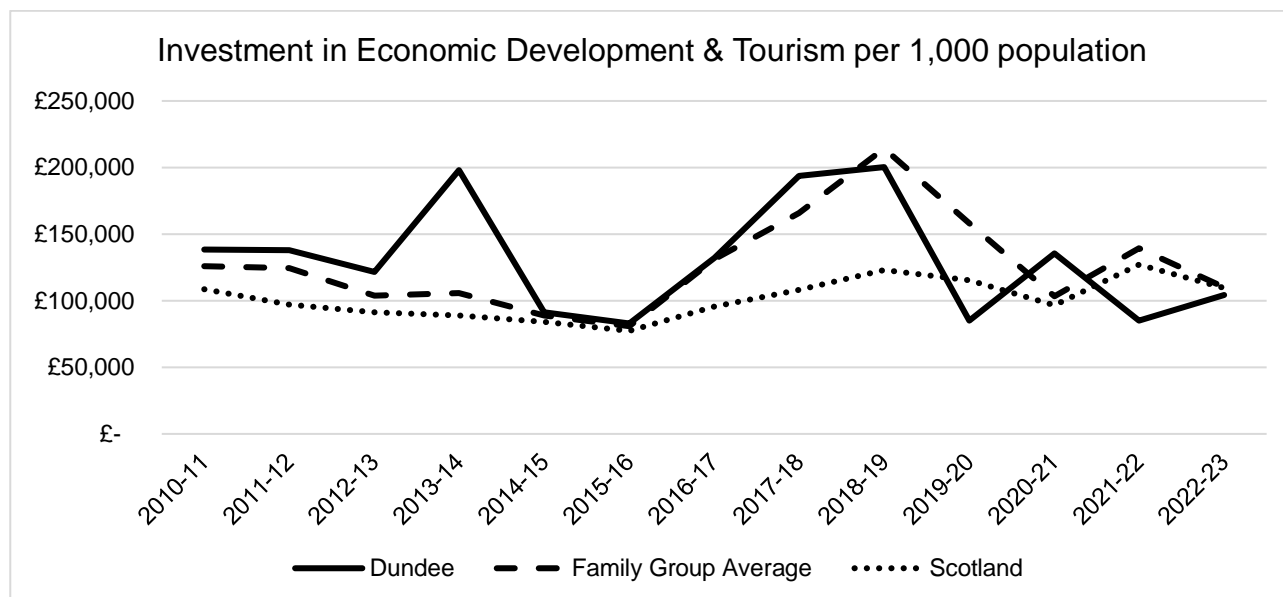
The graph above shows that Dundee has an exceptionally higher proportion of land allocated for employment purposes when compared to the family group average and the Scottish average. This demonstrates that Dundee City Council is competently providing infrastructure for business.

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

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

Investment in Economic Development & Tourism per 1,000 Population

Performance Indicator	Previous Year	2022/23 On Target	Benchmark	Area for Improvement	Difference	Scottish Position
Investment in Economic Development & Tourism per 1,000 Population	£84,961	£104,217	£110,200		-5%	13(↑7)



Metadata

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

This indicator provides a measure of each Council's expenditure on the delivery of their economic development service, both in terms of capital projects and revenue costs. Councils' continued investment in direct economic development activities achieves significant outcomes.

This data is initially provided directly by Councils to the Improvement Service via a separate return. This is later refreshed using the published LFR. Population is taken from mid-year (June) estimates from the National Records of Scotland (NRS).

Comments

Dundee City Council's investment in economic development and tourism per 1,000 in 2022/23 was roughly equal to the family group average and is equal to the benchmark. It is also worth noting that over the course of the last decade, Dundee has invested significantly in economic development and tourism in 2013/14, 2017/18 and 2018/19. A significant amount of this total will have been for the development of the city's waterfront as part of the 2001 – 2031 Waterfront Masterplan.

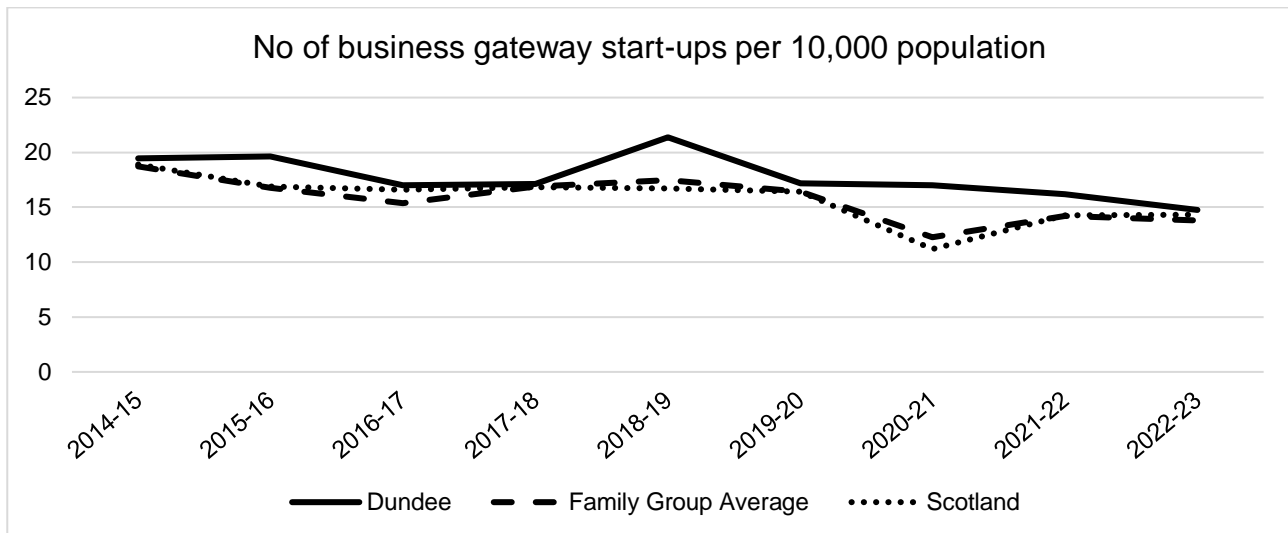
The Council will commit the appropriate investment in its strategic priority on delivering inclusive economic growth including community wealth building through a range of plans and strategies along with our partners.

These include:

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

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

Performance Indicator	Previous Year	2022/23 On Target	Benchmark	Area for Improvement	Difference	Scottish Position
No of business gateway start-ups per 10,000 population	16.2	14.8	13.8		7%	17(↓1)



Metadata

This indicator provides the rate of business gateway start-ups per 10,000 population. In looking at the intermediate outcome of BG Start-up support, the key economic outcome is that the business has begun trading. This measure seeks to capture this aspect of the route to impact.

This high-level indicator is important because new business formation is a good indicator of how conducive we are to entrepreneurship in the business environment. Small businesses are the lifeblood of local town centres and communities. A fundamental aim of Local Government is to improve the business creation and growth of small businesses in their areas.

Data for number of start-ups trading this indicator is collected from Business Gateway National Unit, COSLA. Population is taken from mid-year (June) estimates from the National Records of Scotland (NRS).

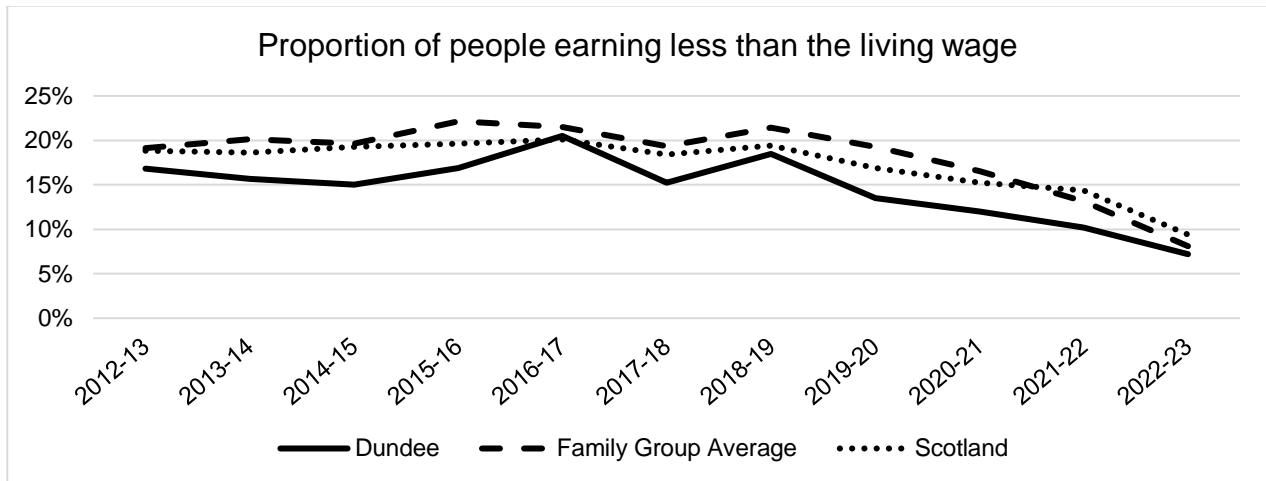
Comments

The number of business gateway start-ups per 100,000 in Dundee has decreased between 2021/22 and 2022/23. However, Dundee has a higher rate of start-ups per population than the family group average, which suggests that Dundee City Council is able to provide a conducive environment for entrepreneurship relative to other similar councils. However, the rate has decreased in Dundee since 2018/19, and it is now at the lowest point for Dundee since the indicator was introduced to the Benchmarking Framework in 2014/15.

To further improve on providing a conducive environment for start-ups and entrepreneurship, Dundee City Council has committed as a Council Plan action to increase the number of start-ups and SMEs in the city and support their expansion.

Proportion of people earning less than the living wage

Performance Indicator	Previous Year	2022/23 On Target	Benchmark	Area for Improvement	Difference	Scottish Position
Proportion of people earning less than the living wage	10.2%	7.2%	8.1%		-11%	3(↓1)



Metadata

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

Inclusive growth is a central part of the government’s economic strategy, and local authorities are important partners in the drive to reduce income inequality. Economic Development Services play an important role in this through supporting people to develop the skills to progress in the labour market, by attracting higher value employment opportunities and by encouraging employers to pay the living wage.

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

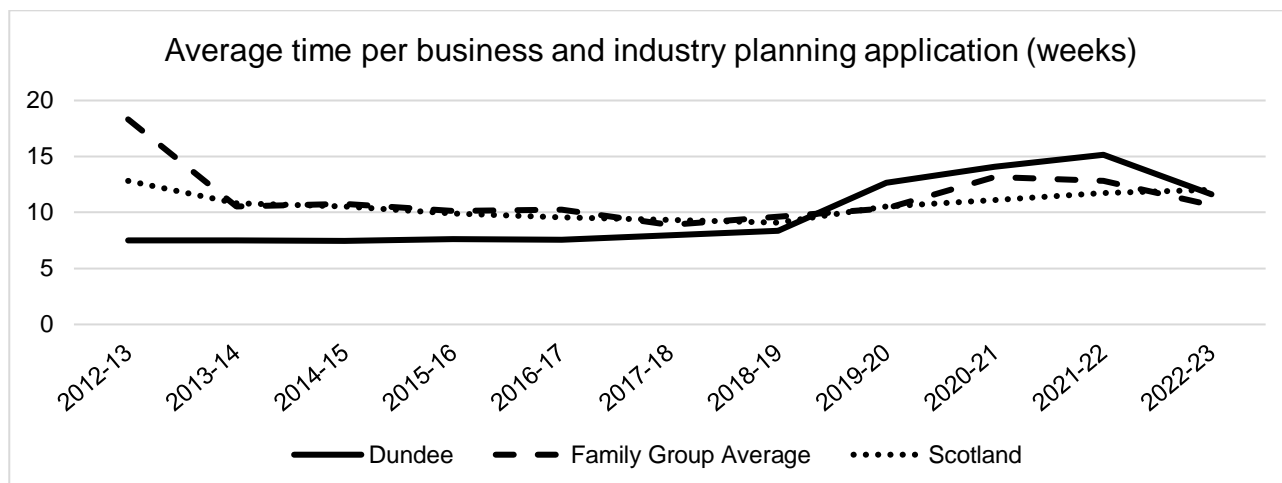
Comments

The proportion of people earning less than the living wage in Dundee has improved between 2021/22 and 2022/23. The figure for Dundee is lower than the family group average, and this indicator has decreased in Dundee every year since 2018/19, showing that Dundee City Council has made good and consistent progress in supporting an inclusive economy.

The Making Dundee a Living Wage City partnership recently marked 5 years since it was launched. The improvement shown in this indicator reflects the work done by this partnership, and they will continue to work towards further improvement to ensure that Dundee is a living wage city.

Average time per business and industry planning application (weeks)

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
Average time per business and industry planning application (weeks)	15.2		10.6	11.6	9%	18(18)



Metadata

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

Although spend on planning accounts for a small amount of overall spend this is a strategically important area in terms of the future development and use of land in our towns, cities, and countryside. An efficient and well-functioning planning service plays an important role in facilitating sustainable economic growth and delivering high quality development in the right places.

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

Comments

The average time per business and industry planning application has decreased in Dundee between 2021/22 and 2022/23. This improvement is a reversal of the upward trend between 2018/19 and 2021/22, showing that Dundee City Council's planning services are improving in their ability to facilitate sustainable economic growth and deliver high quality development in the right places.

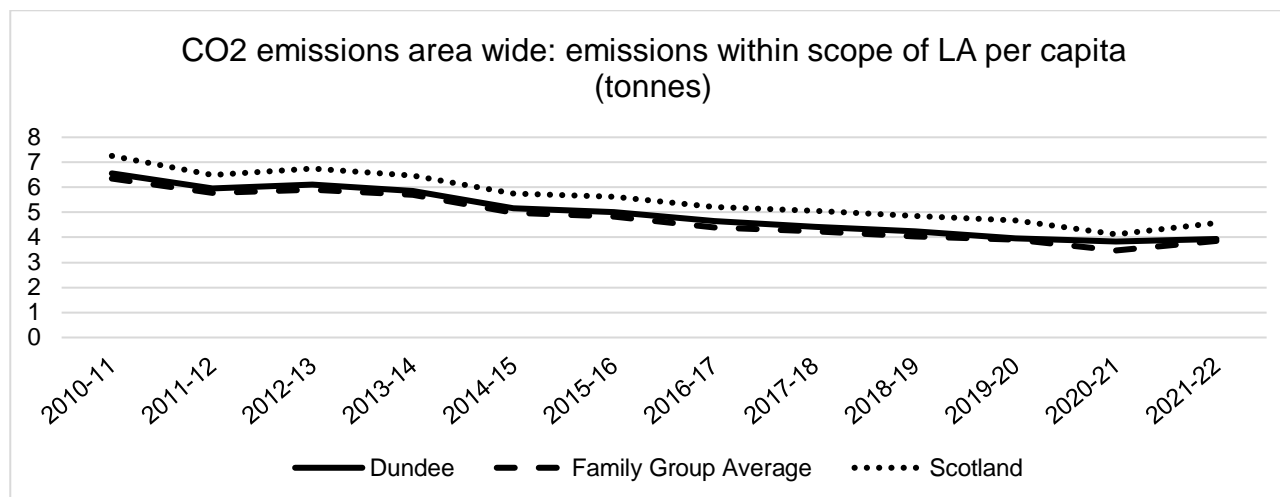
Last year, this was identified as an area for improvement. Timescales for determining applications were impacted during the last financial year due to staff vacancies in the planning team. These posts have now been filled and there is a focus on improving performance in this area.

TACKLE CLIMATE CHANGE AND REACH NET ZERO EMISSIONS BY 2045 INDICATORS

Benchmark is Family Group Average	Tackle Climate Change and reach Net Zero emissions by 2045						
Performance Indicator	Previous Years	On Target	Benchmark	Area for Improvement	Difference	Scottish Position (previous year up or down)	Lead
CO2 emissions area wide: emissions within scope of LA per capita (2021/22)	3.8		3.85	3.93	2%	7(↑6)	CD
CO2 emissions from Transport per capita (2021/22)	18.7		18.25	19.52	7%	12(↑4)	CD
% of council dwellings that are energy efficient (2021/22)	87.1%		91.8%	87.2%	5%	14(↓2)	NS
% of total household waste arising that is recycled	32.6%		40.8%	34.0%	17%	28(↑1)	NS

CO2 emissions area wide: emissions within scope of Local Authority per capita

Performance Indicator	Previous Year	On Target	Benchmark	2021/22 Area for Improvement	Difference	Scottish Position
CO2 emissions area wide: emissions within scope of LA per capita (2021/22)	3.8		3.9	3.9	2%	7(↑6)



Metadata

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

Climate Change is a major policy agenda for local government. The focus on green recovery and sustainability within local and national Covid-19 recovery and renewal plans provide a further impetus for this. Progress within this indicator contributes to national carbon reduction targets.

Data is collected from the Scottish Government 'UK local authority and regional carbon dioxide emissions national statistics publication.' There is a two-year lag in data publication.

Comments

Dundee's CO2 emissions within scope of Local Authority per Capita has risen marginally between 2020/21 and 2021/22. This is the first time there has been an increase in this indicator for Dundee since the Benchmarking Framework was established. However, this is not unique to Dundee as the family group average has also increased in the past year, as has the Scotland average.

Dundee City Council will continue to focus on tackling climate change and reach net zero by 2045, and the Council has a number of plans and strategies for this:

- Dundee Climate Action Plan
- Regional Transport Strategy
- Waste and Recycling Strategy Action Plan 2020-25
- Dundee Biodiversity Action Plan 2020-30
- Local Food Growing Strategy

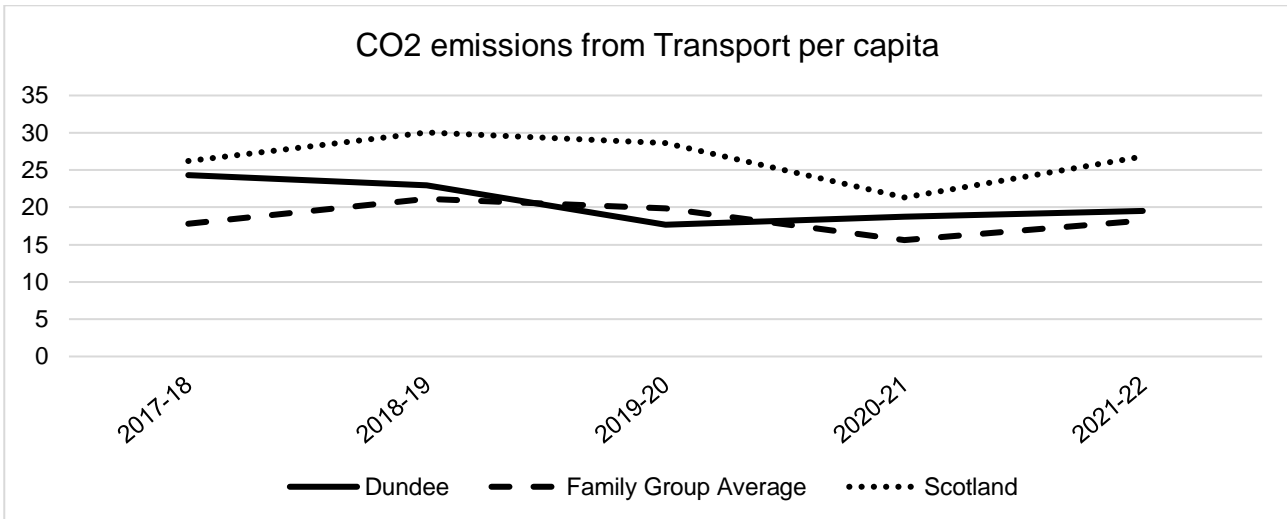
In response to Dundee declaring a climate emergency a city-wide Climate Action Plan was prepared that set out a first set of ambitious actions under the themes of Energy, Transport, Waste and Resilience to support Dundee in a just transition to a net-zero and climate resilient future by 2045 at the latest. The Council has invested around £60 million over the last three years to tackle climate change and additional projects will bring the total to almost £115m by 2026.

The Dundee Climate Fund is one of the key Council Plan actions and the new fund will run for four years and is designed to raise awareness of climate change while supporting communities to identify and vote on local projects. Other key Council Plan actions include;

- Deliver the Low Emission Zone to improve air quality.
- Develop a city-wide Local Area Energy Plan and Local Heat and Energy Efficiency Strategy in partnership with the Dundee Climate Leadership Group.
- Develop and implement a Net Zero Transition Plan and Carbon Budget for DCC.
- Provide further opportunities for pedestrianised areas, pocket parks and support empowered communities to be partners and leaders on local plans and initiatives to develop biodiversity, local food growing and community spaces.

CO2 emissions from Transport per capita

Performance Indicator	Previous Year	On Target	Benchmark	2021/22 Area for Improvement	Difference	Scottish Position
CO2 emissions from Transport per capita (2021/22)	18.7		18.3	19.5	7%	12(14)



Metadata

This indicator reports transport emissions for the following:

Climate Change is a major policy agenda for local government. The focus on green recovery and sustainability within local and national Covid-19 recovery and renewal plans provide a further impetus for this. Progress within this indicator contributes to national carbon reduction targets.

The data for emissions come from 'Annual Local Authority Climate Report,' published by Sustainable Scotland Network.

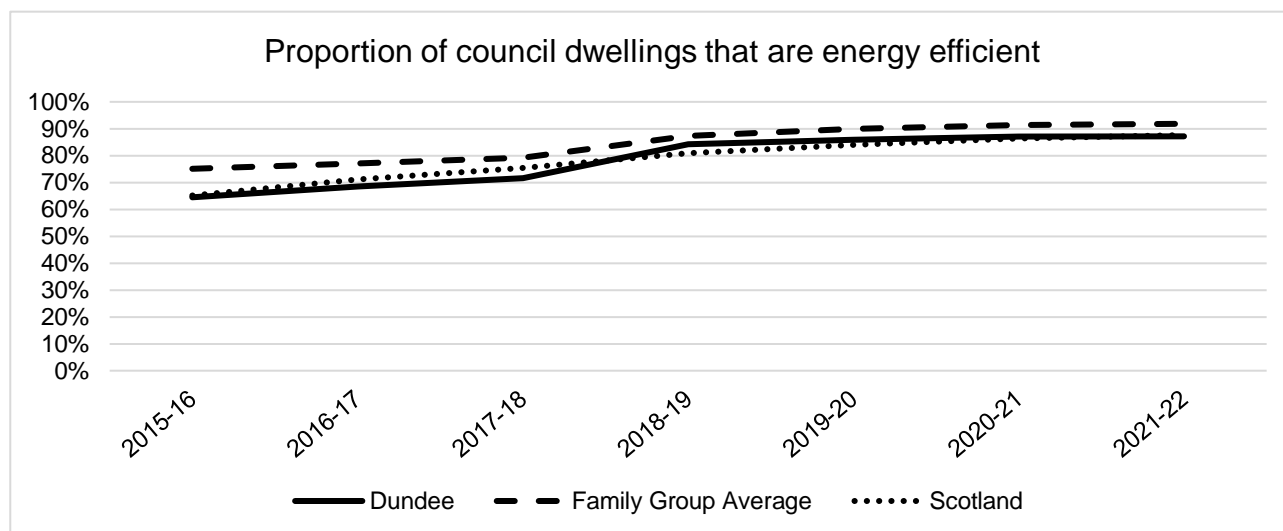
Comments

CO2 emissions from Transport per capita is an area of improvement for Dundee City Council. Although There has been a decrease in these emissions since the baseline year of 2017/18 from 26.2 tonnes to 19.5 tonnes, emissions have increased from 18.7 tonnes in 2020/21 to 19.5 tonnes in 2021/22.

The Low Emission Zone is being introduced in Dundee City and will be enforced from 30th May 2024 to contribute to the Council meeting greenhouse emissions reductions targets as outlined within the Dundee Climate Action Plan published in 2019, and to help promote the city as an inclusive and desirable place to live, invest, visit, and learn.

% of council dwellings that are energy efficient

Performance Indicator	Previous Year	On Target	Benchmark	2021/22 Area for Improvement	Difference	Scottish Position
% of council dwellings that are energy efficient (2021/22)	87.1%		91.8%	87.2%	-5%	14(↓2)



Metadata

This indicator measures the percentage of council dwellings that meet the Energy Efficiency Standard for Social Housing (EESH) standard. The scope of Energy Efficiency Standard for Social Housing (EESH) is the same as for the Scottish Housing Quality Standard (SHQS): they both apply to self-contained homes, including a full range of facilities for the use of occupiers, provided for the purpose of social rent, and usually subject to tenancy agreements based on the model agreement for secure tenancies.

This indicator will allow councils to compare themselves against best practice on energy efficiency and will assist them in reducing CO2 emissions.

The Scottish Housing Regulator collects this data as part of their annual return. This is available on the Scottish Housing Regulator website.

Comments

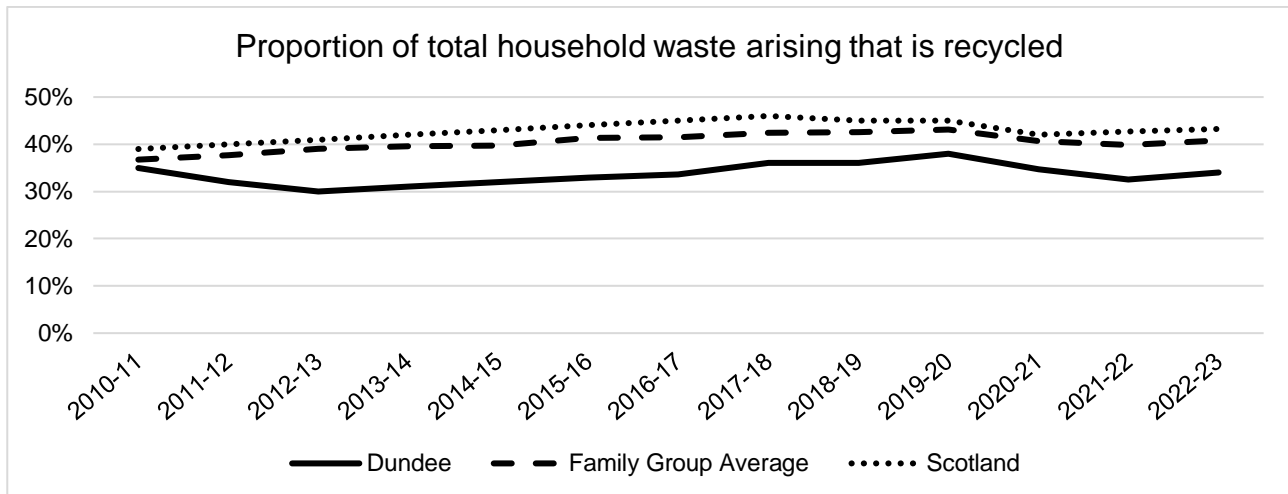
Energy efficiency has improved in Dundee City Council dwellings year on year since 2015-16. However, in the last 3 years, the percentage of council dwellings which are energy efficient has fallen behind the family group average.

As part of the ambitious Climate Action Plan, there is a focus on energy efficiency in council dwellings:

- Complete fabric improvements to outstanding domestic Council (and ex-Council properties in mixed-tenure blocks) stock to achieve the Energy Efficiency Standard for Social Housing (EESH) and wide range of technologies (including renewables) under consideration to allow compliance with the more exacting EESH2 standard by 2032.
- Continue to deliver a city-wide energy awareness campaign to improve energy efficiency behaviour in all households.

% of total household waste arising that is recycled

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
% of total household waste arising that is recycled	32.6%		40.8%	34.0%	-17%	28(↑1)

**Metadata**

This indicator shows the percentage of total waste arising that is recycled. It includes waste from household collection rounds, and other household collections such as bulky waste collections, waste deposited by householders at household waste recycling centres recycling points/ bring banks.

This outcome measure will be useful in supporting ecological targets for agreed reductions in land fill waste.

Household waste data is available on the SEPA website.

Comments

The proportion of total household waste recycled has improved in Dundee between 2021/22 and 2022/23. This follows a decrease in the proportion recycled for the two years previous improved by 1.4% over the year before to 34% and remain below the family group average of 40.8. SEPA is also further reviewing Dundee's overall recycling rate to include additional metals recycling from energy from Waste residues. This will further improve the 2022 rate once the amendment has been confirmed by SEPA and will be updated in future reports. This remains an area for improvement and a waste strategy is being implemented. In response to this challenge, the Waste and Recycling Strategy sets out Dundee City Council's long-term plans to maximise recycling and minimise general waste. It is a vital operation the Council delivers, and it is targeting increasing the percentage of waste recycled and working with communities to reduce the amount of waste being generated.

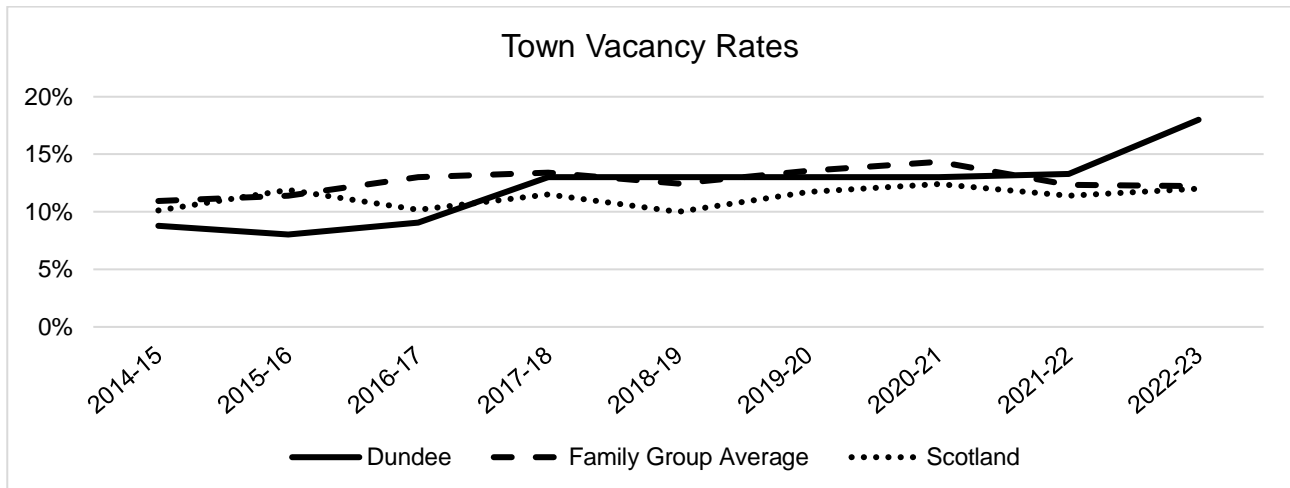
There is also a focus on the recycling of household waste in the Climate Action Plan to continue to communicate frequently with residents around waste/recycling services to improve participation and recycle quantity and quality.

BUILD RESILIENT AND EMPOWERED COMMUNITIES INDICATORS

Benchmark is Family Group Average							
Build Resilient and Empowered Communities							
Performance Indicators	Previous Years	On Target	Benchmark	Area for Improvement	Difference	Scottish Position (previous year up or down)	Lead
Town Vacancy Rates	13.3%		12.3%	18.0%	46%	26(↓5)	CD
Street Cleanliness Score	88.9%		86.4%	86.2%	2%	26(↓4)	NS
% of council dwellings meeting Scottish Housing Standards	58.1%	79.2%	70.0%		13%	9(↑9)	NS
Average number of days taken to complete non-emergency repairs	8.1		9.9	15.8	60%	25(↓14)	NS

Town Vacancy Rates

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
Town Vacancy Rates	13.3%		12.3%	18.0%	46%	26(↓5)



Metadata

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

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

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

Comments

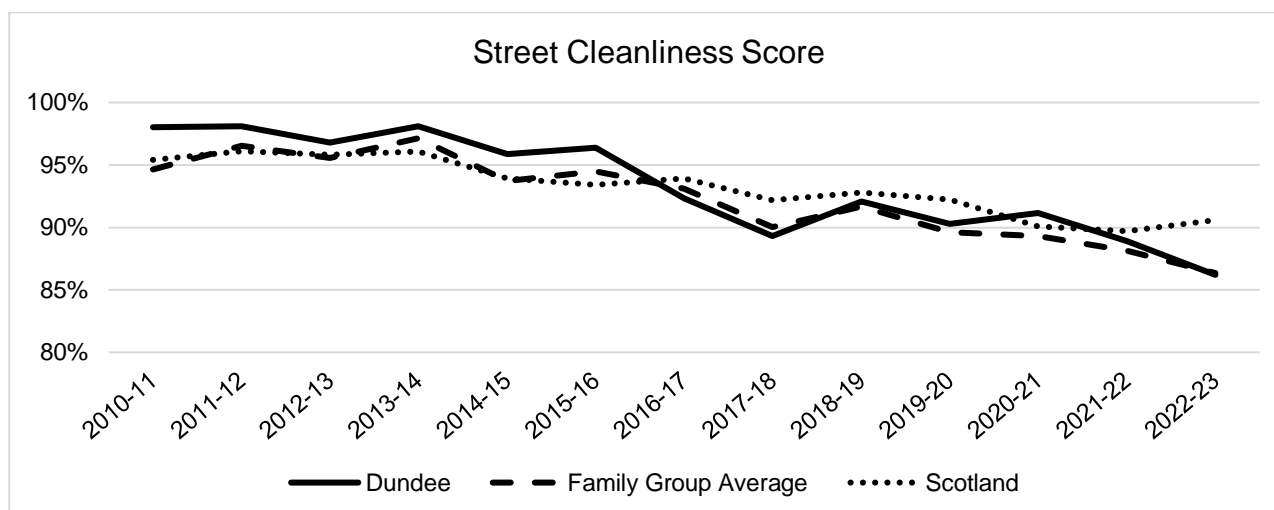
Dundee City Council's town vacancy rates have increased between 2021/22 and 2022/23, following a period where they remained relatively unchanged between 2017/18 and 2020/21. This increase has led to town vacancy rates in Dundee being 50% more than the family group benchmark, meaning that the vibrancy of the town centre is an area of improvement.

To improve this Dundee City Council will commit to a number of actions which are outline in the Council Plan:

- Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre.
- Increase the number of start-ups and SMEs in the city and support their expansion.
- Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs.

Street Cleanliness Score

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
Street Cleanliness Score	88.9%		86.4%	86.2%	0%	26(↓4)



Metadata

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

The Cleanliness Score (% areas assessed as clean using A and B Code of Practice definitions) allows authorities to manage for improvement by tackling litter problem areas to achieve better results. Various factors will affect the overall cleanliness within a council's area. These will include:

- Council policy on litter picking to a greater extent rather than street sweeping.
- The lack of litter bins, especially in town centres.
- Awareness and education of the public is a key priority, and this will be done through actions and campaigns to alert the general public to the problems associated with cleanliness and in particular dog fouling.
- The adoption and implementation of enforcement powers available to councils.

Keep Scotland Beautiful publishes this data on an annual basis.

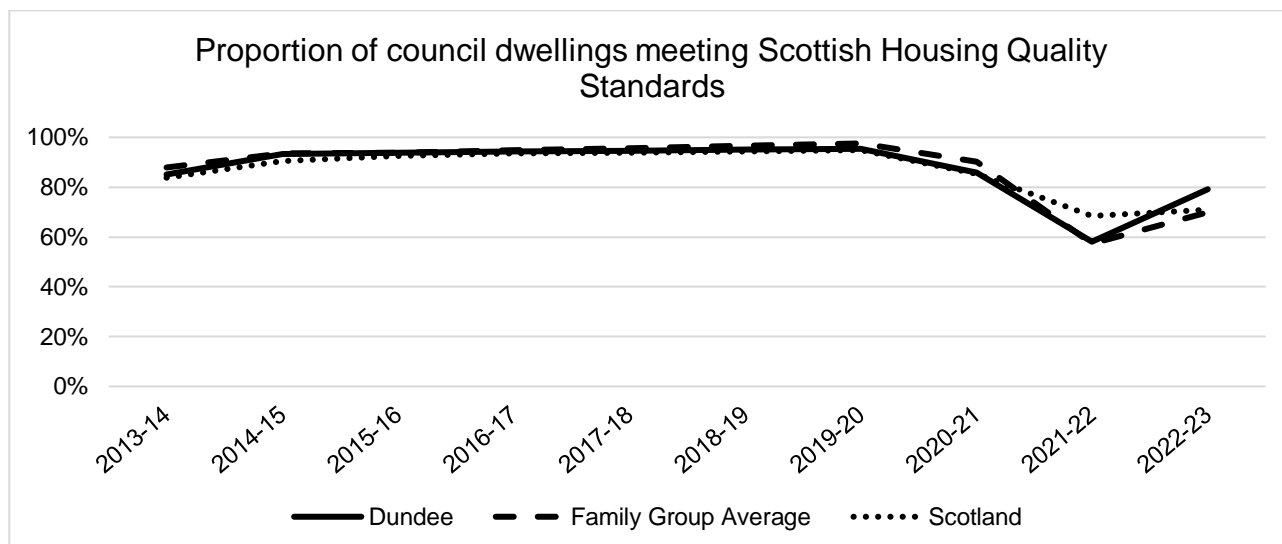
Comments

There has been a decrease within the long-term trend of street cleanliness scores within the Family Group since 2010/11. Dundee mirrors this trend, with cleanliness scores between 2021/22 and 2022/23 decreasing. The KSB Litter Local Environmental Audit and Management System (LEAMS) monitors issues such as litter in partnership with Scotland's local authorities at a random selection of sites across Scotland every year. Whilst the aspirational target is 94%, Dundee's current score for 22/23 is 86.2. A dedicated plan to address this is currently being implemented which has identified priority locations, hotspots and specific routes which are being targeted with close monitoring going forward. This includes large mechanical and small compact sweeping routes and manual patrol beats. Initial work commenced in 2023 focusing on major sweeping of all main arterial routes citywide. This is continuing into 2024, alongside targeted community clean-ups and a number of other actions to tackle litter citywide under the 'Take Pride in your City' campaign, including hiring of a Deck Scrubber and employment of temporary street scene staff.

There is a focus on street cleanliness in the Climate Action Plan also.

% of council dwellings meeting Scottish Housing Standards

Performance Indicator	Previous Year	2022/23 On Target	Benchmark	Area for Improvement	Difference	Scottish Position
% of council dwellings meeting Scottish Housing Standards	58.1%	79.2%	70.0%		13%	9(↑9)



Metadata

This indicator measures the percentage of council dwellings that meet the Scottish Housing Quality Standard (SHQS). Properties within scope of the SHQS as defined in the Scottish Government's guidance, "General principle: means self-contained homes, including a full range of facilities for the use of occupiers, provided for the purpose of social rents, and usually subject to tenancy agreements based on the model agreement for secure tenancies."

The indicator shows progress towards meeting the Scottish Government's target that all council dwellings must meet the Scottish Housing Quality Standard (SHQS) by 2015 as part of the broader expectation placed on all social landlords.

The Scottish Housing Regulator collects this data as part of their annual return. This is available on the Scottish Housing Regulator website.

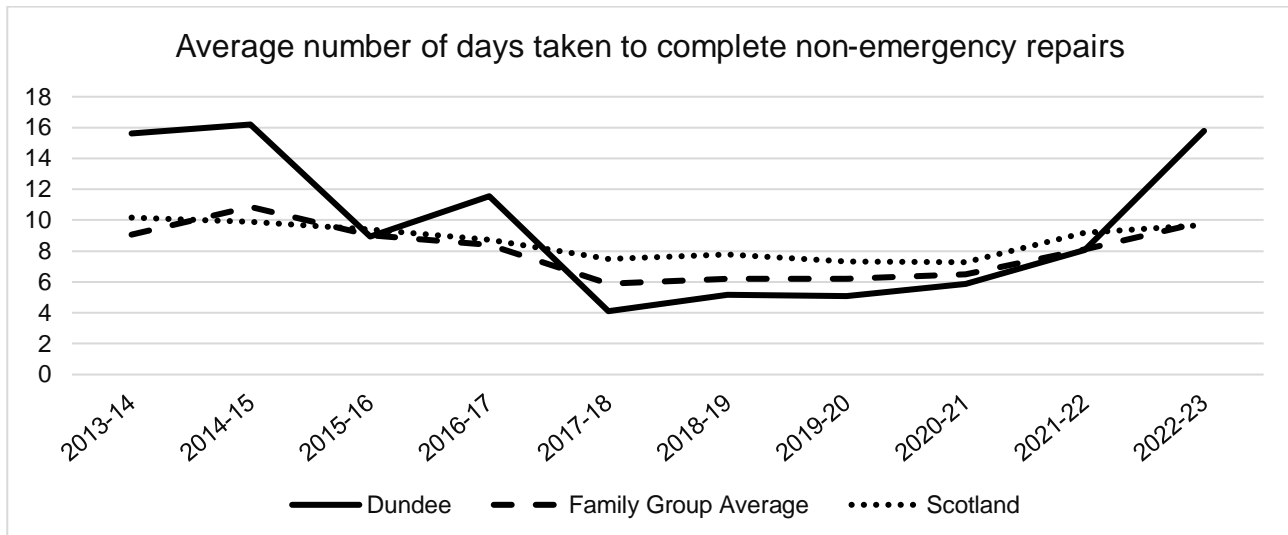
Comments

The graph above shows that up until 2020/21, Dundee had had a high proportion of dwellings which were meeting Scottish Housing Standards which had been increasing over the previous decade. However, due to electrical testing becoming a requirement of SHQS the percentage of dwellings dropped in 2021/22, largely due to access issues. Both housing repairs and housing quality were affected by Covid related access issues and subsequent delays in carrying out key safety, inspection, and maintenance services. However, work has been done to clear the backlog of electrical testing from 2021/22 (and those which were due in 22/23). This has progressed well, and this is reflected in the reported figures for 2022/23 which show an increase from 58.1% to 79.2%.

As part of the Climate Action Plan, there is a focus on energy efficiency in council dwellings to complete fabric improvements to outstanding domestic Council (and ex-Council properties in mixed-tenure blocks) stock to achieve the Energy Efficiency Standard for Social Housing (EESH) and widen the range of technologies (including renewables) under consideration to allow compliance with the more exacting EESH2 standard by 2032.

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

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
Average number of days taken to complete non-emergency repairs	8.1		9.9	15.8	60%	25(↓14)



Metadata

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

This customer-focused quality indicator is a useful measure which councils can use to help compare approaches to responding to repairs more quickly.

This data is taken from the Social Housing Charter publication produced by the Scottish Housing Regulator.

Comments

There has been a substantial increase in the number of days taken to complete non-emergency repairs in Dundee. There has also been an increase in the family group average, but this increase is more significant for Dundee. The Covid-19 lockdown had a significant impact on every landlord's ability to carry out repairs for tenants. This inability to carry out routine and planned maintenance led to the creation of a substantial backlog of outstanding repairs to both tenanted and void properties.

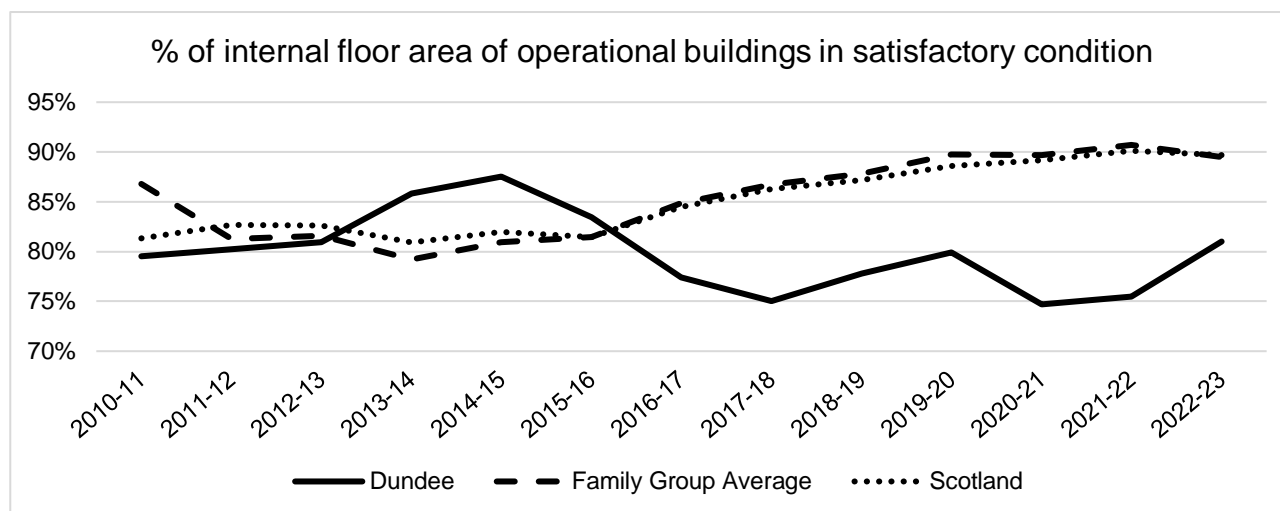
In response, the Housing Repairs and Relets Plan was approved by the Neighbourhood Regeneration, Housing and Estate Management Committee on the 13th of May 2024 which focused on tackling this repairs backlog of currently over c.4,800 outstanding repairs within the system. This proposed that Construction Services should solely focus its trades resources on work to the Council's housing stock for a period of approximately twenty weeks. Although Construction services would continue to carry out some Capital works during this time, workforce resources would be targeted at clearing the backlog in response repairs (as well as relets). Alongside the delivery of the proposed programme to remove the repairs and relet backlog, work will continue to modernise the design and delivery of the repairs service to deliver greater levels of customer satisfaction and value for money.

DESIGN A MODERN COUNCIL INDICATORS

Benchmark is Family Group Average		Design a Modern Council					
Performance Indicators	Previous Years	On Target	Benchmark	Area for Improvement	Difference	Scottish Position (previous year up or down)	Lead
% of internal floor area of operational buildings in satisfactory condition	75.5%		89.5%	81.0%	9%	30(0)	CD
% of operational buildings that are suitable for their current use	83.0%	86.1%	85.9%		0%	17(↑7)	CD
Sickness absence days per employee (non-teacher)	14.7		13.8	16.2	17%	30(↓1)	CS
Sickness Absence Days per Teacher	4.8	6.1	6.3		3%	9(↓2)	CF
The gender pay gap (%)	1.1%	0.3%	1.0%		70%	6(↑1)	CS
Actual outturn as a percentage of budgeted expenditure	96.4%		99.8%	97.8%	2%	19(↑2)	CS
Total useable reserves as a % of council annual budgeted revenue	22.4%		24.1%	19.2%	20%	25(↓5)	CS
Uncommitted General Fund Balance as a % of council annual budgeted net revenue	5.1%	4.4%	5.2%		15%	11(↑2)	CS

% of internal floor area of operational buildings in satisfactory condition

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
% of internal floor area of operational buildings in satisfactory condition	75.5%		89.5%	81.0%	-9%	30(0)



Metadata

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

This indicator is important in terms of good asset management practice. Each council will have its own 'mix' of properties used for service provision. The choice of that mix is a matter for the council and will vary with a range of factors such as settlement pattern and population density.

Councils return this data direct to the Improvement Service.

Comments

There has been a notable improvement in gross internal floor area in satisfactory condition in Dundee City Council's operational buildings between 2021/22 and 2022/23. However, this remains as an area of improvement as Dundee City Council is still below the benchmark.

A key priority relevant to this indicator which will ensure that this proportion increases further is within the City Development Service Plan 2023/28. This to continue the Property Rationalisation programme which is intended to improve the overall condition of our estate, reduce energy consumption and climate emissions, and bring our building footprint down closer to the average of similar Councils across Scotland to reduce the amount of property occupied by the council that is classed as less than satisfactory condition.

The Property Rationalisation initiative will continue to work and support colleagues across all Services and L&CD to identify potential areas within the portfolio where the Council can vacate from existing older and less efficient properties to provide services from alternative modern functional premises. Community-based accommodation will form the next phase of property rationalisation reviews.

Demolitions Complete:

- 101 Whitfield Drive
- Marchbanks - Old Weighbridge Building, Old Wash Bay & 1950's Lean to Shed
- Camperdown Park Sawmill
- Law Nursery

On-hold:

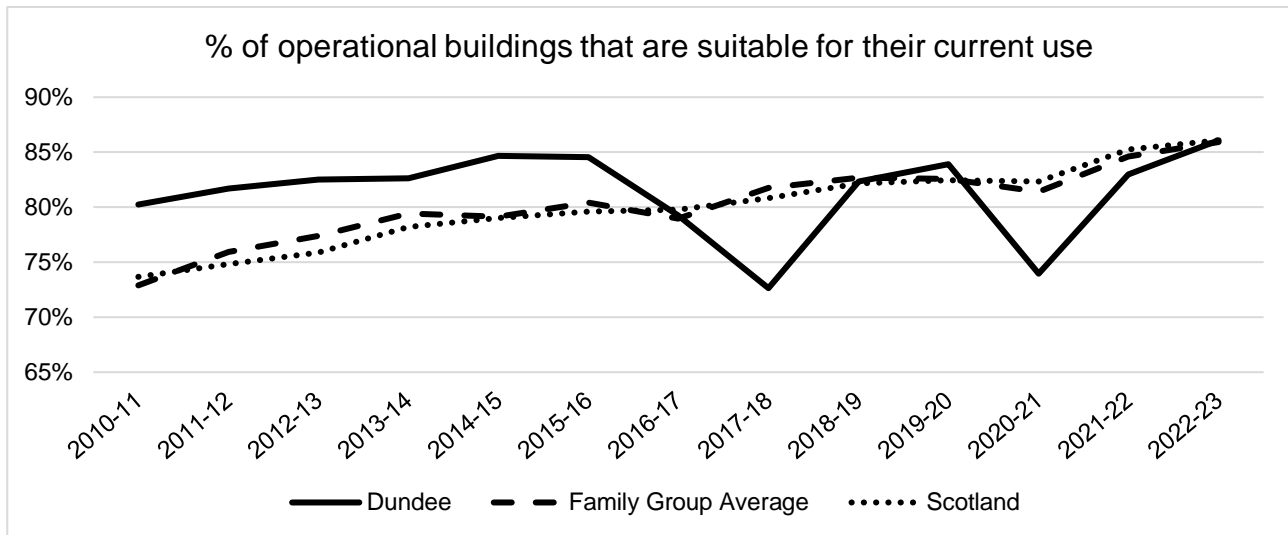
- MOT side buildings demolition (demolition on hold until Union building is vacated, most likely demolition will start in financial year 2024/25)
- Fairbairn Street
- Unit 2 Logie Ave

Future Demolition programmed for:

- Balerno Education Centre (Programmed for 2024/25 financial year demolition)
- Craigie High School (Programmed for 2025/26 financial year demolition)
- Braeview Academy (Programmed for 2025/26 financial year demolition)
- Contracts Services House Clepington Road (Programmed for 2025/26 financial year demolition)
- Part of old Baldovie Plant (Programmed for 2025/26 financial year demolition)

% of operational buildings that are suitable for their current use

Performance Indicator	Previous Year	2022/23 On Target	Benchmark	Area for Improvement	Difference	Scottish Position
% of operational buildings that are suitable for their current use	83.0%	86.1%	85.9%		0%	17(↑7)

**Metadata**

This indicator measures the proportion of operational buildings that are suitable for their current use. "Operational accommodation" is all property used for the delivery of services. It includes schools and temporary buildings but excludes rented housing stock and properties available for commercial let. "Suitable for its current use" means assessed as either performing as intended and operating efficiently or performing as intended but showing minor deterioration.

This indicator is important in terms of good asset management practice. Each council will have its own 'mix' of properties used for service provision. The choice of that mix is a matter for the council and will vary with a range of factors such as settlement pattern and population density.

Councils return this data direct to the Improvement Service.

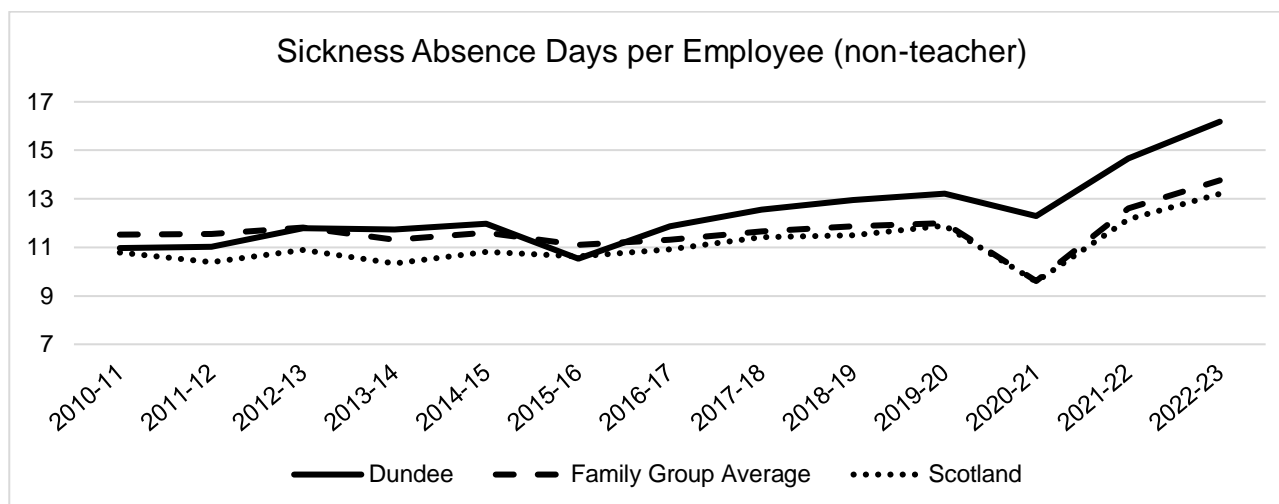
Comments

Dundee City Council's operation buildings in satisfactory condition increased between 2021/22 and 2022/23. This has resulted in the Dundee figure being higher than the family group average, whereas in 2021/22 Dundee was lower.

The Property Rationalisation programme, a key priority within the City Development Service Plan 2023/28, aims to ensure that this proportion increases further (see above comments for '% of internal floor area of operational buildings in satisfactory condition').

Sickness absence days per employee (non-teacher)

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
Sickness absence days per employee (non-teacher)	14.7		13.8	16.2	17%	30(↓1)



Metadata

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

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

Sickness absence in the public sector is widely regarded as being a significant cost to councils. This indicator is important because it allows councils to compare these rates and establishes which councils are dealing effectively with this issue.

Councils return this data direct to the Improvement Service.

Comments

Sickness absence days per employee (non-teacher) increased in Dundee City Council between 2021/22 and 2022/23. This also follows an increase between 2020/21 and 2021/22, meaning that in the last two years, Sickness absence days per employee (non-teacher) has increased from 12.3 days in 2020/21 to 16.2 days in 2022/23. While this follows a similar trend to the family group average, Dundee is notably above the benchmark, meaning this is an area for improvement.

The Council Plan includes the People Strategy 2022-2027 which will ensure that Dundee City Council employees receive the best possible support. This commits to:

- An explicit Meaningful Employee Journey developed.
- Quality Conversations and surveys to engage and inform our workforce regularly.
- Modernise workforce practices, change and policies. Market our competitive edge in the Employer of Choice arena and employee offer/experience. Modernising terms and conditions.
- Review and reinvigorate our Employee and Leadership engagement.

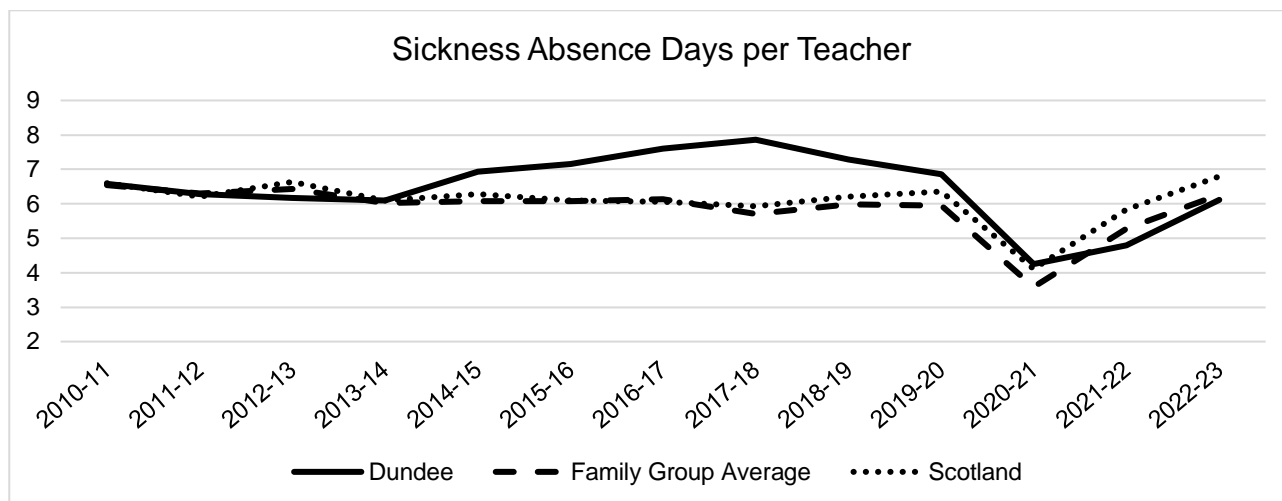
- Transactional Working - It is recognised that automation of digital transactions facilitates significant benefit whilst reducing costs for organisations. This is also true of internal People Services transactions where automation is just as important and can also deliver efficiencies.
- Mobile, Agile and Flexible working - Our employees will be able to work in remote ways, access systems from any authorised device and from any location, and we will support them to do so with skills, knowledge, and confidence.
- Digital Learning and Teaching – Deliver digital technologies to support learning environments suitable for learning in the 21st century.

Dundee City Council further commits to prioritising improving attendance which is a standing item on the agenda every month for Council Leadership Team. The Health & Wellbeing Action Plan for 2024/25 will also be implemented which includes:

- Establishing Focus Groups within target service areas to better understand culture, workload and leadership and the impact these have on absence levels.
- Developing a Mental Health Survey to gather the views of employees who have recently been absent to get their experience of the process.
- Developing a range of resources to promote employee understanding and engagement of promoting attendance policy, procedures, and available mental health support.
- Establishing Attendance Support and Wellness Advisor posts to support absence processes and implement targeted wellbeing activity across the organisation.
- New workshop for leaders/managers focussing on Resilience and Human Behaviour in Teams.
- Developing a Communication Strategy and Signposting to increase employee reach and develop an Absence, Health & Wellbeing communication toolkit to ensure information and access are available and up to date across all service areas

Sickness Absence Days per Teacher

Performance Indicator	Previous Year	2022/23 On Target	Benchmark	Area for Improvement	Difference	Scottish Position
Sickness Absence Days per Teacher	4.8	6.1	6.3		-3%	9(↓2)



Metadata

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

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

Sickness absence in the public sector is widely regarded as being a significant cost to councils. This indicator is important because it allows councils to compare these rates and establishes which councils are dealing effectively with this issue.

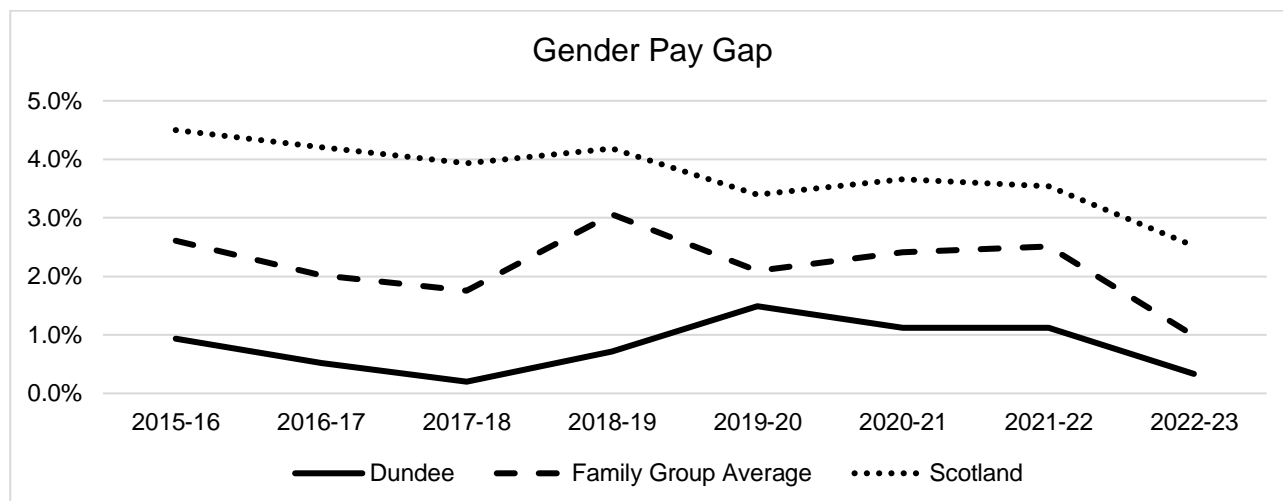
Councils return this data direct to the Improvement Service.

Comments

Sickness absence days per employee (teacher) increased in Dundee City Council between 2021/22 and 2022/23. This also follows an increase between 2020/21 and 2021/22, meaning that in the last two years, Sickness absence days per employee (teacher) has increased from 4.3 days in 2020/21 to 6.4 days in 2022/23. While this follows a similar trend to the family group average, Dundee is slightly below the benchmark, meaning this is an area which Dundee City Council is on target.

The gender pay gap (%)

Performance Indicator	Previous Year	2022/23 On Target	Benchmark	Area for Improvement	Difference	Scottish Position
The gender pay gap (%)	1.1%	0.3%	1.0%		-70%	6(↑1)



Metadata

The gender pay gap is the percentage difference between men's and women's hourly pay. The information required is the gender of each employee and their basic rate of pay. This enables the pay of part-time employees to be compared with full-time employees.

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

The delivery of quality services is dependent on a trained and motivated workforce, and it is, therefore, essential that councils' employment policy reflects their commitment to equal opportunities. The indicator provides a picture of the current gender pay gap between male and female employees. This will help councils to identify areas of potentially unfair or discriminatory practices as well as providing a baseline for measuring improvement over time.

Councils return this data annually direct to the Improvement Service.

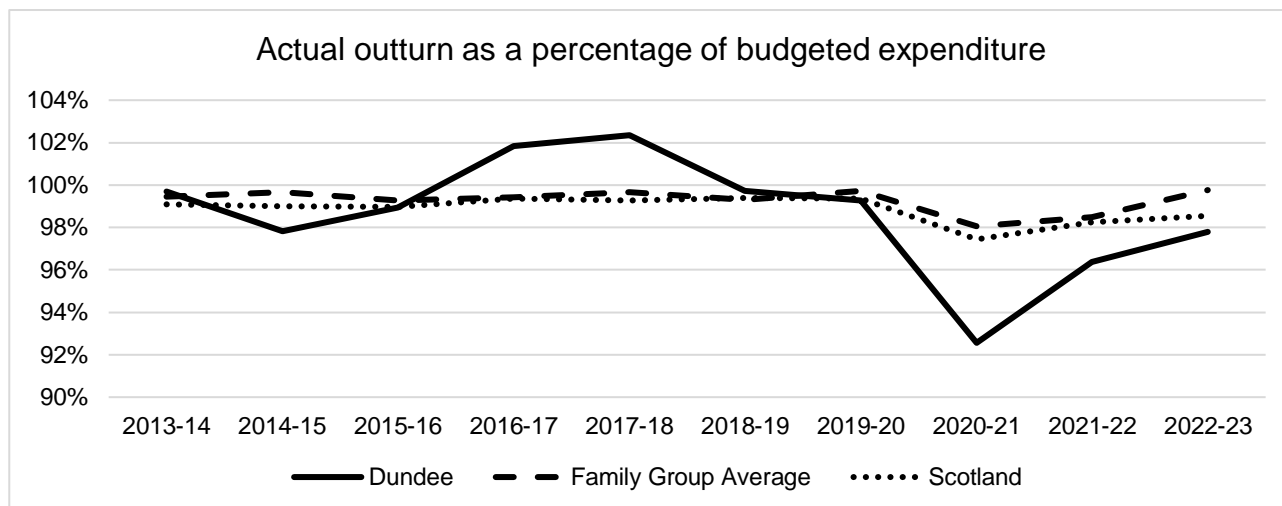
Comments

The gender pay gap in Dundee City Council has decreased between 2021/22 and 2022/23. Dundee has consistently performed well in this indicator compared to the family group and Scottish averages, indicating that Dundee City Council is fulfilling its commitments for equal opportunities.

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

Actual outturn as a percentage of budgeted expenditure

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
Actual outturn as a percentage of budgeted expenditure	96.4%		99.8%	97.8%	-2%	19(12)



Metadata

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

As demand for services is increasing and cost pressures are rising, local authorities are feeling the financial pressure which is impacting on budgets. Local authorities are also facing higher levels of scrutiny over their decision-making. The need for budgets and forecasts to reflect actual spending becomes increasingly important for councils with decreasing or low levels of usable reserves to draw on. Councils cannot continue to rely on underspends in certain services offsetting overspending elsewhere. Where services have been found to consistently overspend, budgets should be revised to reflect true spending levels and patterns.

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

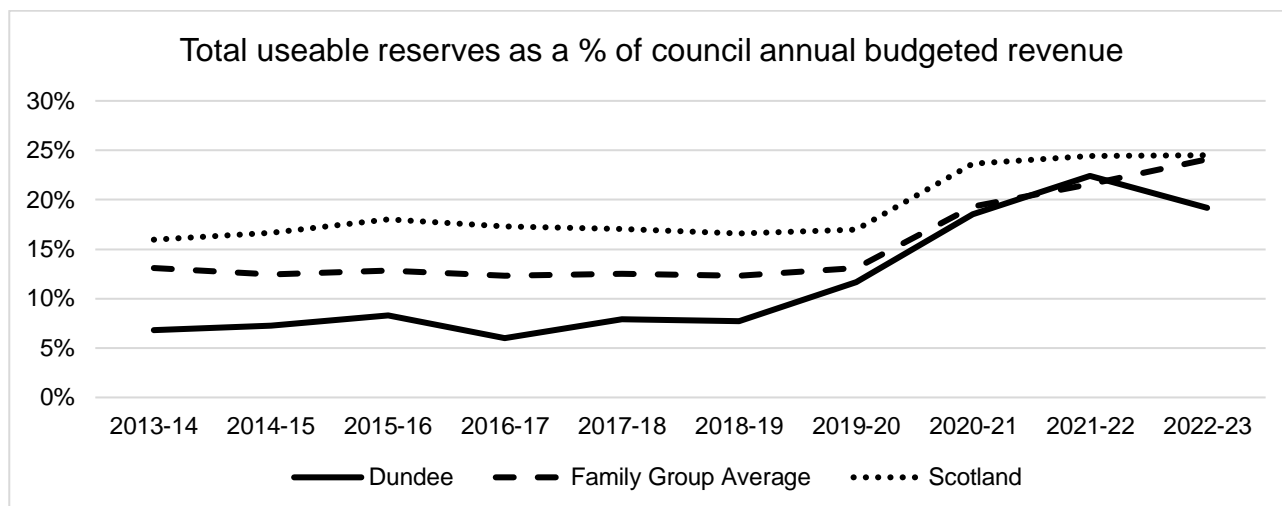
Comments

Dundee City Council's actual outturn as a percentage of budgeted expenditure improved between 2021/22 and 2022/23. This follows an increase between 2020/21 and 2021/22, which is particularly encouraging following the outstandingly low figure in 2020/21. However, Dundee remains below the benchmark meaning that this is still an area for improvement.

In the Council Plan Dundee City Council commits to being lean and efficient with a clear set of priorities that deliver for Dundee citizens and communities, focusing resources where they can make the biggest difference. This will ensure that the Council remains financially sustainable and continues to provide good quality and efficient services.

Total useable reserves as a % of council annual budgeted revenue

Performance Indicator	Previous Year	On Target	Benchmark	2022/23 Area for Improvement	Difference	Scottish Position
Total useable reserves as a % of council annual budgeted revenue	22.4%		24.1%	19.2%	-20%	25(↓5)



Metadata

This indicator is calculated as the ratio of total usable reserves to council annual budgeted revenue. Definitions include:

- Total usable reserves from as per Movement in Reserves Statement should be used.
- The budget is the approved budget for the start of the year.
- Total usable reserves should include Capital Grants Unapplied and Capital Fund

This measure has been incorporated to provide an indication on the level of how a Council is placed to meet unforeseen events. A low level of unallocated reserves may be a sign that a council could struggle if any unknown financial surprises were to occur.

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

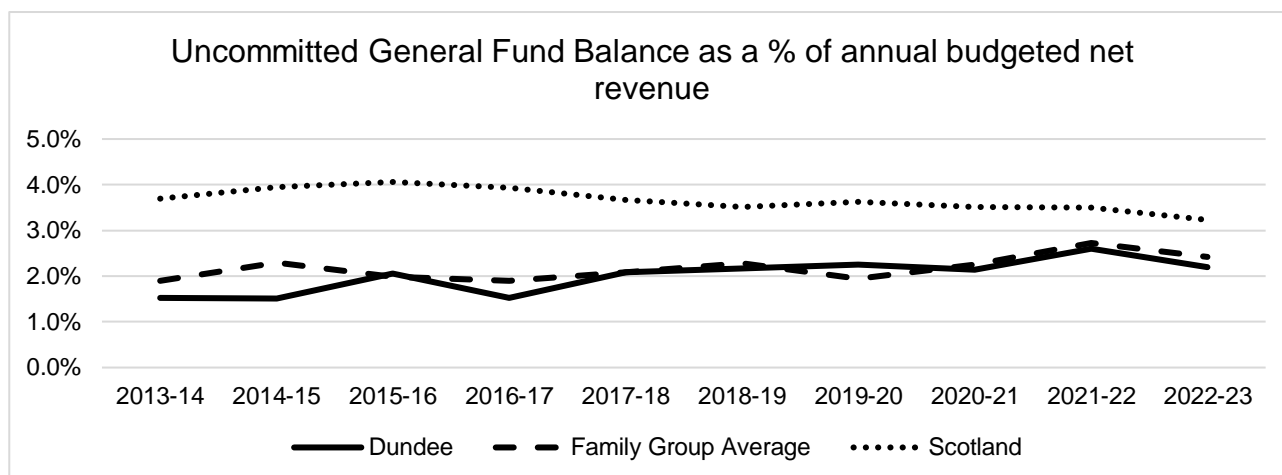
Comments

Dundee City Council's total useable reserves as a % of council annual budgeted revenue decreased between 2021/22 and 2022/23. This follows a period between 2018/19 and 2021/22 where Dundee improved significantly on this measure since 2018/19 with an increase from 7.7% to 22.4%. While the figure for Dundee decreased between 2021/22 and 2022/23, the family group average increased. As a result of this, Dundee has once again fallen below the benchmark meaning this is an area for improvement.

The Council Plan includes both a Medium- and Long-Term Financial Strategy to ensure the Council remains financially sustainable and continues to provide good quality and efficient services. The Council's agreed Medium Term Financial Strategy states that free balances will be retained at the higher of 2% of revenue budget or £8m which will sustain the current increase total useable reserves as a percentage of council annual budgeted net revenue but, ideally, a higher level will be held for operational purposes. A Long-Term Financial Strategy will also be developed alongside the 2023/24 revenue Budget.

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

Performance Indicator	Previous Year	2022/23 On Target	Benchmark	Area for Improvement	Difference	Scottish Position
Uncommitted General Fund Balance as a % of council annual budgeted net revenue	5.1%	4.4%	5.2%		-15%	11(↑2)



Metadata

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

This measure has been incorporated to provide an indication on the level of uncommitted reserves. A low level of uncommitted reserves may be a sign that a council could struggle if any unknown financial surprises were to occur.

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

Comments

Dundee City Council's uncommitted general fund balance as a % of annual budgeted net revenue has worsened between 2021/22 and 2022/23. Although the family group average also decreased, it did so at a lesser rate than for Dundee, meaning that Dundee is slightly below the benchmark, making this an area for improvement.

The Council Plan includes both a Medium- and Long-Term Financial Strategy to ensure the Council remains financially sustainable and continues to provide good quality and efficient services. The Council's agreed Medium Term Financial Strategy states that free balances will be retained at the higher of 2% of revenue budget or £8m which will sustain the current increase total useable reserves as a percentage of council annual budgeted net revenue but, ideally, a higher level will be held for operational purposes. A Long-Term Financial Strategy will also be developed alongside the 2023/24 revenue Budget.

REPORT TO: CITY GOVERNANCE COMMITTEE – 10 JUNE 2024

REPORT ON: RISK MANAGEMENT ANNUAL REPORT

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 154-2024

1.0 PURPOSE OF REPORT

1.1 To present to the City Governance Committee

- The annual report of Risk Management.
- The review of the risks in the Council's Corporate Risk Register.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee

- Note the content of this report.
- Remit this report to the Scrutiny Committee for further consideration.

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 BACKGROUND

4.1 Article V of the Minute of Meeting of the Policy and Resources Committee of 6 March 2023, Report No 62-2022 refers. This report presented the annual review of Risk Management and review of the Council's Corporate Risk Register (CRR).

5.0 RISK MANAGEMENT OVERVIEW

5.1 In undertaking reviews of the CRR, it is acknowledged that the nature of a risk at corporate level can vary significantly from similarly titled risks at a service level. However, the service level risks are an important guide to where underlying risks to the Council may lie and, as a result, due consideration is given to these when assessing the Council's corporate risks.

5.2 The CRR is reviewed regularly throughout the year by the Council's Risk and Assurance Board which meets every two months and separately by the Council Leadership Team with occasional reports provided from the Risk Management system.

5.3 A review of the Council's Corporate risks was also carried out once in 2023/24 by the Corporate Risk Management Coordinator in conjunction with the Executive Director of Corporate Services (the Council's Senior Risk Officer).

5.4 Service Level Risk Registers are reviewed by the relevant Heads of Service on a 3 to 6 monthly basis, with regular reports provided from the Council's Risk Management system on risks which are due for review. The Risk and Assurance Board consider the overdue Service Level Risks at each meeting.

5.5 A review of the Council's Risk Management Policy and Strategy was carried out in 2023/24 and was submitted and approved by the City Governance Committee. (Article VIII of the minute of meeting of 21 August 2023, Report No 227-2023 refers). This report also provided a Corporate Risk Register update to Committee.

6.0 REVIEW OF THE COUNCIL'S CORPORATE RISK REGISTER

6.1 The CRR was reviewed by the Council Leadership Team in January 2024 and subsequently by the Risk and Assurance Board in February 2024.

6.2 Any assessed changes to the level of risk are updated in Ideagen (formally Pentana) on an ongoing basis, along with new risks added and historic risks removed as considered appropriate.

6.3 The paragraphs below provide an update from the review of the Corporate Risk Register by the Risk and Assurance Board and the actions taken since that review:

- DCC001 Financial Sustainability

The risk score for this risk has been changed from 5*4 (Extreme Likely) to 5*5 (Extreme - Almost Certain) to reflect the financial position of the Council for 2024/25 and the expected funding deficit for 2025/26.

- DCC012 Integration Joint Board / Dundee Health and Social Care Partnership

The risk score for this risk was considered by the Chief Financial Officer, Dundee Health and Social Partnership in conjunction with the Executive Director of Corporate Services. This review has changed the risk from 5*3 (Extreme – Possible) to 4*4 Major - Likely). The risk score now reflects the maturity of integrated Health and Social Care arrangements.

- DCC017a National Care Service

The risk score for this risk was considered by the Council Leadership Team after review by the Chief Financial Officer, Dundee Health and Social Partnership. This review has maintained the risk score at 5*5 (Extreme – Almost Certain). This is due to the uncertainties around the expected remit of the National Care Service including the potential inclusion of Children Services social work, which would have a major impact on the Council.

- DCC004a Failure to Adequately Address Poverty / Inequalities, DCC004b Failure to Address Climate Change / Net Zero, DCC004c Inadequate Steps taken to Generate Inclusive Economic Growth / Community Wealth Building.

Discussions have been held regarding these 3 sub risks within the City Plan. No changes have been made to risk scores, but the Internal Controls have been reviewed and will be updated in Ideagen (Pentana) in due course.

- DCC016 Climate Change

This risk was added and referred to in report 32-2023 as a new risk. This risk has now been incorporated into risk DCC004b – Failure to Address Climate Change / Net Zero, referred to above and risk DCC016 has been removed from the Corporate Risk Register.

- Other Corporate Risks

The Internal Controls included for some of the risks have not been updated for some time. This was discussed at the Risk and Assurance Board and has been followed up with a number of services. Some of these are still to be updated and reminders have been issued where appropriate. Some show as partly effective, some as fully effective and further updated and commentary is required. The current position of the internal controls for each of the Corporate Risks is included in Appendix A.

The remaining CRR risks as set out in Appendix A and Appendix B have been reviewed and no changes have been made to the scoring since the last report.

- Service Level Risks

No risks from Service Level risks were considered for escalation to the Corporate Risk Register at this time. The Risk and Assurance Board will continue to review any Service Level risks which may require to be escalated to the Corporate Risk Register.

- 6.4 The administration of the Corporate Risk Management system (Ideagen / Pentana) has been looked at in relation to the Corporate Risk Register. A number of changes to responsible officers have been made to reflect changes in officers who have left the employment of Dundee City Council.
- 6.5 Appendix A (DCC CRR Committee Overview) is attached which includes a description of each Corporate risk, the inherent risk score, the current risk score and the associated control measures linked to each risk.
- 6.6 Appendix B (CMRC – 1 DCC Corporate RR) is attached which outlines the risk description, current impact and consequences, the inherent risk score, the residual risk score and the related risks and their scores from each of the service area risk registers.

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 was consulted in the preparation of this report.

9.0 BACKGROUND PAPERS

- 9.1 None

ROBERT EMMOTT
EXECUTIVE DIRECTOR, CORPORATE SERVICES

27 MAY 2024

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DCC CRR - Committee Overview

Report Type: Risks Report

Report Author: David Vernon

Generated on: 27 May 2024



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RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
1. COUNCIL CORPORATE RISKS – DCC Corporate Level Risk Register	The Council's high-level Corporate Risk Register. Risks held directly within this register are the key high-level risks to delivery of the Council's strategic goals.			

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC001 Financial Sustainability	<p>Risk that the Council is unable to deliver priorities and meet financial obligations due to financial constraints arising from funding pressures and demand pressures</p> <p>Impact / Consequences</p> <p>Fail to deliver objectives</p> <p>Maintaining sufficient revenue and capital resources to meet ambitions</p> <p>Reputational damage of going concern issues</p> <p>Lack of funding for capital and change programmes</p> <p>Need to resort to short-term reactive measures</p> <p>Failure to achieve Best Value</p>			<p>Budget setting and approval process.</p> <p>Capital Plan setting and approval process.</p> <p>Capital Investment Strategy approval.</p> <p>Capital and revenue monitoring.</p> <p>Approval of 3-year revenue budget.</p> <p>Option Appraisals/business cases requirements and approval process.</p> <p>Capital Strategy Group scrutiny.</p> <p>Formal Timetable for revenue and capital monitoring</p> <p>Corporate Leadership Team approval and actions regarding revenue monitoring.</p> <p>Reserves Policy</p> <p>Medium Term Strategy</p> <p>Long Term Revenue Budget Forecast</p>

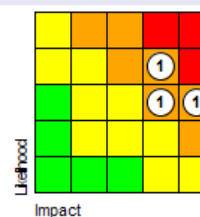
RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
<p>DCC002 Effectiveness of Partnerships</p>	<p>Risk that partnerships are not effectively commissioned, contracted and monitored and fail to deliver expected results. Key partnerships include:</p> <ul style="list-style-type: none"> • L&CD • Tayside Contracts • Tayside Plan for Children, Young People and Families • Employability Partnership • Alcohol and Drugs Partnership • Michelin Scotland Innovation Parc • Eden Project <p>NB: IJB /DH&SCP is considered separately as risk DCC012 IJB/DHSCP</p> <p>Impact / Consequence:</p> <ul style="list-style-type: none"> • Reputational damage • Risk of dispute arising between partners • Partnership breakdown causes or is caused by failure to deliver outcomes / priorities • Needs are not met in accordance with approved strategies and policies • Potential overspends / additional costs incurred • Partnerships do not deliver value for money 			<ul style="list-style-type: none"> Statutory Consultation Process Joined vision & defined objectives Performance Management Framework Partnership Risk Strategy / Plan Governance Structure Partnership contract / Service Level Agreement Benchmarking / Market Testing Financial Monitoring Governance Structure Due Diligence & Financial Governance Monitoring Meetings Review Meeting & Reporting Quarterly Lead Officer Review Meeting 'Follow The Public Pound' Reporting

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC003 Resilience	<p>Risk that the Council is unable to deliver critical services due to inadequate business resilience or cyber security arrangements.</p> <p>Risk that the Council cannot respond to or support emergencies in its area, or meet requirements of the Civil Contingencies Act 2004</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> - Allow physical, financial or emotional harm to come to citizens or stakeholders - Unable to deliver frontline services following disaster, failure or cyber security incident - Loss of information / records - Reputational impact - Unlawful disclosure of sensitive information - Financial cost and penalties 	<p style="text-align: center;">Impact</p>	<p style="text-align: center;">Impact</p>	<p>Senior Officer Resilience Group.</p> <p>Emergency response procedures</p> <p>Local Resilience Partnership</p> <p>Corporate Generic Emergency and Business Continuity Plans.</p> <p>Care Provision Impact Analysis</p> <p>Debriefs to Learn Lessons</p> <p>Appointment of Resilience Officer</p> <p>ICT Disaster Plan</p> <p>Data Centre Back-Up</p> <p>Safety & Alarm Response Centre</p> <p>Weather Response Plans</p> <p>Communication Strategy</p> <p>Membership of Govt Cyber Security Team</p> <p>Scottish Government Cyber Essentials framework</p> <p>Cyber security Protection</p> <p>Cyber Penetration Testing</p> <p>Phishing testing / awareness procedures</p> <p>Payment Card Industry Standards Adherence</p> <p>Public Sector Network Accreditation</p> <p>Network Data Security</p> <p>Cyber Incident Response Plan</p>

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
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DCC004 City Plan

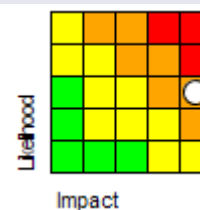
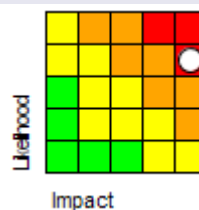
[LINK TO CITY PLAN 2022-2032](#)



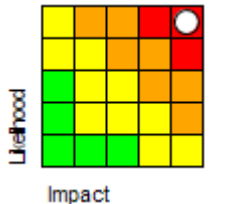
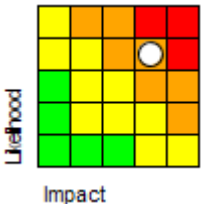
RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
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DCC004a CITY PLAN – Failure to Adequately Address Poverty / Inequalities

Dundee has enduring inequalities concentrated in certain communities, in particular Linlathen and Stobswell West. Within the City as a whole, 22.5% of children are living in poverty after housing costs, while 31% of all households in Dundee are estimated to be fuel poor. Health inequalities persist, with below average life expectancy, higher than average incidences of overweight and obese P1 pupils and issues with drug dependency. Failure to address these underlying issues risks further entrenchment of the current inequalities, a potential widening of the attainment gap and lost opportunities to improve wellbeing and raise citizens out of poverty, particularly in relation to children and young people.



- Child Poverty Pathfinder Project (Project Board Established)
- Local Fairness Initiatives – focus on Linlathen and Stobswell West
- Local Community Plans
- Child Healthy Weight Strategy
- Dundee Drug and Alcohol Services Strategic Commissioning Plan
- Dundee Health and Social Care Strategic and Commissioning Plan
- Local Child Poverty and Fairness Plan
- Strategic Housing Investment Plan
- Tayside Plan for Children, Young People and Families
- Fairness Leadership Panel

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC004b CITY PLAN – Failure to address climate change / net zero	<p>As a consequence of climate change, there is a risk that the Council may be unable to deliver the Council and Corporate plans. In response, the Council has declared a 'climate emergency'.</p> <p>Impact / Consequences:</p> <ul style="list-style-type: none"> – operational and reputational impacts – irregular weather patterns – increased flood risk due to more extreme rainfall alongside heightened drought conditions – property and infrastructure damage sustained from more extreme wind – danger to individuals from storm damage to infrastructure / property / vegetation – financial costs of storm damage – financial requirements to adapt buildings to cope with climate change 	 <p>Liability Impact</p>	 <p>Liability Impact</p>	<p>Dundee Biodiversity Action Plan 2020–30</p> <p>Dundee Climate Action Plan</p> <p>Dundee Climate Leadership Group</p> <p>Intention to meet Net–Zero Greenhouse Gas Emissions by 2045 or earlier</p> <p>Local Food Growing Strategy</p> <p>Regional Transport Strategy</p> <p>Waste and Recycling Strategy Action Plan 2020–25</p> <p>Engage with communities about the climate challenge and foster participation and collaboration to enable local action</p> <p>Take action to ensure our communities, green networks and infrastructure are adaptable to a changing climate and reduce the risks and vulnerability to unavoidable impacts</p> <p>MSIP – 'supporting a fair and just transition to a net zero economy</p> <p>Council's Public Bodies Climate Change Duty Annual Report</p> <p>Local Heat and Energy Efficiency Strategy</p> <p>Net Zero Transition Plan</p> <p>Local Area Energy Plan</p>

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC004c CITY PLAN – Inadequate steps taken to generate inclusive economic growth / community wealth building	<p>In Dundee, the state of the economy is mixed. While there have been many efforts to increase economic growth and wealth generation, with improvements on levels of employment pre COVID, Dundee still falls below the average for Scotland in various key metrics. Dundee has a less economically active population than average and of those, less individuals were in employment than the average by 1.8%. The unemployment rate is higher by 1%(4.9% compared to 3.9%) Although there has been major improvements since COVID, a lot of the working population will still be feeling the effects of COVID in the workplace. Failure to address these issues can result in higher unemployment rates and therefore a less economically active population. This can impair the city's ability to generate wealth and cultivate a strong economy that's sustainable going into the future</p>			<p>City Centre Investment Plan Discover Work Strategy & Action Plan Dundee's Cultural Strategy 2015 – 2025 Tay Cities Deal and Regional Economic Strategy 2017 – 2037 Tourism Strategy Deliver an extensive community wealth building strategy Continue to take forward proposals for the Eden Project Increase the number of Start-ups and SMEs and support their expansion Deliver Michelin Scotland Innovation Parc's Vision and Business Plan Attract more Skilled Green Jobs Maximise apprenticeship opportunities Increase the number of better paid private sector jobs Grow the number of local organisations registered as Living Wage employers</p>

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC005 Governance	<p>Risk that the Council's governance arrangements do not operate effectively in order to meet stakeholder and legislative requirements. Impact / Consequence – Fail to deliver objectives – Unable to demonstrate Best Value – Inappropriate use of resources (from fraud or</p>			<p>Publication of Governance Documents Integrated Impact Assessments Public Meetings Where Possible Report Checking Procedures Whistleblowing Policy Leader of Opposition Chairs Scrutiny Committee</p>

error)

- Inadequate transparency
- Poor decision making
- Increased scrutiny

Annual Governance and Assurance Statement

Chief Financial Officer checklist completion and review

Integrity Group

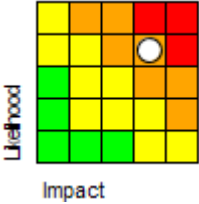
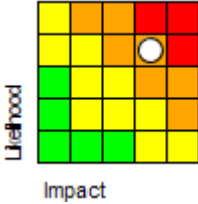
Risk and Assurance Board

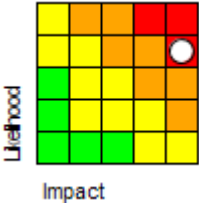
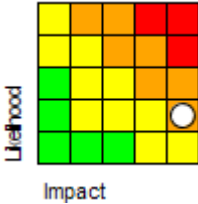
RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC006 Corporate Health & Safety	<p>Risk that the Council has inadequate arrangements to protect those for whom it has a duty of care.</p> <p>Impact / Consequence</p> <ul style="list-style-type: none"> - Allow harm to come to citizens, tenants, staff or stakeholders - Reputational impact of failure - Legal intervention - Financial cost and liabilities - Impact on staff wellbeing 			<ul style="list-style-type: none"> H&S Policy & Training Risk Assessments Benchmarking Four Year H&S Plan & Actions Annual H&S Reporting Induction Training H&S Team Outposting Trade Unions Liaison Individual Service H&S Procedures

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC007 Information Governance	<p>Risk that the Council information is not governed in line with legislative requirements, including GDPR and FOI legislation.</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> - Allow confidential or sensitive information to be shared unlawfully - Reputational impact of failure - Legal intervention - Prosecution - Financial cost and liabilities - No suitable information available to support 			<ul style="list-style-type: none"> Appropriate Policies In Place Annual accreditation to Public Service Network framework Cyber Essentials framework Cyber Security Protection External Penetration Testing Payment Card Industry Standards Adherence Data Centre Back-Up Network Data Security

decision making

Information Governance Manager Appointed
 Training
 Data Loss Prevention Policies

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC008 Workforce	Risk that there is inappropriate or insufficient staff resources to meet service demands and deliver the Council vision Impact / Consequences - Fail to deliver objectives - Increased sickness absence - High vacancy level / inability to recruit - Reliance on contractors / agency staff - Loss of corporate knowledge from departures - Inadequate skills / experience - Lack of resources to deliver priorities - Impact on personal wellbeing - Loss of specialist skills to competitors			Management Training Employee Support Recruitment Procedures Terms & Conditions Sickness Absence Monitoring Employee Reviews Talent Management Developing Young Workforce Strategic Frameworks Strategy Linkages Leadership Development Strategic Trade Union Forum

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC009 Statutory & Legislative Compliance	Risk that the Council fails to operate in accordance with law, regulation and statutory guidelines Impact / Consequences - Non-compliance and legal challenge - Financial cost and liabilities - Obligations to vulnerable groups not met - Reputational impact - Ministerial or Regulatory action/censure - Failure to achieve Best Value			Appointment of Legally Qualified Officers Monitoring Officer Appointed Monitoring of Legislative developments Professional Expertise Oversight Teams / Committees Risk and Assurance Board

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC010 Major Project Delivery	<p>Risk that major projects are not delivered on time, to budget and do not provide the designed benefits.</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> - Fail to deliver objectives - Essential services not delivered - Financial cost and liabilities - Reputational impact 	<p style="text-align: center;">Impact</p>	<p style="text-align: center;">Impact</p>	<ul style="list-style-type: none"> Continued use of Project Boards Regular Project Reviews Project Management Resourcing Option Appraisals / Approval Process Procurement Route Selection Process Management Systems in Place Statutory consultation Capital Strategy Group Scrutiny Capital Plan setting and approval process Capital Investment Strategy approval Capital and revenue monitoring
DCC011 Transformation	<p>Risk that transformation and change impacts on business as usual activities, fails to deliver objectives and benefits or is insufficient in response to the changing external environment.</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> - Fail to deliver objectives/implement agreed changes - Financial cost and liabilities - Demand and expectations not met - Fail to achieve required savings - Reputational impact - Impact on staff wellbeing and culture 	<p style="text-align: center;">Impact</p>	<p style="text-align: center;">Impact</p>	<ul style="list-style-type: none"> Programme Review Programme Management Office Established Corporate Leadership Team Sponsorship & Scrutiny Review Procedures & Methodologies Alignment With Council & City Plan Priorities Budget Monitoring & Benefit Realisation In Place Capital Plan Management Workforce Plan Reporting & Scrutiny

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC012 Integration Joint Board / Dundee Health and Social Care Partnership	<p>Risk that the Dundee HSCP is unable to deliver statutory / essential services due to financial, workforce or governance issues</p> <p>Impact / Consequences</p> <ul style="list-style-type: none"> • Unable to meet aims within anticipated timescales • Unable to maintain spend within allocated resources • staffing issues impact on organisational priorities and operational delivery • adverse impact on staff engagement / buy-in • impact on staff morale and potential exposure to claims 			<p>Financial Monitoring</p> <p>Management of Workforce employed by DCC</p> <p>Budget setting process</p> <p>Elected Member representation on Integration Joint Board</p> <p>Integration Joint Board Agendas and Minutes published on DCC website</p> <p>IJB Internal Audit Plans and Reports are reported to the Council's Scrutiny Committee</p> <p>Benefit also received from control measures deployed for risk DCC008 relating to Workforce</p> <p>HSCP Transformation Plans</p> <p>Supporting Capacity of HSCP Leadership Team</p> <p>Ensuring adequate control and sustainability of corporate IT systems</p> <p>Limiting increased bureaucracy through understanding delegated roles and functions</p>
DCC013 Fraud & Corruption	<p>Risk that the council is exposed to all elements of fraud & corruption including those in the following categories:</p> <ul style="list-style-type: none"> ~ financial transactions including money laundering ~ human resources ~ procurement & contracting ~ property leases & land ~ IT / data 			<p>whistleblowing / fraud reporting policy & procedures</p> <p>registers of interests (members & officers)</p> <p>integrity group</p> <p>gifts gratuities & hospitality policy</p> <p>close working relationships policy</p> <p>Serious Organised Crime Group 'SOCG' – DETER action plan</p> <p>fraud guidelines</p>

- ~ decision making
- Impact / consequences:
- ~ financial loss to the council
- ~ failure to achieve best value
- ~ inappropriate awards of contracts
- ~ potential sub-standard service
- ~ potential legal challenge
- ~ adverse audit
- ~ reputational damage to the council
- ~ impact on staff morale
- ~ failure to comply with legislation / regulation
- ~ inappropriate influence / decision making
- ~ data loss / misappropriation
- ~ enabling serious organised crime

annual governance statement self-assessment process, with central review of responses for efficiency / compliance

Anti Money Laundering procedures / reporting officer

data matching processes & procedures including National Fraud Initiative

revenue & capital monitoring

systems access controls

procurement / supplier controls

active information sharing

anti-bribery policy in place

formal reconciliation framework

Ethical values framework (incorporates national code of conduct, whistleblowing, fraud etc)

Control self-assessment and best practice guides

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC015 Property & Infrastructure Assets	The Council holds significant levels of property and infrastructure assets valued at over £1bn. There are various risks associated with these assets, including (but not limited to) the need to support an adequate level of ongoing investment to maintain, improve and replace them; the potential for loss of critical assets; societal changes resulting in potential redundancy of certain assets / increased demand for others. There are key areas of potential impact within the Council associated to property and infrastructure risks, and for control and monitoring purposes this			

risk has been split into sub risks. These are assessed and reviewed individually.

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC015a Delivery of General Fund Service(s) Affected by Loss of Critical Asset(s)	<p>Risk to service delivery due to the loss of a critical asset.</p> <p>The Council is reliant on the availability of assets as enablers for the delivery of key services. The Council's tenure varies between owner, tenant and landlord, and the assets are an eclectic mix from office accommodation, light industrial, schools and housing, to depots, parks and roads. The effect and timescale for recovery following complete or partial loss of a critical asset will vary dependent on the individual asset and the specific risk event.</p> <p>Impact / Consequences:</p> <ul style="list-style-type: none"> ~ loss of income / cost of alternative service provision ~ service interruption / loss ~ political risk ~ Inability to meet client expectations / interruption of statutory services delivery 			<ul style="list-style-type: none"> Home working arrangements Flexible Buildings Flexible Workforce

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC015b Delivery of HRA Service(s) affected by Loss of Critical Asset(s)	<p>The Council has a large-scale exposure to property risk, as owner and landlord of around 12,500 Council owned residential properties. Whilst the risk to residential property is mostly spread over terraced, semi-detached and small blocks of flats and therefore limited in terms of extent, there remain larger flatted multi blocks which would pose a major risk event should the loss of one of</p>			<ul style="list-style-type: none"> Housing emergency accommodation plan Out of hours service – duty to respond in case of emergency Maintaining staff awareness through briefing sessions on housing emergency plan Tenants' responsibilities Investment / planned maintenance plans

these occur for whatever reason. In addition, the Service is responsible for direct access temporary accommodation, specifically Lily Walker which is used for homeless accommodation.

Climate change adds to the risk levels with potential for more frequent and intense storms resulting in increased incidence of damage and loss, and ongoing expectations of improving standards in respect of insulation, heating, cooling, quality.

The Council has identified a number of properties with Reinforced Aerated Autoclaved Concrete (RAAC) in Council properties in Dundee.

Impact / consequences:

- Increased costs of compliance / protection / maintenance / repair
- Political / reputational damage
- Insufficient / inadequate housing stock to meet demand
- Increased H&S risks

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
DCC015c Delivery of the Council's Long Term Objectives is Impacted by Insufficient Investment in Assets & Infrastructure	The Council continues to experience a period of financial constraints which, combined with high inflationary pressures, has led to reduced availability of revenue and capital funds and an increasing need to focus tight cash resources on key priorities. There is an ongoing, and potentially increasing, level of risk that this will lead to inadequate investment in assets and infrastructure (both existing and new) resulting in an impact on the Council's ability to meet its strategic			Corporate Asset Management Plan Individual Asset Management Plans – Class Specific Detailed Asset Reviews Strategic Housing Investment Plan (SHIP)

objectives. This may be a direct or indirect impact, or potentially both.

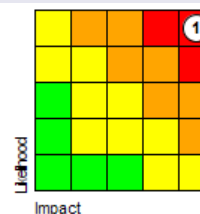
Impact / Consequences:

- ~ Ongoing erosion to the standard of existing assets / infrastructure leading to higher costs in the longer term to repair / replace these
- ~ Key assets / infrastructure become unfit for purpose, leading to their complete loss
- ~ Service provision impacted adversely / inability to provide some services
- ~ Environmental obligations not, or only partially met

RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
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DCC017 Public Sector Reform

Ongoing public sector reform is anticipated, with this taking various forms and having the potential to impact any part of the Council. For this reason, various sub-risks will be used to reflect the different areas of risk as these are identified.



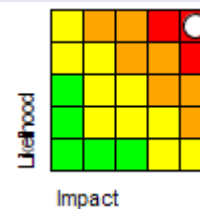
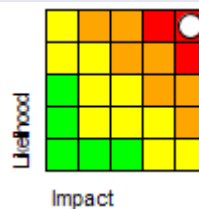
RISK CODE & TITLE	RISK DESCRIPTION	INHERENT RISK	CURRENT RISK	CONTROL MEASURES
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DCC017a National Care Service

The creation of a new National Care Service represents a risk to the Council, it's staff and to service users. Specifically the uncertainty surrounding how the NCS will eventually be structured, including the interface with Local Authorities such as resource provision, funding and provision / funding of support services.

Impact / Consequences:

- ~ impact on the ability to improve outcomes for service users



Influencing through membership / association with external bodies
 Scenario Planning
 Ongoing Consideration of the impact on support services and action which may be required to rationalise / protect these

- ~ service disruption
- ~ staff concerns – employment position unclear / potential recruitment and retention difficulties
- ~ uncertainty likely to exacerbate already 'fragile' position in terms of recruitment and retention
- ~ lack of clarity over future of the essential Chief Social Worker role
- ~ inability to reasonably plan for ongoing service provision
- ~ lack of clarity over future of Integrated Children's Services – at time of writing (10/2022) a national working group has been established to consider this, but this is at a very early stage.
- ~ as yet unknown impact on support services currently provided by the Council
- ~ financial impact
- ~ reduction to / loss of local input
- ~ uncertainty over longer term occupation of Council owned / leased HSCP premises?


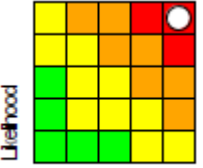
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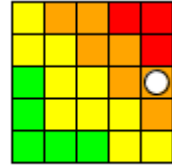


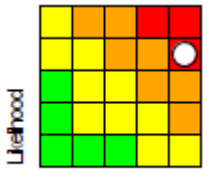
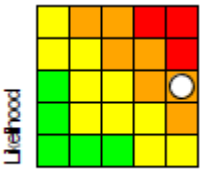
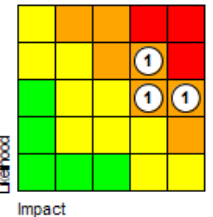
CRMC - 1 DCC Corporate RR

Report Author: David Vernon
Generated on: 28 May 2024

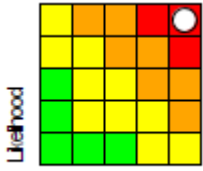

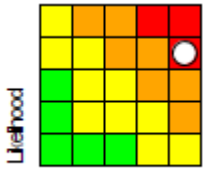
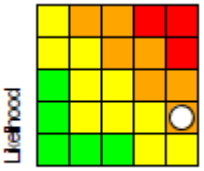
Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score																									
1. COUNCIL CORPORATE RISKS - DCC Corporate Level Risk Register	The Council's high level Corporate Risk Register. Risks held directly within this register are the key high level risks to delivery of the Council's strategic goals.		<p>A 5x5 risk matrix grid. The vertical axis is labeled 'Likelihood' and the horizontal axis is labeled 'Impact'. The grid contains the following numerical scores in its cells:</p> <table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> <td>2</td> </tr> <tr> <td></td> <td></td> <td></td> <td>3</td> <td>1</td> </tr> <tr> <td></td> <td></td> <td></td> <td>5</td> <td>5</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>3</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>					2				3	1				5	5					3								
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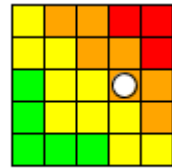
Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC001 Financial Sustainability	Risk that the Council is unable to deliver priorities and meet financial obligations due to financial constraints arising from funding pressures and demand pressures Impact / Consequences Fail to deliver objectives Maintaining sufficient revenue and capital resources to meet ambitions Reputational damage of going concern issues Lack of funding for capital and change programmes Need to resort to short-term reactive measures Failure to achieve Best Value	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	CDDP004 Financial	25	16
				CDDP012 Economic Downturn	20	12
				CDPE002 Finance	20	6
				CDPE009 Economic Downturn	20	15
				CDRT006 Finance	25	9
				CDRT017 Economic Downturn	20	6
				CFCJ002 Funding	25	12
				CFED010 Financial Management & Sustainability	20	12
				CSCF009 Finance - Planning	25	25
				CSCF010 Finance - Management	25	25
				CSCS001 Budget / Finance	20	15
				CSHB004 Finance	20	12
				DCC004c CITY PLAN - Inadequate steps taken to generate inclusive economic growth / community wealth building	25	12
				DCC015c Delivery of the Council's Long Term Objectives is Impacted by Insufficient Investment in Assets & Infrastructure	20	20
				NSCo003 Finance / Sustainability	20	9
				NSCS004 Budgets	12	6
				NSEN004 Resourcing / Finance	20	12
NSHC001 Finance	20	9				

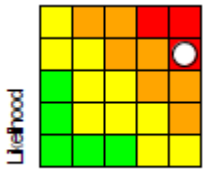

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC002 Effectiveness of Partnerships	Risk that partnerships are not effectively commissioned, contracted and monitored and fail to deliver expected results. Key partnerships include: <ul style="list-style-type: none"> • L&CD • Tayside Contracts • Tayside Plan for Children, Young People and Families • Employability Partnership • Alcohol and Drugs Partnership • Michelin Scotland Innovation Parc • Eden Project NB: IJB /DH&SCP is considered separately as risk DCC012 IJB/DHSCP <p>Impact / Consequence:</p> <ul style="list-style-type: none"> • Reputational damage • Risk of dispute arising between partners • Partnership breakdown causes or is caused by failure to deliver outcomes / priorities • Needs are not met in accordance with approved strategies and policies • Potential overspends / additional costs incurred • Partnerships do not deliver value for money 	 <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Impact</p>	CDPE005 Partnerships	20	6
				CDRT007 Suppliers / Partners	12	6
				CFCJ007 Partnerships / External Providers	25	9
				CFED004 Supplier / Partner Failure	9	12
				CSCS006 Suppliers / Service Providers	16	8
				CSIT010 Failure of External ICT Suppliers To Deliver Required Agreed Service	16	9
				NSCS007 Suppliers / Partnerships / Contracts	12	8
				NSEN017 Partners / Suppliers	16	12
NSHC007 Partners & Suppliers	16	16				

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC003 Resilience	Risk that the Council is unable to deliver critical services due to inadequate business resilience or cyber security arrangements. Risk that the Council cannot respond to or support emergencies in its area, or meet requirements of the Civil Contingencies Act 2004 Impact / Consequences - Allow physical, financial or emotional harm to come to citizens or stakeholders - Unable to deliver frontline services following disaster, failure or cyber security incident - Loss of information / records - Reputational impact - Unlawful disclosure of sensitive information - Financial cost and penalties			CDDP010 Climate Change / Environment	25	15
				CDPE014 Climate Change / Environment	20	12
				CDRT010 Severe Weather	20	9
				CFCJ012 Failure of Critical Services	20	9
				CFED003 Failure of Critical Services	9	12
				CFED007 Critical Incidents	20	15
				CSIT002 Failure to provide regular maintenance and/or timely incident resolution for software & hardware	16	9
				CSIT004 Failure to Protect The Council From a Cyber Attack	25	16
				CSIT006 Failure To Restore Critical Business Services on a Timely Basis Following An Outage	20	6
				CSIT015 Failure To Resolve Incidents	16	6
				NSCS010 Emergency Response	25	10
				NSEN010 Emergency Response	25	12
				NSHC010 Emergency Response	25	12
DCC004 City Plan	LINK TO CITY PLAN 2022-2032					

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC004a CITY PLAN - Failure to Adequately Address Poverty / Inequalities	<p>Dundee has enduring inequalities concentrated in certain communities, in particular Linlathen and Stobswell West. Within the City as a whole, 22.5% of children are living in poverty after housing costs, while 31% of all households in Dundee are estimated to be fuel poor. Health inequalities persist, with below average life expectancy, higher than average incidences of overweight and obese P1 pupils and issues with drug dependency.</p> <p>Failure to address these underlying issues risks further entrenchment of the current inequalities, a potential widening of the attainment gap and lost opportunities to improve wellbeing and raise citizens out of poverty, particularly in relation to children and young people.</p>			CEHLO02 Ineffective implementation of Fairness and Child Poverty Action Plan	12	16
				HSCP026 Drug and Alcohol Recovery Service	25	16
DCC004b CITY PLAN - Failure to address climate change / net zero	<p>As a consequence of climate change, there is a risk that the Council may be unable to deliver the Council and Corporate plans. In response, the Council has declared a 'climate emergency'.</p> <p>Impact / Consequences:</p> <ul style="list-style-type: none"> - operational and reputational impacts - irregular weather patterns - increased flood risk due to more extreme rainfall alongside heightened drought conditions - property and infrastructure damage sustained from more extreme wind - danger to individuals from storm damage to infrastructure / property / vegetation - financial costs of storm damage - financial requirements to adapt buildings to cope with climate change 			CDDP010 Climate Change / Environment	25	15
				CDPE014 Climate Change / Environment	20	12
				CDRT010 Severe Weather	20	9
				CEHLO10 Emergency communications	12	12
				CETP041 Climate Change - Insufficient NECPO Response	6	6
				NSCS010 Emergency Response	25	10
				NSEN010 Emergency Response	25	12


Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC004c CITY PLAN - Inadequate steps taken to generate inclusive economic growth / community wealth building	In Dundee, the state of the economy is mixed. While there have been many efforts to increase economic growth and wealth generation, with improvements on levels of employment pre COVID, Dundee still falls below the average for Scotland in various key metrics. Dundee has a less economically active population than average and of those, less individuals were in employment than the average by 1.8%. The unemployment rate is higher by 1%(4.9% compared to 3.9%) Although there has been major improvements since COVID, a lot of the working population will still be feeling the effects of COVID in the workplace. Failure to address these issues can result in higher unemployment rates and therefore a less economically active population. This can impair the city's ability to generate wealth and cultivate a strong economy that's sustainable going into the future	 <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Impact</p>	CDDP012 Economic Downturn	20	12
				CDPE009 Economic Downturn	20	15
				CDRT017 Economic Downturn	20	6
				CSCF009 Finance - Planning	25	25
				DCC001 Financial Sustainability	20	25
DCC005 Governance	Risk that the Council's governance arrangements do not operate effectively in order to meet stakeholder and legislative requirements. Impact / Consequence - Fail to deliver objectives - Unable to demonstrate Best Value - Inappropriate use of resources (from fraud or error) - Inadequate transparency - Poor decision making - Increased scrutiny	 <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Impact</p>			

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC006 Corporate Health & Safety	Risk that the Council has inadequate arrangements to protect those for whom it has a duty of care. Impact / Consequence - Allow harm to come to citizens, tenants, staff or stakeholders - Reputational impact of failure - Legal intervention - Financial cost and liabilities - Impact on staff wellbeing	 <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Impact</p>	CDDP014 Health & Safety	25	10
				CDPE016 Health & Safety	25	10
				CDRT011 Health & Safety	25	8
				CFCJ004 Harm (to / caused by service user)	25	15
				CFED005 Health & Safety	25	15
				CSCS005 Health & Safety (Staff / Clients Under Threat, incl at venues)	20	12
				CSHB006 Health & Safety / Protection (Internal & External)	25	12
				NSCo008 Health & Safety	25	12
				NSCS008 Health & Safety	20	6
				NSEN009 Health & Safety Procedures / Training	20	12
				NSEN021 Ash Dieback	25	15
				NSHC006 Health & Safety	20	12

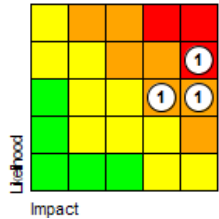

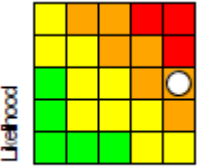
Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC007 Information Governance	Risk that the Council information is not governed in line with legislative requirements, including GDPR and FOI legislation. Impact / Consequences - Allow confidential or sensitive information to be shared unlawfully - Reputational impact of failure - Legal intervention - Prosecution - Financial cost and liabilities - No suitable information available to support decision making	 <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Impact</p>	CDDP013 Data Protection	20	12
				CDDP016 Failure to Remove Systems Access Following an Officer Status Change	20	15
				CDPE011 Data Protection	20	12
				CDPE018 Failure to Remove Systems Access Following an Officer Status Change	20	8
				CDRT015 Information Governance	9	6
				CEHLO21 CEHL - Information Governance	20	8
				CEHLO23 Failure to Remove Systems Access Following an Officer Status Change	20	10
				CFCJ008 Data Protection / Information Governance	25	12
				CFCJ016 Failure to Remove Systems Access Following an Officer Status Change	20	15
				CFED006 Information Governance	15	15
				CFED015 Failure to Remove Systems Access Following an Officer Status Change	20	15
				CSCF028 Data Protection / Information Governance	25	15
				CSCF032 Failure to Remove Systems Access Following an Officer Status Change	20	15
				CSCS002 Information / GDPR / Confidentiality	25	15
				CSCS010 Failure to Remove Systems Access Following an Officer Status Change	20	15
				CSCS021 Copy of Failure to Remove Systems Access Following an Officer Status Change	20	6
				CSDL003 Data Protection	25	6
				CSDL008 Failure to Remove Systems Access Following an Officer Status Change	20	20
				CSHB002 Data Protection / Access / Management	25	9
				CSHB011 Failure to Remove Systems Access Following an Officer Status Change	20	9
CSIT004 Failure to Protect The Council From a Cyber Attack	25	16				
CSIT005 Failure to Protect Sensitive Data	16	9				
CSIT009 Failure to Control IT User Access	20	6				

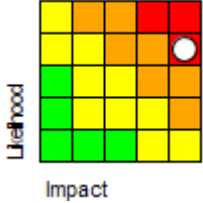
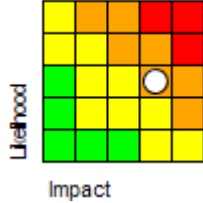
Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
				CSIT014 Control Failures	16	9
				CSIT016 Failure to Remove Systems Access Following an Officer Status Change	20	15
				NSCo013 Failure to Remove Systems Access Following an Officer Status Change	20	12
				NSCS005 Information Governance	20	6
				NSCS012 Failure to Remove Systems Access Following an Officer Status Change	20	15
				NSEN018 Information Governance	25	12
				NSEN022 Failure to Remove Systems Access Following an Officer Status Change	20	3
				NSHC008 Information Governance	25	12
				NSHC013 Failure to Remove Systems Access Following an Officer Status Change	20	12

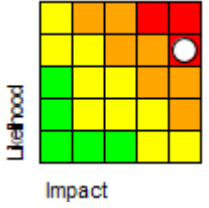
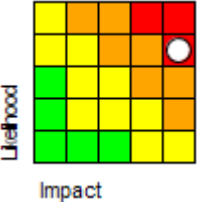
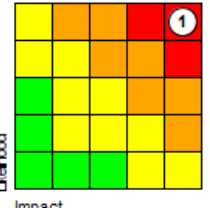
Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC008 Workforce	Risk that there is inappropriate or insufficient staff resources to meet service demands and deliver the Council vision Impact / Consequences - Fail to deliver objectives - Increased sickness absence - High vacancy level / inability to recruit - Reliance on contractors / agency staff - Loss of corporate knowledge from departures - Inadequate skills / experience - Lack of resources to deliver priorities - Impact on personal wellbeing - Loss of specialist skills to competitors			CDDP003 Staff	20	12
				CDPE003 STAFF (recruitment / retention / succession planning / skills gaps)	20	12
				CDPE004 STAFF (engagement / management / communications)	16	6
				CDRT004 Staffing	20	8
				CFCJ001 Staff	25	4
				CFED008 Workforce	15	12
				CSCF005 Staff - Recruitment / Retention	20	20
				CSCF006 Staff - Management / Engagement / Policy	20	12
				CSCS004 Staff - Levels / Training	20	9
				CSDL002 Staff	25	9
				CSHB001 People	20	8
				CSIT008 Over-reliance On Key Individuals With Key Knowledge Or experience	12	9
				DCC012 Integration Joint Board / Dundee Health and Social Care Partnership	25	16
				NSCo002 Workforce	16	12
				NSCS002 Staff - Resourcing	20	8
				NSCS003 Staff - Competency (loss of key staff)	20	16
				NSEN014 Staff - Resourcing	25	16
				NSEN015 Staff - Competency (loss of key staff)	20	12
				NSHC002 Staff - Competency	20	6
				NSHC003 Staff - Resources	25	6

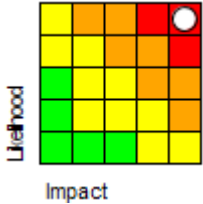
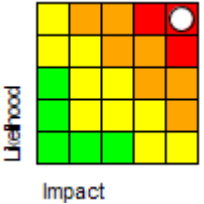
Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
<p>DCC009 Statutory & Legislative Compliance</p>	<p>Risk that the Council fails to operate in accordance with law, regulation and statutory guidelines Impact / Consequences</p> <ul style="list-style-type: none"> - Non compliance and legal challenge - Financial cost and liabilities - Obligations to vulnerable groups not met - Reputational impact - Ministerial or Regulatory action/censure - Failure to achieve Best Value 	 <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Impact</p>	CDDP007 Compliance with Legislation / Regulation / Guidance	20	12
				CDPE008 Legislation / Regulation	20	8
				CDRT008 Legislative / Regulatory Compliance	16	2
				CFCJ006 Demand-Led Services / Legislation	25	16
				CFED011 Statutory / Regulatory Compliance	25	15
				CSCS007 Compliance	25	10
				CSDL006 Regulatory / Legislative Compliance	20	8
				CSHB005 Legal / Legislative	10	8
				CSIT007 Failure To Comply With Legislation / Regulations	12	6
				NSCo007 Legal / Regulatory Compliance	15	15
				NSCS009 Compliance	25	15
				NSEN008 Legal / Regulatory Compliance	25	15
				<p>DCC010 Major Project Delivery</p>	<p>Risk that major projects are not delivered on time, to budget and do not provide the designed benefits. Impact / Consequences</p> <ul style="list-style-type: none"> - Fail to deliver objectives - Essential services not delivered - Financial cost and liabilities - Reputational impact 	 <p style="text-align: center;">Impact</p>
CFCJ014 Transformation / Major Project Delivery	25	16				
CFED013 Transformation / Major Project Delivery	20	8				
Mosaic001 Mosaic Adult Finance Go Live						
<p>DCC011 Transformation</p>	<p>Risk that transformation and change impacts on business as usual activities, fails to deliver objectives and benefits or is insufficient in response to the changing external environment. Impact / Consequences</p> <ul style="list-style-type: none"> - Fail to deliver objectives/implement agreed changes - Financial cost and liabilities - Demand and expectations not met - Fail to achieve required savings - Reputational impact - Impact on staff wellbeing and culture 	 <p style="text-align: center;">Impact</p>	 <p style="text-align: center;">Impact</p>	CEHL022 Transformation	15	9
				CFCJ014 Transformation / Major Project Delivery	25	16
				CFED013 Transformation / Major Project Delivery	20	8
				CSCF031 Transformation / Change	25	12
				CSCS009 Transformation / Change Management	12	9
				CSHB010 Transformation & Change Management	16	6
				CSIT011 Failure To Modernise	16	6
				CSIT012 Failure to Manage Change	20	9
	25	12				

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC012 Integration Joint Board / Dundee Health and Social Care Partnership	Risk that the Dundee HSCP is unable to deliver statutory / essential services due to financial, workforce or governance issues Impact / Consequences <ul style="list-style-type: none"> • Unable to meet aims within anticipated timescales • Unable to maintain spend within allocated resources • staffing issues impact on organisational priorities and operational delivery • adverse impact on staff engagement / buy-in • impact on staff morale and potential exposure to claims 			3.a HSC IJB / HSCP		
				DCC008 Workforce	16	16
DCC013 Fraud & Corruption	Risk that the council is exposed to all elements of fraud & corruption including those in the following categories: ~ financial transactions including money laundering ~ human resources ~ procurement & contracting ~ property leases & land ~ IT / data ~ decision making Impact / consequences: ~ financial loss to the council ~ failure to achieve best value ~ inappropriate awards of contracts ~ potential sub-standard service ~ potential legal challenge ~ adverse audit ~ reputational damage to the council ~ impact on staff morale ~ failure to comply with legislation / regulation ~ inappropriate influence / decision making ~ data loss / misappropriation ~ enabling serious organised crime			CDDP015 Fraud & Corruption	20	12
				CDPE017 Fraud & Corruption	20	8
				CDRT013 Fraud	20	9
				CEHL013 Fraud Risk	4	3
				CFCJ015 Fraud & Corruption	25	8
				CFED014 Fraud & Corruption	25	12
				CSCF011 Fraud & Corruption	25	12
				CSCS008 Fraud & Corruption	25	10
				CSDL007 Fraud & Corruption	15	2
				CSHB009 Fraud & Corruption	25	12
				NSCo012 Fraud & Corruption	25	12
				NSCS011 Fraud & Corruption	25	10
				NSEN020 Fraud & Corruption	25	8
				NSHC012 Fraud & Corruption	25	12

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC015 Property & Infrastructure Assets	<p>The Council holds significant levels of property and infrastructure assets valued at over £1bn. There are various risks associated with these assets, including (but not limited to) the need to support an adequate level of ongoing investment to maintain, improve and replace them; the potential for loss of critical assets; societal changes resulting in potential redundancy of certain assets / increased demand for others. There are key areas of potential impact within the Council associated to property and infrastructure risks, and for control and monitoring purposes this risk has been split into sub risks. These are assessed and reviewed individually.</p>					
DCC015a Delivery of General Fund Service(s) Affected by Loss of Critical Asset(s)	<p>Risk to service delivery due to the loss of a critical asset. The Council is reliant on the availability of assets as enablers for the delivery of key services. The Council's tenure varies between owner, tenant and landlord, and the assets are an eclectic mix from office accommodation, light industrial, schools and housing, to depots, parks and roads. The effect and timescale for recovery following complete or partial loss of a critical asset will vary dependent on the individual asset and the specific risk event.</p> <p>Impact / Consequences:</p> <ul style="list-style-type: none"> ~ loss of income / cost of alternative service provision ~ service interruption / loss ~ political risk ~ Inability to meet client expectations / interruption of statutory services delivery 			DCC015b Delivery of HRA Service(s) affected by Loss of Critical Asset(s)	20	12
				DCC015c Delivery of the Council's Long Term Objectives is Impacted by Insufficient Investment in Assets & Infrastructure	20	20
				NSCo010 Facilities (Property / Infrastructure)	25	12
				NSEN005 Property /Asset Management	20	12
				NSHL002 Property Assets	20	12

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC015b Delivery of HRA Service(s) affected by Loss of Critical Asset(s)	The Council has a large-scale exposure to property risk, as owner and landlord of around 12,500 Council owned residential properties. Whilst the risk to residential property is mostly spread over terraced, semi-detached and small blocks of flats and therefore limited in terms of extent, there remain larger flatted multi blocks which would pose a major risk event should the loss of one of these occur for whatever reason. In addition, the Service is responsible for direct access temporary accommodation, specifically Lily Walker which is used for homeless accommodation. Climate change adds to the risk levels with potential for more frequent and intense storms resulting in increased incidence of damage and loss, and ongoing expectations of improving standards in respect of insulation, heating, cooling, quality. The Council has identified a number of properties with Reinforced Aerated Autoclaved Concrete (RAAC) in Council properties in Dundee. Impact / consequences: - Increased costs of compliance / protection / maintenance / repair - Political / reputational damage - Insufficient / inadequate housing stock to meet demand - Increased H&S risks			DCC015a Delivery of General Fund Service(s) Affected by Loss of Critical Asset(s)	25	15
				DCC015c Delivery of the Council's Long Term Objectives is Impacted by Insufficient Investment in Assets & Infrastructure	20	20
				NSCo010 Facilities (Property / Infrastructure)	25	12
				NSEN005 Property /Asset Management	20	12
				NSHC009 Property Management (Council Housing)	20	12
				NSHL002 Property Assets	20	12

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC015c Delivery of the Council's Long Term Objectives is Impacted by Insufficient Investment in Assets & Infrastructure	The Council continues to experience a period of financial constraints which, combined with high inflationary pressures, has led to reduced availability of revenue and capital funds and an increasing need to focus tight cash resources on key priorities. There is an ongoing, and potentially increasing, level of risk that this will lead to inadequate investment in assets and infrastructure (both existing and new) resulting in an impact on the Council's ability to meet its strategic objectives. This may be a direct or indirect impact, or potentially both. Impact / Consequences: ~ Ongoing erosion to the standard of existing assets / infrastructure leading to higher costs in the longer term to repair / replace these ~ Key assets / infrastructure become unfit for purpose, leading to their complete loss ~ Service provision impacted adversely / inability to provide some services ~ Environmental obligations not, or only partially met			CDDP004 Financial	25	16
				CDHL003 Finance	25	16
				CSCF009 Finance - Planning	25	25
				DCC001 Financial Sustainability	20	25
				DCC015a Delivery of General Fund Service(s) Affected by Loss of Critical Asset(s)	25	15
				DCC015b Delivery of HRA Service(s) affected by Loss of Critical Asset(s)	20	12
				NSEN005 Property /Asset Management	20	12
DCC017 Public Sector Reform	Ongoing public sector reform is anticipated, with this taking various forms and having the potential to impact any part of the Council. For this reason, various sub-risks will be used to reflect the different areas of risk as these are identified.					

Risk Code & Title	Risk Description	Inherent Risk	Residual Risk	Related Risks Code & Title	Inherent Risk Score	Residual Risk Score
DCC017a National Care Service	<p>The creation of a new National Care Service represents a risk to the Council, it's staff and to service users. Specifically the uncertainty surrounding how the NCS will eventually be structured, including the interface with Local Authorities such as resource provision, funding and provision / funding of support services.</p> <p>Impact / Consequences:</p> <ul style="list-style-type: none"> ~ impact on the ability to improve outcomes for service users ~ service disruption ~ staff concerns - employment position unclear / potential recruitment and retention difficulties ~ uncertainty likely to exacerbate already 'fragile' position in terms of recruitment and retention ~ lack of clarity over future of the essential Chief Social Worker role ~ inability to reasonably plan for ongoing service provision ~ lack of clarity over future of Integrated Children's Services - at time of writing (10/2022) a national working group has been established to consider this, but this is at a very early stage. ~ as yet unknown impact on support services currently provided by the Council ~ financial impact ~ reduction to / loss of local input ~ uncertainty over longer term occupation of Council owned / leased HSCP premises? 			HSCRO0a1 Restrictions on Public Sector Funding	20	20
				HSCRO0c2 Increased Bureaucracy	20	16

REPORT TO: CITY GOVERNANCE COMMITTEE – 10TH JUNE, 2024

REPORT ON: USE OF REGULATION OF INVESTIGATORY POWERS (SCOTLAND) ACT 2000 AND REGULATION OF INVESTIGATORY POWERS ACT 2000

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 148-2024

1. PURPOSE OF REPORT

1.1 To advise the Committee of the use made by the Council of the powers under the Regulation of Investigatory Powers (Scotland) Act 2000 and the Regulation of Investigatory Powers Act 2000 from 1st April, 2023 to 30th April, 2024.

2. RECOMMENDATIONS

2.1 The Committee is asked to note the use which the Council has made of powers contained in the Regulation of Investigatory Powers (Scotland) Act 2000 and in related powers contained in the Regulation of Investigatory Powers Act 2000 between 1st April, 2023 to 30th April, 2024 as detailed in Appendix 1.

2.2 The Committee is asked to approve the Council's continued proportionate use of the powers, where necessary, in the areas of crime prevention and detection or preventing disorder, in the interests of public safety and for the purpose of protecting public health. In particular, the Council is asked to agree to continue to use the powers to prevent and detect anti-social behaviour.

3. FINANCIAL IMPLICATIONS

3.1 None.

4. BACKGROUND

4.1 Since 2nd October 2000, the Human Rights Act 1998 has made it unlawful for the Council to act in any way which is incompatible with the Convention rights found in the European Convention on Human Rights. One of these rights is the right set out in Article 8(1) of the Convention to "respect for private and family life, home and correspondence".

4.2 A number of services within the Council occasionally require to carry out covert surveillance where persons are placed under observation without them being aware of it. These activities occur, in particular in the Council's Anti-Social Behaviour Team. A summary of the Council's directed surveillance activities are appended to this report for information. (Appendix 1)

4.3 Surveillance can, by its very nature, impact on the right to privacy of those being observed. In carrying out surveillance, the Council therefore needs to satisfy the tests found in Article 8 under which it is legitimate to interfere with privacy rights. The first test is that the interference must be explicitly authorised by law.

4.4 The Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) created a legal framework for the conduct of surveillance and related use of "covert human intelligence sources", that is undercover agents or informants. The Council has, however, never used covert human intelligence sources and the Council's practice is to use directed surveillance which is a much less intrusive activity.

4.5 The Council also has limited powers under similar UK legislation - the Regulation of Investigatory Powers Act 2000 - to access certain telecommunications data. These powers have been very rarely used by the Council and have not been used at all in the past year.

- 4.6 Whenever considering directed surveillance, the Council has to balance whether the action is both necessary and proportionate. The possible interference in someone's private life has to be necessary in order to obtain the benefit of the supply of information. If there are other means of obtaining the information without directed surveillance then it would not be appropriate to carry out directed surveillance. Similarly, the Council has to balance whether the action in terms of the risk of interfering in someone's privacy is proportionate with the benefit that is achieved with obtaining the information through directed surveillance. In every case a senior officer of the Council considers these issues and authorises the directed surveillance.

5. **POLICY IMPLICATIONS**

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

6. **CONSULTATIONS**

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

7. **BACKGROUND PAPERS**

- 7.1 None.

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

DATE: 8TH MAY, 2024

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AUTHORISATIONS FOR DIRECTED SURVEILLANCE FROM 1ST APRIL, 2023 TO 30TH APRIL, 2024

Alleged Drug Dealing and Anti-Social Behaviour	5
Excessive Noise	2
Harassment and Vandalism	1
Test Purchase of Tobacco/Nicotine Vapour Products	4
Verbal Abuse, Harassment, Threats and Intimidation	2
Persons Banging on Door, Spitting and Dog Faeces at Front Door	1
Youths Kicking Footballs and Throwing Stones/Eggs	1
Car Vandalism	1
<i>TOTAL</i>	<i>17</i>

ITEM No ...5.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 10 JUNE 2024

REPORT ON: AWARD OF TENDER FOR SCOTTISH CITIES ALLIANCE FOR THE PROVISION OF PUBLIC RELATIONS AND COMMUNICATIONS SUPPORT

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 164-2024

1. PURPOSE OF REPORT

Dundee City Council is asked to approve the appointment of Stripe Communications on behalf of the Scottish Cities Alliance (the Alliance) following the completion of a tendering process undertaken with the approval of the Alliance partners and in accordance with the Alliance's own governance arrangements.

2. RECOMMENDATIONS

It is recommended that members:

- a note steps taken by the Alliance Team to progress the procurement of Public Relations and Communications Support for the Alliance's Investment Promotion Programme to date in discussion with Dundee City Council procurement and in accordance with the Alliance's own governance arrangements;
- b delegate to the Head of Chief Executive's Service to finalise arrangements for the appointment of Stripe Communications for the provision of Public Relations and Communications Support for the Alliance's Investment Promotion Programme; and
- c delegate authority to the Chief Executive to make all future tender awards which relate solely to the work of the Scottish Cities Alliance, provided they have no financial implications for Dundee City Council.

3. FINANCIAL IMPLICATIONS

- 3.1 Funding for the Alliance's Operational Programme 2022-2026 was approved by the Alliance partners in 2021 to run from 1 April 2022 to 31 March 2026. This included annual funding to cover the procurement of Public Relations and Communications Support for the Alliance's Investment Promotion programme within the budget set for the tender.
- 3.2 The contract has a maximum annual budget of £52,500 and the Alliance will utilise both a schedule of professional rates as well as a price list of individual items such as case studies and opinion pieces to call upon the recommended supplier.

4. MAIN TEXT

- 4.1 The Scottish Cities Alliance is a partnership of Scotland's 8 city local authorities (Aberdeen City Council, Dundee City Council, Fife Council (Dunfermline), The City of Edinburgh Council, Glasgow City Council, Highland Council (Inverness), Perth and Kinross Council and Stirling Council) and the Scottish Government working in collaboration to attract investment and deliver sustainable economic growth in Scotland. The Alliance's strategic programme is overseen by the Leadership Group, which is chaired by Cllr John Alexander, Leader of Dundee City Council, and consists of the Leaders of the eight city local authorities and the Cabinet Secretary with a portfolio responsibility in the Scottish Government for cities, Kate Forbes MSP.
- 4.2 Funding for the Alliance's [Operational Programme 2022-2026](#) was confirmed by the Leadership Group in June 2021 to cover the employment of 5 officers (the Alliance Team) and the delivery of specific programme activity from 1st April 2022 to 31st March 2026. The Alliance has [protocols](#)

in place which set out the procedures the partners and the Alliance Team will adhere to when carrying out activity in pursuance of the Operational Programme 2022-2026.

- 4.3 Since 1 October 2022, Dundee City Council have employed the Alliance Team. A Service Level Agreement is in place between Dundee City Council and the Alliance Partners covering the provision of:
- i) Financial Administration;
 - ii) Provision of Financial Systems;
 - iii) Procurement Services; and
 - iv) HR Services where relevant including recruitment.
- 4.4 Funding for the procurement of Public Relations and Communications Support was approved by the Alliance Leadership Group as part of the budget for the Operational Programme 2022-2026 approved in June 2021. The contract for the provision of existing Public Relations and Communications Support is currently overseen by Stirling Council under a historic arrangement.
- 4.5 In a move to harmonise the budget management arrangements of the Alliance, and as a result of the Alliance budget now being overseen Dundee City Council as part of the Service Level Agreement, the Alliance partners agreed that the Alliance Team should take steps to retender the provision of the Public Relations and Communications Support contract. There are no additional financial impacts of this arrangement or tender for Dundee City Council.
- 4.6 The Alliance team began discussions regarding retendering the Public Relation and Communications Support contract with Dundee City Council procurement team in summer 2023. The Alliance Team then took steps to ensure the Alliance Partners were cited on the procurement in line with the Alliance's Protocols and they were satisfied that sufficient funding was in place to cover the contract. The Alliance Team has: -
- i) ensured that the contract value is in line with the existing budget set for these services as per the Operational Budget approved by the Alliance's Leadership Group for the funding period 2022-2026;
 - ii) tabled and agreed the tender with officers on its Investment Promotion Working Group representing all cities and Scottish Government prior to instructing the tender; and
 - iii) ensured that there was broad scrutiny of the tender submissions. Lot 1 of the tender was scored by the Alliance Team as well as officers from Aberdeen City Council and Stirling Council. Lot 2 was scored by officers from the Alliance Team and Stirling Council.
- 4.7 The tender process has now completed and identified Stripe Communications as the preferred contractor for the next 2 years with the option to extend for a further 2 x 12-month periods. Following approval for the preferred contractor, a standstill period will be entered.
- The contract is split into two lots:
- A. Lot 1 – Media Engagement (including face-to-face and ad hoc events) - £40k
 - B. Lot 2 – Digital Engagement - £12.5k
- 4.8 Dundee City Council as a partner in the Alliance will benefit from the Public Relations and Communications Support provided by the contract as a result of its membership of the Alliance alongside the other city local authorities and the Scottish Government.
- 4.9 Given the processes and governance arrangements that the Alliance follows for the procurement of any services needed as set out in para 4.6 and the overall financial oversight by Dundee City Council, it is proposed that the Chief Executive be authorised to make all future tender awards.

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, so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

6 CONSULTATIONS

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

7 BACKGROUND PAPERS

None.

GREGORY COLGAN
CHIEF EXECUTIVE

29 MAY 2024

ANDREA CALDER
HEAD OF CHIEF EXECUTIVE'S SERVICE

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REPORT TO: CITY GOVERNANCE COMMITTEE – 10 JUNE 2024

REPORT ON: CORPORATE PROCUREMENT STRATEGY 2024-2027

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 156-2024

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to present the Committee with the Corporate Procurement Strategy for the next three years, for review and approval.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee:

- Approves the adoption of the Procurement Strategy for 2024-2027.
- Notes the continuation of the structures and good practice points introduced in the 2023-2024 Procurement Strategy and agrees the addition of new initiatives on Community Wealth Building (increasing spend with local suppliers) and Climate Change (reducing scope 3 emissions)
- Notes that the Procurement Strategy will be published on the Council's website.
- Notes that the spend data contained in the strategy is based on 2022/23 financial year. These will be updated in the strategy document as soon as the analysis of the 2023/24 spend is available.

3.0 FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications associated with this report. The delivery of the Council's Corporate Procurement Strategy will continue to provide ongoing savings and wider benefits to Dundee City Council and other organisations. Work continues with services and partners on an ongoing basis to identify further savings opportunities to incorporate them as part of the revenue and capital budget setting processes.

4.0 PROCUREMENT STRUCTURE AND BEST PRACTICE

4.1 The main purpose of the Corporate Procurement Strategy is to ensure that all procurement activity undertaken by the Council is designed in such a way as to support the delivery of Council Plan strategic objectives. The means by which procurement can do this are listed in the strategy against each Council Plan objective. The previous Corporate Procurement Strategy 2023/2024 (Item IX of the minute of Policy & Resources Committee on 24 April 2023, report 111-2023 refers) set out a hierarchy of strategies that would be used to cascade the aims to each procurement sourcing exercise. During the past year, the Council has seen the introduction of sourcing strategies for all procurements with a value of over £50,000 and work will continue to ensure these strategies are developed in a way the maximises the opportunity for the outcome of the procurement to support the delivery of these objectives.

4.2 Category Strategies require a more in-depth study of the supply market and will take place in targeted areas during the next years, to inform better procurement options, community wealth building and scope 3 emission reductions.

4.3 The strategy contains a number of key objectives brought forward from the 2023/24 strategy, that represent good practice in procurement and will contribute to the Council's overall success in procurement. These are as follows.

- To obtain value for money from every purchase
- To be 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.
- To do all these things across the whole of the Council

5 KEEPING A THREE-YEAR STRATEGY RELEVANT

5.1 Where Councils opt to use a multi-year procurement strategy, under the terms of the Procurement Reform Act of 2014 this must be reviewed on an annual basis. In order to keep the strategy relevant over three years, it is important to take account of upcoming legislation. There are two areas, that are linked, where imminent legislation and policy updates should be expected to come from Government during the term of the current parliament (between now and 2026).

5.2 Community Wealth Building

The Minister for Community Wealth and Public Finance has again confirmed that there will be legislation during this parliament concerning Community Wealth Building. While we do not know what changes, this will make to the procurement regulations (there has been no commitment from the Minister on this) it is likely that at the very least, a legal duty will be created for public bodies to engage in Community Wealth building across the five pillars, including spend. Other pillars including Fair Employment will be delivered through procurement and will support both adults and the Council's Youth Participation action plan.

5.3 Climate Change Mitigation (Scope 3 emissions)

The regulatory framework concerning climate change and environmental duties in procurement has been relatively limited up until now. The Procurement Reform (Scotland) Act 2014 introduced a Sustainable Procurement Duty as follows:

(1)For the purposes of this Act, the sustainable procurement duty is the duty of a contracting authority—

(a)before carrying out a regulated procurement, to consider how in conducting the procurement process it can—

(i)improve the economic, social, and environmental wellbeing of the authority's area,

(ii)facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses in the process, and

(iii)promote innovation, and

(b)in carrying out the procurement, to act with a view to securing such improvements identified

5.4 The Public Contracts (Scotland) Regulations 2015, oblige contracting authorities to use 'life cycle costing' and allows 'environmental externalities' to be considered, including the costs of emissions of greenhouse gases or other pollutants during the lifecycle.

5.5 Local authorities can contribute positively to the above measures through reducing the impact their Scope 3 emissions have on the environment. Scope 3 emissions are those carbon emissions indirectly generated by an organisation through its supply chain activity and are estimated to represent 70% of the total carbon emissions generated by the public sector.

5.6 The Scottish Government are moving to address this, first by including Scope 3 emissions in the 'Public Bodies Climate Change Duties' Report' and also by preparing for consultation on Statutory Guidance for Sustainable Procurement and the Circular Economy, that will take place during this summer.

6. COMMUNITY WEALTH BUILDING (SPEND PILLAR)

- 6.1 There are many good examples of Community Wealth Building in Scotland, but few relate to the 'spend' pillar. Rural authorities have developed effective inclusive ownership models over many years, driven as much by economic necessity as anything else. In procurement, the existing tools of community benefit clauses in contracts seem to be what public bodies will continue to rely on.
- 6.2 The best and most measurable way for public bodies to demonstrate additional community wealth building from procurement is to increase the use of local suppliers and contractors, and ideally persuade those first-tier suppliers to use local suppliers themselves, whenever they can. In 2022/2023, Dundee City Council's spend with local suppliers (within the City) was 39% of the total spend, and the spend with regional suppliers (within Dundee City, Perth and Kinross, Angus, and Fife) was 56% of the total.
- 6.3 The Procurement Strategy requires that category strategies are drawn up for each major spend category and as part of that, the existing balance between local and national suppliers is examined against the potential for local suppliers to be involved and an action plan is developed, where the potential exceeds the actual, to encourage and enable greater involvement from local / regional suppliers and in particular, those suppliers who will make a contribution to the local economy, either through employment or further spending through the supply chain, thus multiplying the effect of public sector spend within the local economy. Significant contracts will be required to demonstrate how they will help support the Council's adult employability and Youth Participation work.
- 6.4 Where local suppliers or contractors are not able to provide best value to the Council, then this will be documented on the relevant strategies.

7. CLIMATE CHANGE (SCOPE 3 EMISSION REDUCTIONS)

- 7.1 Because of work commissioned by the Climate Change Team within the Council, the procurement team has been able to identify categories of spend that represent carbon emissions 'hotspots' within the Council's supply chain.
- 7.2 The procurement strategy provides for category strategies to contain an analysis of the carbon emissions generated by each category and to develop within them, action plans to reduce the emissions.
- 7.3 The early action plans will focus on demand management and circularity, both of which are capable of producing financial and efficiency savings while reducing emissions.
- 7.4 The Council will work with suppliers on routes to reduce carbon emissions, rather than introducing this as a further competitive tool at this stage, however where emissions are seen to be significantly transport or logistics driven, the Council will move to shorten and localise the supply chains, something that will also indirectly contribute to community wealth building.

8. CONCLUSIONS

- 8.1 The three-year corporate procurement strategy seeks to build on the work already being done through the procurement transformation programme and maximise all opportunity for the procurement activity to contribute positively to the wider strategic objectives of the Council.

9.0 POLICY IMPLICATIONS

- 9.1 This report has been subject to an Integrated Impact Assessment to identify impacts on Equality & Diversity, Fairness and Poverty, Environment and Corporate Risk. An impact, positive or negative, on one or more of these issues was identified. An appropriate senior manager has checked and agreed with this assessment. A copy of the Integrated Impact Assessment showing the impacts and accompanying benefits of/mitigating factors for them is included as an Appendix to this report.

10.0 CONSULTATIONS

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

11.0 BACKGROUND PAPERS

11.1 None

**ROBERT EMMOTT, EXECUTIVE DIRECTOR OF CORPORATE SERVICES
PAUL THOMSON, HEAD OF CORPORATE FINANCE**

15 MAY 2024



Dundee City Council Corporate Procurement Strategy
2024-27

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Contents

Introduction / Executive Summary	3
Procurement Vision and Mission Statement	4
A Strategic Approach to Procurement	5
Strategic Aims, Objectives and Key Priorities	8
Spend / Finance	19
Monitoring, Reviewing and Reporting on Strategies	21
Strategy Ownership and Contact Details	22
Policies, Tools and Procedures	23
Appendix 1 – Mandatory Requirements of the Act and Statutory Guidance Obligations	24
Appendix 2– Glossary of Terms	27

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Introduction / Executive Summary

The Dundee City Council Corporate Procurement Strategy 2024/27 is a statement of how the delivery of the Council Plan will be supported by procurement during the three years until March 2027. The procurement function has gone through a transformation process during the past year and can now look forward to engaging with the Council's supply chain to deliver outcomes to support the ambitions of the Council Plan.

The strategy reflects both national and local policies and priorities and focuses on the Council's approach to embedding more corporate, consistent and commercial practices in all procurement and commissioning activities.

This strategy develops two previously implicit goals; to increase local spend in pursuit of community wealth building and to reduce carbon emissions from the supply chain through changing how the Council buys. There is an element of overlap in these two ambitions, but together they represent an ambitious and rewarding challenge for everyone who procures on behalf of the Council.

It is important that the strategy properly reflects the strategic priorities of the Council as a whole and this means that procurement needs to be responsive to the needs of service departments within the Council and must be agile enough to deal with emerging requirements.

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 during the year.

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

Procurement Vision and Mission Statement

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.

The following procurement vision and mission statement has been established to support the City vision and to make sure the delivery of effective and efficient procurement.

Procurement Vision

“To embed commercial excellence throughout the council, ensuring that our services always deliver Best Value. To be recognised as having leading commercial, procurement & 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

“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.”

A Strategic Approach to Procurement

The Procurement Strategy sets out how the objectives of the Council Plan will be supported by procurement. It is important that the strategic aims are reflected at each level in the procurement process, and this will be achieved by means of a series of key strategies designed and updated during the year.



This hierarchy of related strategies will create a 'golden thread' linking the performance of each member of the Corporate Procurement Team to the aims and objectives of the Council Plan

Category Strategies

The City Council is charged with delivering a wide range of services to the people of Dundee. This means we need to buy goods, services, and works in a number of diverse markets.

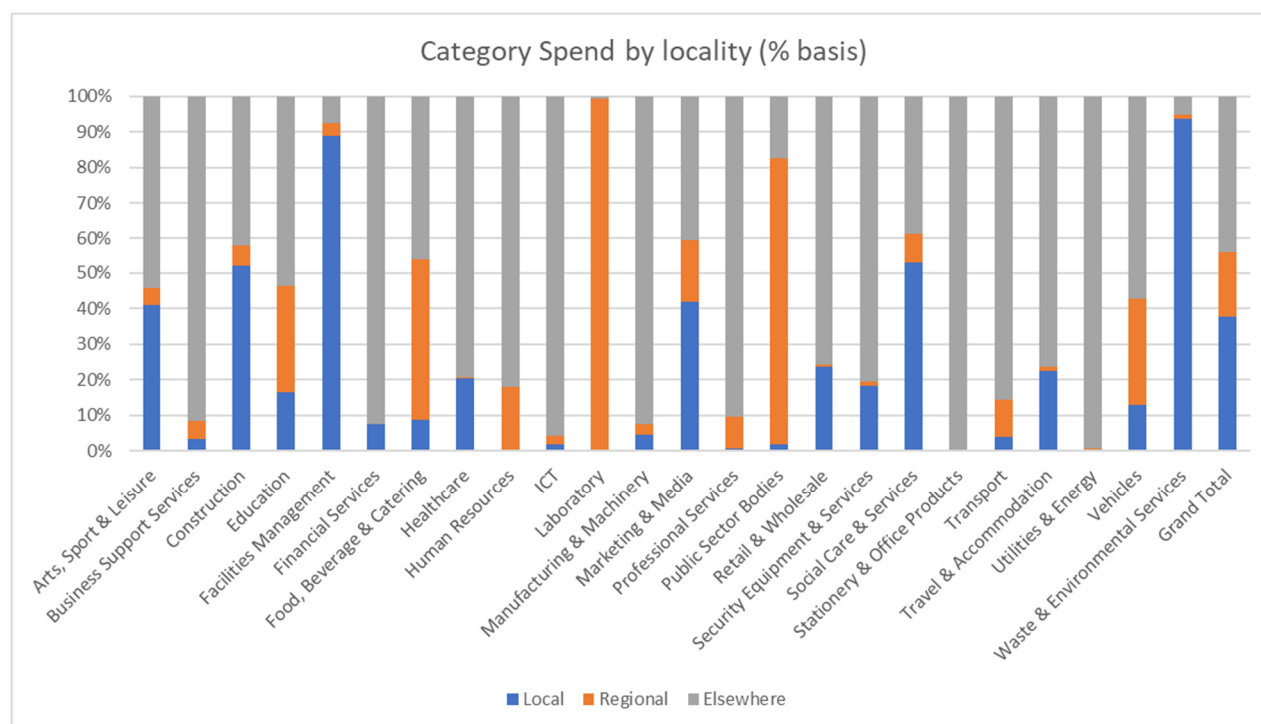
We have categorized those into eight distinct markets where we have significant spend.

- Construction (Major Works)
- Construction (Minor Works and Supplies)
- Social Care and Education
- Facilities Management
- ICT
- Fleet Management
- Environmental Services
- Roads and Transport

A separate strategy will be developed for each of those categories, and this will consider the nature of the market, the risks of a supply interruption in each as well as potential opportunities to improve quality, whole life costs or delivery logistics.

Category strategies will be drawn up for each major spend category and as part of that, the existing balance between local and national suppliers will be examined against the potential for local suppliers to be involved and an action plan will be developed, where the potential exceeds the actual, to encourage and enable greater involvement from local / regional suppliers.

Fig 1; Percentage Spend by Category within Dundee, across Tayside and Fife, and Elsewhere



The category strategies will examine the carbon emissions in the supply chain and seek to identify how those are generated. In broad terms, carbon emissions will be generated either by manufacturing / extraction or through supply chain logistics. The category strategy will target the development of an action plan to find solutions to reducing the carbon footprint – for categories with manufacturing / extraction emissions this may involve looking for alternatives; ‘What we buy’. Where the emissions come from the supply chain itself, for instance from transport, the examination will be on who we buy from, and how we can shorten and localise the supply chain. This will therefore have synergies with community wealth building.

The purpose of the category strategy is to take the aims and objectives from the annual procurement strategy and apply those to the specific category and the make-up of the market serving the category of spend.

Sourcing Strategies

A sourcing strategy will be developed for each individual contract (or group of similar contracts) and this will be a further distillation of the category strategy, applied to a specific commission. The sourcing strategy will assess specific opportunities and risks attached to the commission and will recommend a route to market.

The strategy also will recommend a methodology for maximising any opportunities for community wealth building or community benefits from the tendering exercise and address five key risks inherent in any public sector procurement.

- **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.
- **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.
- **Performance Risk** – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits.
- **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.
- **Procurement Risk** – where a procurement is found unsound in law, through the public procurement rules.

It is intended that before a tendering process for larger contracts takes place, a report is presented to the relevant committee, summarising the sourcing strategy that has been developed for the commission, with the recommended route to market. The report will address the five procurement risks, with the mitigation to be put in place for each.

The report will ask members to approve the recommended route to market and to delegate the award of contract to the respective Executive Director in conjunction with the Executive Director of Corporate Services, following a compliant tender process. The delegation will be predicated upon there being on the tender process not significantly deviating from the best value goals described in the initial report. Delegations will not be sought for major contracts or capital projects.

In order to achieve our objective of being lean and efficient in our procurement process, sourcing strategies for contracts with smaller values will not require committee approval.

Strategic Aims, Objectives and Key Priorities

Council Objectives

The Dundee City Council Plan 2022-27 sets out how the Council will play its part in achieving the vision of the City Plan. Over this period, the Council will build on the strong partnerships that already exist across the public, private and third sectors.

The Council's priorities are directly supported by the council services. The role of the Corporate Procurement Team is to enable those services to obtain the goods, services and works they require, at the correct time, to the correct quality and to achieve overall best value.

Reduce child poverty and inequalities in incomes, education and health

- Continue work to reduce the cost of the school day.
- Implement the recommendations of 'The Promise' to deliver the Scottish Government's commitment to care for Scotland's most vulnerable children and give them the best possible childhood.
- Increase the percentage of 16–19-year-olds participating in education, employment or training.
- Promote the uptake of concessionary travel scheme for young people, ensuring quick and easy access to entitlement.
- Expand our free early years education to all 1- and 2-year-olds, starting with children from low-income households.
- Build on the United Nations Convention on the Rights of the Child #MakeItRight campaign encouraging young people to know about their rights under the UNCRC, and for adults and the public sector to help safeguard those rights.
- Prioritise welfare support grants to children and families.
- Maintain momentum in energy efficiency and wall insulation programmes to reduce fuel poverty for children and families.
- Deliver the Equalities Outcome Plan 2021-2025
- Monitor progress of the Local Fairness Initiatives to ensure support and engagement across council services, as well as implementing changes to services or policies, as appropriate.
- Invest a further £130million in new and improved schools (Western Gateway and East End Community Campus)

Deliver Inclusive Economic Growth (including Community Wealth Building)

- Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre
- Continue to grow the number of jobs within Dundee Waterfront
- Maximise apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice.

- Increase and enhance employment pathways, in particular supporting around 11,000 economically inactive people towards job seeking and 16–19-year-olds into positive destinations.
- Increase the number of start-ups and SMEs in the city and support their expansion.
- Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs.
- Increase the percentage of care experienced young people in positive destinations.
- Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations.
- Continue to raise the profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to businesses, investors, developers and visitors.

Tackle Climate Change and Reach Net Zero Emissions by 2045

- Provide further opportunities for pedestrianised areas, pocket-parks and support empowered communities to be partners and leaders on local plans and initiatives to develop biodiversity, local food growing and community spaces.
- Deliver the action plan to reduce waste, and reuse or recycle more.
- Deliver Scotland's first council-led green participatory budgeting initiative – Dundee Climate Fund
- Implement the Low Emission Zone to improve air quality (LEZ)
- Develop a city-wide Local Area Energy Plan and Local Heat & Energy Efficiency Strategy in partnership with the Dundee Climate Leadership Group
- Develop and implement a Net Zero Transition Plan and Carbon Budget for DCC
- Support the Scottish Government's plans to invest £500million nationally over the next 5 years to support walking, wheeling and cycling infrastructure.
- Expand the rollout of 'safer school streets' initiative.
- Embed a Cycle Network Plan within the Local Development Plan

Build Resilient and Empowered Communities

- Work with Scottish Government on a Local Democracy Bill to further empower councils and local communities.
- Maximise participatory budgeting in all forms.
- Increase community ownership of Council owned assets.
- Support communities to be partners and leaders in each of the 8 Local Community Planning Partnerships
- Deliver Community Hubs for the City
- Help reanimate vacant places in the city centre and other retail areas.
- Incorporate the 20 Minute Neighbourhood concept into the forthcoming the Local Development Plan

- Build affordable houses that meet community needs.

Design a Modern Council

- Deliver options to balance the Council's budget each year.
- Roll out a digital transformation programme.
- Deliver a programme of service redesign reviews to embed the digital and community empowerment changes.
- Roll out hybrid working across the Council.
- Increase digital learning, teaching of new working methods and developing the skills of our employees.
- Increase the uptake of modern and graduate apprenticeships.

How Procurement Will Support Council Objectives

The best way for procurement to support the delivery of the Council's objectives is to ensure that Council services are able to source the materials, external services and works needed to deliver those services. Those have to be available at the right time for the service delivery and at the best combination of quality and price available from the market at any given time.

The five key priority areas within the Council Plan will be supported by Corporate Procurement in the following ways.

Reduce child poverty and inequalities in incomes, education and health

- Promote fair work practices and the Scottish living wage in our procurement processes.
- Develop a dynamic community wish list that can be fulfilled through the use of community benefit clauses 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)

- Continue to develop our work in driving social and economic sustainability principles into our procurement in a relevant and

proportionate manner with a particular focus on embedding community benefit clauses within all our contracts, where this is appropriate.

- Encourage participation in tendering opportunities by including lotting within tender documents, to increase opportunities for SMEs to take part.
- Work with the Supplier Development Programme (SDP) to assist locally based SMEs and Third Sector organisations in bidding for tender opportunities.
- Ensure that our own procurement procedures are as accessible as possible for SMEs and Third Sector organisations and that we don't create unnecessary barriers to participation.
- Support partner organisations by providing a procurement service.

Tackle Climate Change and Reach Net Zero Emissions by 2045

- Incentivise contractors to bring forward sustainable solutions to deliver contracts, using outcome specifications where practical.
- Develop category strategies to reduce scope 3 emissions on contracts.
- 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 our spend profile including reducing carbon emissions and greenhouse gases, maximising recycling and reuse and the avoidance of hazardous materials.
- Encourage our tier one suppliers, particularly the SMEs to access one of the 'net zero toolkits' that are freely available and place a link within our ITT (Invitation to Tender) documents to allow them to do this.

Build Resilient and Empowered Communities

- Increase engagement with local suppliers and contractors at the early stages of procurement processes, ensuring that our specification is 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 our operations where possible.

Design a Modern Council

- To become a modern Council, we must also be a learning Council. Corporate Procurement will provide engagement routes with local organisations and companies and ensure that through early pre-procurement involvement, Council services are appraised of best practice and innovative solutions from the private sector.
- By using outcome specifications, we will encourage suppliers to deliver innovative solutions to our 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 in a position to take advantage of opportunities provided by emerging technology.
- We will link to our 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.

Legal Compliance and Governance

The regulatory framework for public procurement in Scotland is complex and the thresholds at which legal regulations begin are low in relation to other territories. The legal framework is fully supported by Dundee City Councils own Standing Orders and Tender procedures.

The Corporate Procurement Team therefore have knowledge of the procurement rules as a priority for all staff members and will continue to make all Council officers who procure aware of the rules that affect their service.

Using our strategic approach, we will assess the risks of every procurement exercise in the development of sourcing strategies, and one of those risks is the legal risk of getting something wrong in the process. This is likely to be particularly the case where the pursuit of other objectives leads us to depart from the standard methodology. Any risks identified will be made known to Democratic and Legal Services, who will check the documents for compliance, prior to issue to the marketplace.

Procurement Objectives

Procurement is not simply the role of the corporate procurement team. It involves everyone in the Council who needs to obtain goods, services or works to deliver the

service they are responsible for. Corporate Procurement's role is to empower everyone who needs to procure with the confidence and skills to make low value purchases without assistance and to contribute positively to the procurement process for higher value items.

Procurement across the Council, however carried out, will be achieved in a manner that is fair and transparent, by members of staff who are confident, knowledgeable and who show respect for and understanding of the marketplace they are operating in.

We will operate with the following specific objectives to the fore.

To obtain value for money from every purchase

Value for money in procurement terms, is not about accepting the lowest price. Dundee City Council will always award contracts based on the Most Economically Advantageous Tender (MEAT). We will use a total cost approach and evaluate all the costs associated with a purchase over the lifetime of the contract or of the delivered product.

Dundee City Council will produce specifications for each procurement, containing details of the goods, service or works to be provided, with a location and timescale for each contract. The supplier community is a major source of expertise on the subject matter of our contracts and putting this knowledge to use can increase value for money. Therefore, we will.

- Consult with suppliers before specifications are finalised
- Have our specifications based on outcomes and allow suppliers to tell us how to best deliver what we need.

Dundee City Council will continue to extract value during the operation of a contract, by engaging actively in contract management, by using key performance indicators to drive continuous improvement, and by building business relationships during long-term contracts.

In each succeeding contract, we will learn lessons from the previous contract, remedying weaknesses and building on what went well.

To be a prized customer

Dundee City Council want to work with the best contractors and suppliers in the market. In order to do this, it is important that we place ourselves as a valued customer and one those organisations are keen to work with.

To do this, we will

- Ensure there is early contractor involvement as we prepare our tenders for issue, helping us to make sure that our specifications are deliverable and that our contracts don't contain any unnecessary requirements.

- There will be a single Dundee City Council 'contract owner' for each contract awarded. This person will be notified to the supplier and will provide a single point of contact for the contractors to seek further information or ask for assistance.
- A schedule of payments will be agreed with suppliers at the beginning of each contract and when a payment is triggered on the schedule, Dundee City Council will aim to have the money in the supplier's bank account within 30 days (with local suppliers within 14 days).
- Where suppliers have submitted a bid for a Dundee City Council contract and not been successful, we will inform them promptly of the award decision. We will provide them with an additional detailed critique of their bid if requested to do so.
- At the end of each contract, we will formally request supplier feedback on the Council as a client and ask them to score our performance, in order that we can continue to improve.

To be lean and efficient in our procurement

A procurement process, once begun, should be completed as soon as possible. Our preparation will be thorough so that the process can run without unnecessary delays. In a regulated contract, the target from issuing a contract notice to making the award of the contract will be 60 days.

It is important to suppliers that the time gap between them submitting a priced tender and receiving an award of contract is kept to an absolute minimum. When raw material and supply chain prices are volatile, this allows them to fix those prices with their own suppliers or sub-contractors shortly after quoting them on a tender submission. Our target, with pre-authorisation in place, is that the gap from tender closing date to award of contract should be no more than 30 days.

To Achieve Social, Economic and Environmental Goals

Dundee City Council's procurement spend can be a means to encourage good practice through our supply chain, by which the sum of our own efforts can be multiplied many times. Social, Economic and Environmental awareness and an eye to a risk and an opportunity to maximise those, must be present at every point in the procurement process.

Designing the Specification – it is not enough simply to develop a solution to meet a particular Council need, those officers working on the solution need to be mindful of how the solution will be delivered by the companies we employ, and what impact those companies and their operations have. This awareness can be tested through the sourcing strategies, prior to any invitation to tender being released.

Making use of Community Benefits – every significant contract issued for tender by Dundee City Council will carry community benefit clauses that are appropriate to the delivery of the contract and proportionate to the contract value. Community Wishes will be introduced into other Council contracts, to allow contractors to deliver benefits directly to communities in a controlled and effective way.

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. Where traditional public sector policy has focused on the redistribution of wealth after it is created, and community wealth building focuses on mechanisms to ensure that wealth is shared as it's created. CWB activities are arranged over the five pillar areas of spending, land and property, finance, workforce and inclusive ownership.

Fig 2; Community Wealth Building



The Corporate Procurement Team will have a key role in the development and delivery of this approach through leading the spending pillar and as a key contributor to the Workforce, Land and Property and Inclusive Ownership Pillars.

The council engaged the Centre for Local Economic Strategies (CLES) to support the development of a Community Wealth Building Action plan identifies the following recommendations for procurement.

- **Improve the baseline reporting around spend** – Dundee City Council has now mapped the procurement spend within the city, across Tayside and Fife, and nationally.
- **Cross departmental working group to identify ways to increase opportunities for local generative business** – research has been commissioned to map generative business in Dundee (defined as social enterprises, third sector, employee-owned business and cooperatives) and the support available nationally and locally to support them.
- **Develop a Community Benefits Strategy, which includes Fair Work across Dundee Anchors** - Community benefits policy to be reviewed in light of CWB priorities so that it can be shared with anchor partners and advise to develop their own approaches provided.
- **Develop and Deploy a Community Wish List Approach for Dundee** Community Wishes are intended to provide a mechanism for local communities to develop small project ideas or asks, have these moderated and then published. Contracted providers are then directed to the wishes and encouraged to select and deliver an appropriate outcome as part of their contracted community benefit requirement. The approach is in development and would intend to make use of existing arrangements around locality plan structures to consider projects.
- **Use public procurement to shape the market around improved sustainability and low carbon** - Through the lens of Community Wealth Building procurement will consider the contribution that a supplier or contractor makes to the community, in terms of social, economic and environmental goals, rather than just what it can achieve through a single contract. Not just legally, but also in terms of broader financial sustainability, this needs to be viewed in the context of continuing to achieve best value for the Council.

Because of its reach and potential complexity, in addition to the actions above this procurement strategy contains several goals that will make the Council's procurement practices fit to deliver community wealth.

To Trade only with suppliers who behave ethically.

Companies who trade with Dundee City Council will respect the environment and comply with the laws of their own countries. They will not infringe human rights and they will not be involved with modern slavery. They will respect their own sub-contractors and suppliers and treat them fairly. They will not engage in fraud, bribery or corruption. Those suppliers will not only behave ethically themselves, but they will

be active in ensuring that the same ethical practices are maintained in their own supply chains.

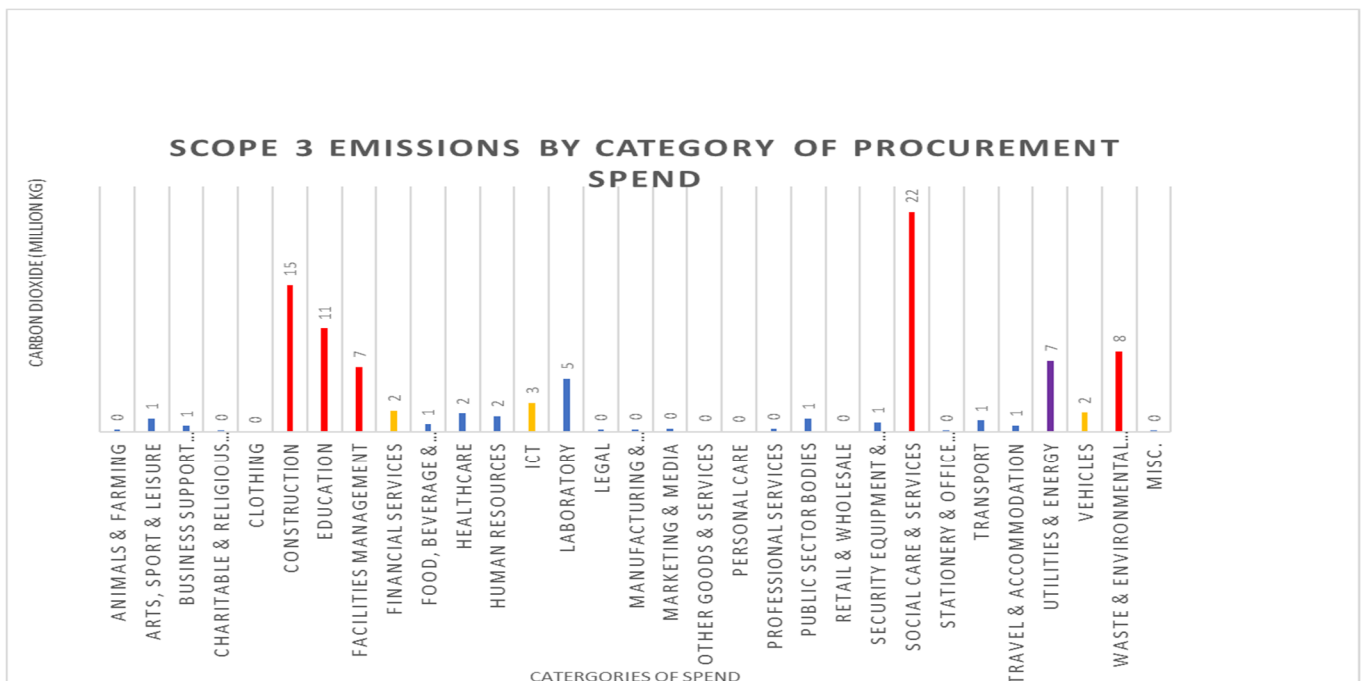
All of the staff procuring for Dundee City Council will hold CIPS Ethical Procurement and Supply Certificate. This will help those staff identify any non-ethical behaviour with potential suppliers or contractors.

The Council will actively support the Fair Work agenda through its inclusion of Fair Work Practice requirements as a scored element of all relevant tenders. Linking with colleagues engaged in the Workforce Pillar we will use the tendering process to make clear our commitment as a Living Wage Accredited employer we will support Dundee’s status the UKs first Living Wage City by ensuring that in scope contractors pay the Living Wage to all relevant staff delivering contracts on our land, property or areas we are responsible for maintaining.

To reduce the environmental footprint of the Council’s supply chain

Dundee City Council now has a measure of the carbon emissions generated by our procurement activity (Scope 3) From this, it is possible to identify categories that form carbon ‘hotspots’ within the total spend figures. These will be addressed through the development of category strategies. There is a general assumption that reducing emissions will cost money. However, with the correct approach, the opposite can also be true, as the first task in a carbon management strategy should be to examine whether the Council needs to buy at all. This will mean making sure that existing assets are utilised for their full economic life and extending the life is considered before replacement. Purchases should be made with a view to the circular economy and should be assessed on whole life costs.

Fig 3; CO2 emissions (kg) by category of spend*



*Includes other greenhouse gas equivalents

To Do all these things across the whole of the Council

In order to support its operations, a local authority needs to procure a wide range of goods, services and works. These will come from a diverse range of markets, will involve various sets of regulation and will involve different skill sets in the procurement process.

Social Care procurement and commissioning will therefore continue to be managed by a specialist team from within the Health and Social Care Partnership. This team is responsible for all of the social services procurement described in Section 7 of the Public Contract (Scotland) Regulations of 2015 and listed in Schedule 3. In particular we are aware of the opportunities to work with third sector and generative contractors many of whom operate within health and social care.

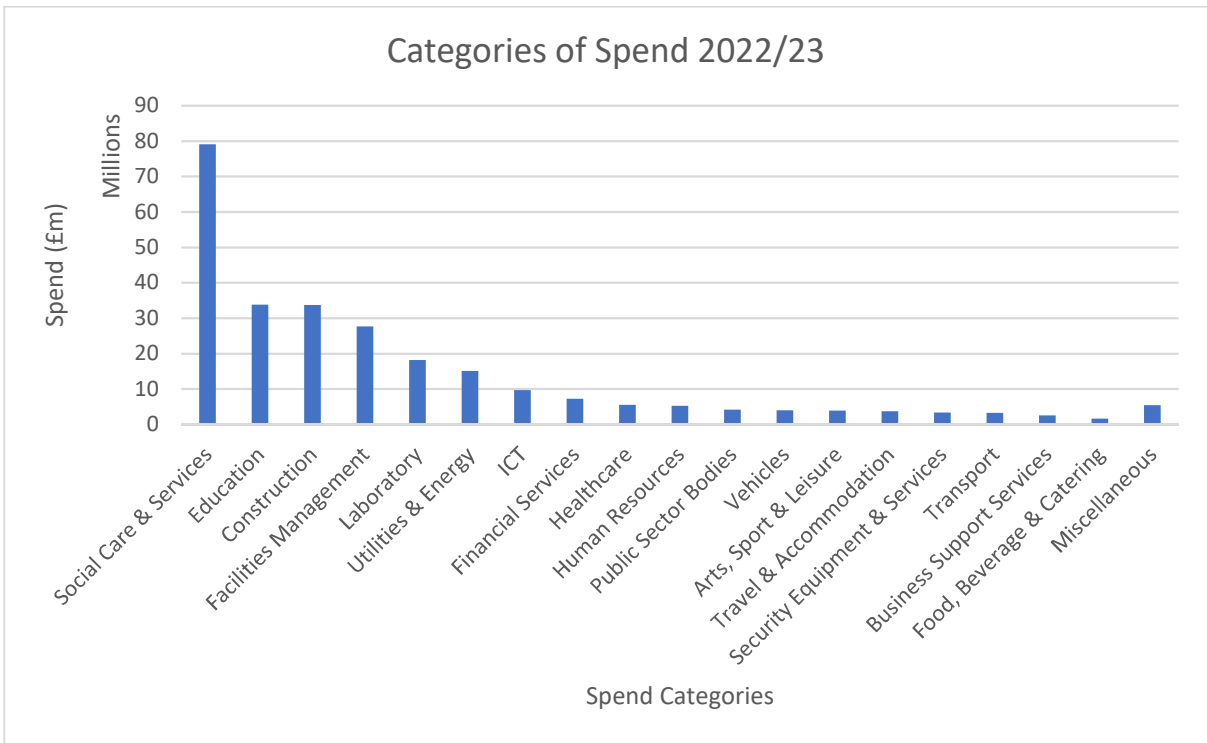
Dundee City Council will however have a single procurement identity as defined in this strategy, with different teams sharing information and skills, learning together and working to develop a strong single procurement ethos for the Council.

Spend / Finance

The Council purchases a variety of goods, services and works ranging from stationery to major capital works. Expenditure is in the region of £280m per annum across all Council purchases.

The graph details spend that is made by category area:

Fig 4; Categories of Spend



The Council works to ensure opportunities are created which support tendering by local companies, with a particular focus on small and medium sized enterprises. The graphs below provide a breakdown of spend by region and spend by supplier size

Fig 5; Spend by Region

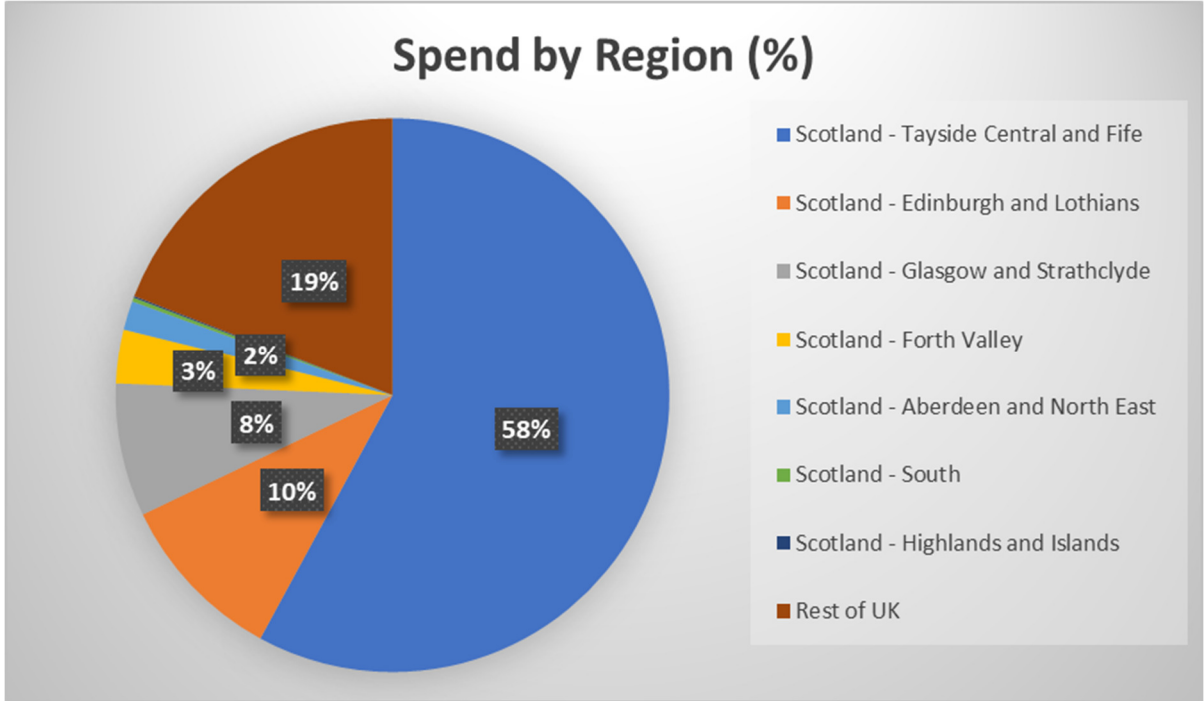
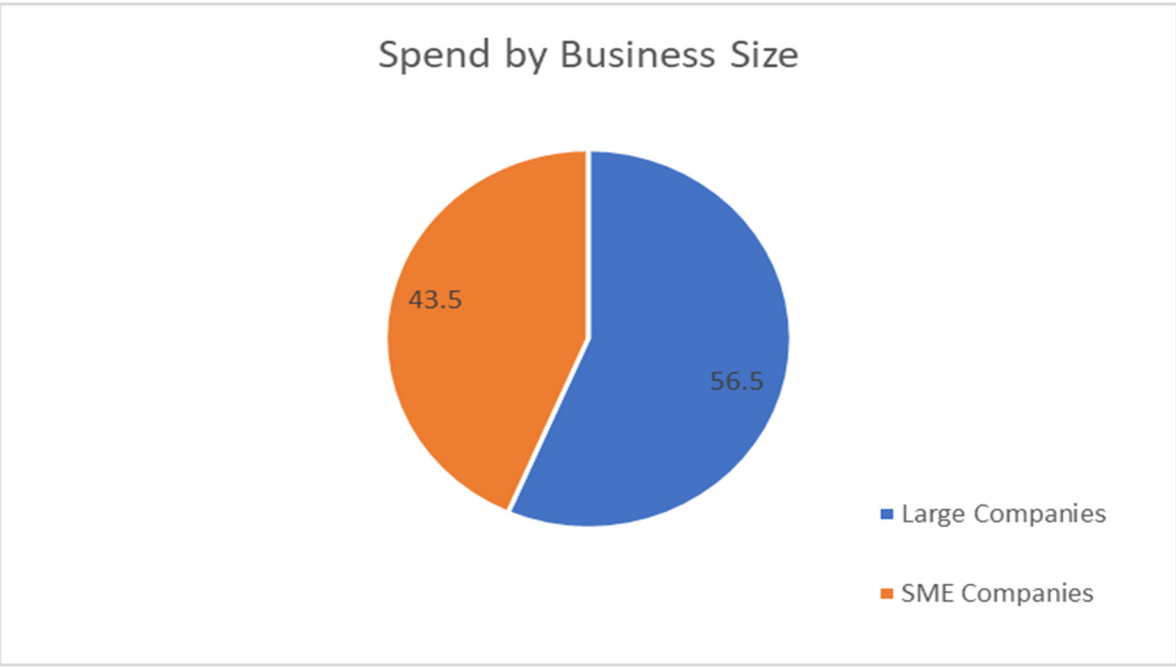


Fig 6: Spend by Size of Business



Monitoring, Reviewing and Reporting on Strategies

The Council has invested in a transformation programme for procurement during 2023 and 2024 and an action plan has been developed for this. Progress against the action plan will be monitored on a quarterly basis by the Head of Corporate Finance and the Executive Director of Corporate Services. Beyond that, procurement performance against the strategy is monitored through the annual procurement report.

Under the Procurement Reform Act of 2014, the Council is required by Scottish Government to produce an Annual Procurement Report that records performance against this strategy. The report will include the following statutory reporting.

- Regulated procurements completed in the relevant period.
- Details of procurements undertaken in accordance with the strategy
- How the procurements undertaken have achieved the policies set out in the strategy and contributed to the wider aims and objectives of the council,
- Details of policies not met in relevant period and how these will be achieved in the future
- Planned procurement over the next two years.

Dundee City Council's Annual Procurement Report will also include results on new Key Performance Indicators for Dundee City Council procurement.

Key Performance Indicator	Target Year 1	Target Year 3
Average number of Days taken from Contract Notice (tenders advised to competition) to Contract Award	90 days	70 days
Percentage of Council's procurement spend with contracted suppliers	80%	85%
Number of Category Strategies, containing scope 3 emissions and local opportunity initiatives, developed.	3	10

Strategy Ownership and Contact Details

Name	Role	Contact Details
Robert Emmott	Executive Director of Corporate Services	Robert.emmott@dundeecity.gov.uk
Paul Thomson	Head of Corporate Finance	Paul.thomson@dundeecity.gov.uk
Alan Brough	Procurement Programme Manager (Temporary)	Alan.brough@dundeecity.gov.uk
Julie Thompson	Corporate Procurement Manager	Julie.thompson@dundeecity.gov.uk

Policies, Tools and Procedures

The following are considered in relation to all procurement activity within the Council:

Procurement Reform (Scotland) Act 2014
Public Contracts (Scotland) Regulations 2015
Procurement (Scotland) Regulations 2016
Scottish Model of Procurement
Public Procurement Reform Programme
Government Procurement Agreement (GPA) Thresholds
Procurement Journey
Scottish Procurement Policy Notes (SPPN)
Council Standing Orders and Tendering Procedures
Health and Safety Policies
General Data Protection Regulations (GDPR)
Community Benefits Policy
Community Wealth Building Action Plan
Council Plan 2022-27
Sustainable Procurement Approach
Scotland Excel

Appendix 1

Mandatory Requirements of the Procurement Reform Act (Scotland) 2014 and Statutory Guidance Obligations

The Act lays out some mandatory requirements which the procurement strategy must include. In particular:

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

- Working under the guidance of this strategy 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 we 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 this strategy document, to make sure the key objectives are delivered, and best value is secured.

Deliver value for money

- The successful delivery of this strategy.
- The application of procurement best practice and undertaking key strategic procurement activities
- Early market engagement
- By including appropriate lots to promote SME/Third Sector and Supported Business participation
- Maximising the impact of contracts with the inclusion of Community Benefit Clauses
- Evaluating on the most economic and advantageous criteria
- Clear output specifications
- Challenging the need and demand management
- Continuous contract management

Be carried out in compliance with its duty to treat relevant economic operators equally and without discrimination and be undertaken in compliance with its duty to act in a transparent and proportionate manner

- 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.

- All procurement activity undertaken must comply with the above process and procedures which secures compliance with the Act and Statutory Guidance.

Comply with the sustainable procurement duty

In adherence with council policies and in light of the Procurement Reform (Scotland) Act 2014, the council has:

- Incorporated Sustainable Procurement objectives within the Corporate Procurement Strategy
- Will update Council Standard Orders and Tender Procedures to reflect procurement rules
- Revised and expanded our Community Benefits Policy to include all contracts, where appropriate
- Working to incorporate Scottish Government sustainable tools within procurement processes (for example, sustainable test, prioritisation tool, flexible framework)

The use of Community Benefit Requirements

- The Council's Community Benefit Policy details approach

Consulting and engaging with those affected by its procurements

- Engaging with internal and external stakeholders through various approaches, including but not limited to – working directly with client services, Meet the Buyer events, Social Enterprise Development Board, Supplier Development Programme.

Payment of a living wage - to persons involved in producing, providing or constructing the subject matter of regulated procurement

- A Fair Work practice criteria is included in all relevant procurement exercises
- 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 preselection stage.
- 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 sub-contractor
- Prompt payment clauses requiring a 30-day payment term are embedded within our contractual terms and conditions.

Food Procurement

- 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.

Appendix 2– 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.

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.

Flexible Framework Self-Assessment Tool

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 FFSAT. 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.

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.

Whole Life Costing

The costs of acquiring goods or services (including consultancy, design and construction costs, and equipment), the costs of operating it and the costs of maintaining it over its whole life through to its disposal – that is, the total ownership costs. These costs include internal resources and overheads.

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.

Integrated Impact Assessment

Committee Report Number: 156-2024

Document Title: Corporate Procurement Strategy 2024-2027

Document Type: Strategy

Description:

The Procurement Reform (Scotland) Act 2014 requires any public organisation which has an estimated annual regulated spend of Â£5 million or more (excluding VAT) to develop and review a Procurement Strategy. The Procurement Strategy 2024-2027 sets out our commitment to delivering on a number of priority areas.

The Procurement Strategy sets out how we will maximise the impact procurement activity can have, in supporting sustainable growth and protecting our environment, and assisting in dealing with the challenges that the City Council faces.

Intended Outcome:

To assist delivery of the Council Plan and The City Plan

Period Covered: 01/04/2024 to 31/03/2027

Monitoring:

It will be reviewed annually

Lead Author:

Julie Thompson, Corporate Procurement Manager, Corporate Services,
julie.thompson@dundee.gov.uk, 07985818034,
Dundee City Council

Director Responsible:

Robert Emmott, Executive Director of Corporate Services, Corporate Services
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Dundee City Council

Equality, Diversity and Human Rights

Impacts & Implications

Age: Positive

Assists in Promoting and Delivering Social Outcomes for the Citizens of Dundee

Disability: Positive

Assists in Promoting and Delivering Social Outcomes for the Citizens of Dundee

Gender Reassignment: No Impact

Marriage & Civil Partnership: No Impact

Pregenancy & Maternity: No Impact

Race / Ethnicity: No Impact

Religion or Belief: No Impact

Sex: No Impact

Sexual Orientation: No Impact

Are any Human Rights not covered by the Equalities questions above impacted by this report?

No

Fairness & Poverty

Geographic Impacts & Implications

Strathmartine:	No Impact
Lochee:	No Impact
Coldside:	No Impact
Maryfield:	No Impact
North East:	No Impact
East End:	No Impact
The Ferry:	No Impact
West End:	No Impact

Household Group Impacts and Implications

Looked After Children & Care Leavers: No Impact

Carers: No Impact

Household Group Impacts and Implications

Lone Parent Families: No Impact

Single Female Households with Children: No Impact

Greater number of children and/or young children: No Impact

Pensioners - single / couple: No Impact

Unskilled workers or unemployed: No Impact

Serious & enduring mental health problems: No Impact

Homeless: No Impact

Drug and/or alcohol problems: No Impact

Offenders & Ex-offenders: No Impact

Socio Economic Disadvantage Impacts & Implications

Employment Status: Positive

Assists in promoting and delivering social, economic and environmental outcomes.

Education & Skills: Positive

Assists in promoting and delivering social, economic and environmental outcomes.

Income: Positive

Assists in promoting and delivering social, economic and environmental outcomes.

Caring Responsibilities (including Childcare): No Impact

Affordability and accessibility of services: No Impact

Fuel Poverty: No Impact

Cost of Living / Poverty Premium: No Impact

Connectivity / Internet Access: No Impact

Income / Benefit Advice / Income Maximisation No Impact

Employment Opportunities: Positive

Assists in promoting and delivering social, economic and environmental outcomes.

Education: No Impact

Health: No Impact

Life Expectancy: No Impact

Mental Health: No Impact

Overweight / Obesity: No Impact

Child Health: No Impact

Neighbourhood Satisfaction: No Impact

Transport: No Impact

Environment

Climate Change Impacts

Mitigating Greenhouse Gases: Positive

Assists in promoting and delivering environmental outcomes.

Adapting to the effects of climate change: No Impact

Resource Use Impacts

Energy efficiency & consumption: No Impact

Prevention, reduction, re-use, recovery or recycling of waste: Positive

Assists in promoting and delivering environmental outcomes.

Sustainable Procurement: Positive

Assists in promoting and delivering social, economic and environmental outcomes.

Transport Impacts

Accessible transport provision: No Impact

Sustainable modes of transport: No Impact

Natural Environment Impacts

Air, land & water quality: No Impact

Biodiversity: No Impact

Open & green spaces: No Impact

Built Environment Impacts

Built Heritage: No Impact

Housing: No Impact

Is the proposal subject to a Strategic Environmental Assessment (SEA)?

No further action is required as it does not qualify as a Plan, Programme or Strategy as defined by the Environment Assessment (Scotland) Act 2005.

Corporate Risk

Corporate Risk Impacts

Political Reputational Risk: Positive

Assists in promoting and delivering social, economic and environmental outcomes.

Economic/Financial Sustainability / Security & Equipment: Positive

Assists in promoting and delivering social, economic and environmental outcomes.

Social Impact / Safety of Staff & Clients: No Impact

Technological / Business or Service Interruption: No Impact

Environmental: Positive

Assists in promoting and delivering environmental outcomes.

Legal / Statutory Obligations: Positive

Assists in promoting and delivering social, economic and environmental outcomes. Meets with the Council's obligations under the Scottish Procurement Regulations.

Organisational / Staffing & Competence: Positive

Developing capacity and competence of the Procurement Team and the wider procuring community of Dundee City Council.

Corporate Risk Implications & Mitigation:

The risk implications associated with the subject matter of this report are "business as normal" risks and any increase to the level of risk to the Council is minimal. This is due either to the risk being inherently low or as a result of the risk being transferred in full or in part to another party on a fair and equitable basis. The subject matter is routine and has happened many times before without significant impact.

REPORT TO: CITY GOVERNANCE COMMITTEE - 10 JUNE 2024

REPORT ON: PUBLICLY ACCESSIBLE DEFIBRILLATORS

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 96-2024

1.0 PURPOSE OF REPORT

- 1.1 To update Committee on work done to assess the distribution of publicly accessible defibrillators across Dundee and to recommend ways in which the Council can continue to support the installation of, and sharing of information about, defibrillators within Dundee's communities.

2.0 RECOMMENDATIONS

It is recommended that Committee:

- (i) note the work carried out to date and agree in principle that communities across Dundee should receive support and guidance to ensure that an equitable distribution of publicly accessible defibrillators is in place;
- (ii) agree to provide guidance on the maintenance of defibrillators to host organisations and encourage them to register their publicly accessible defibrillators on CIRCUIT;
- (iii) agree that this data set be included on the Council's GIS mapping system; and
- (iv) agree that a publicly accessible defibrillator unit should be installed in City Square, for the benefit of Dundee residents and visitors, and employees.

3.0 FINANCIAL IMPLICATIONS

- 3.1 It is anticipated that the initial cost of procuring units will normally be managed via charitable funding applications and through community benefit clauses in capital projects.
- 3.2 The cost of installing a defibrillator in City Square is estimates at £2k and this cost will be met from within Corporate Services revenue budget.
- 3.3 It is anticipated that ad hoc requests by community and voluntary groups to install a unit which they have procured independently onto a Dundee City Council building will continue to be assessed and supported, where appropriate, by the City Development Property Team as the maintenance costs will require to be met from within existing revenue budgets.
- 3.4 Staffing costs to support this programme will be met from existing staffing budgets.

4.0 BACKGROUND

- 4.1 Following enquiries from elected members and contact from charities (St Andrew's First Aid, St John's First Aid and the British Heart Foundation), it was agreed that the provision of defibrillator units across Dundee should be appraised. This appraisal started with accessing information held on the CIRCUIT register of publicly accessible defibrillators. The CIRCUIT register is held and maintained by the emergency services and is used to direct 999 callers to the nearest available unit in the event of an emergency. The CIRCUIT register is most effective when guardians of publicly accessible defibrillators register the units under their control on the CIRCUIT as soon as they come into use, ensuring that available coverage in Dundee at any time is identified. The information gathered through the appraisal indicated a wide spread of units across different areas

of Dundee, but that there was no provision in the North East ward. The focus of the initial work was therefore on the North East Ward.

- 4.2 Discussions were held with the Communities Team for the North East and a decision was taken to move the emphasis from the traditional approach of covering only sporting facilities and areas of high footfall to providing coverage for localities, with an aim of supporting the communities within those localities and helping to address health inequalities. Partnership working was carried out with Safe A Life for Scotland, St Andrew's First Aid and a research team at Edinburgh University who provided advice around coverage and locations of units. Each of these partners reinforced the importance of the CIRCUIT register being up to date. [Defib finder – find the defibrillators nearest you.](#)
- 4.3 The Communities Team in the North East Ward worked with community groups to bid for available funding, which supported the procurement of 7 units for the North East Ward. Similar work was then carried out in the East End Ward as there was crossover between the Communities teams in these wards at that time. This work supported the procurement of 4 additional units by community groups in this ward. These units were installed over Spring/Summer 2023.
- 4.4 In addition to the units procured and installed by community groups in the North East and East End wards, support has been given to instal additional units, which have been procured or donated by voluntary groups, charities or individuals, on Dundee City Council buildings. It is anticipated that this support will continue to be delivered through City Development.
- 4.5 Community cardiopulmonary resuscitation (CPR) and defib training sessions were provided in the North East and East End wards, organised by the Communities teams and delivered by St Andrew's First Aid in Summer 2023. Delivery of this training can be arranged for other wards – the next priority is Lochee, with other wards to follow.
- 4.6 Following the collaborative work with Edinburgh University, Dundee City Council was invited to become one of the first two local authority partners on the Save A Life for Scotland working group. This is a useful forum to ensure the Council is keeping up with current Scottish Government thinking and good practice from partners. The group are keen to profile the approach which Dundee and East Ayrshire are taking, with a view to creating a national best practice model.
- 4.7 In the course of this work, it has become apparent that there are 24/7 publicly accessible defibrillators in Dundee which do not appear on the CIRCUIT register. It has also become apparent that there are units within public buildings which, although not 24/7 accessible, would still be available for use. It is important to encourage guardians (public, private and third sector) to record all units and include them in any future planning.

The current distribution of publicly accessible defibrillators across the city is set out below:

Postcode	Available 24 hours	Available for variable hours
DD1	9	11
DD2	7	12
DD3	11	6
DD4	22	6
DD5	6	2

- 4.8 All of the work set out above has helped to inform the recommendations within this report. This work will be taken forward by The Council's Health and Safety team in conjunction with the Communities teams from Neighbourhood Services and colleagues in City Development.

- 4.9 A further area which has been identified as part of this work is the City Centre. It is therefore proposed that a publicly accessible defibrillator unit should be installed in City Square, for the benefit of Dundee residents and visitors, and employees.
- 4.10 Having installed defibrillators, it is vital that arrangements are put in place for routine checking, maintenance, replacement of consumables and eventual replacement of units. It is proposed that the Council provides guidance to host organisations on best practice in this regard.

5.0 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.

6.0 CONSULTATIONS

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

7.0 BACKGROUND PAPERS

- 7.1 None

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

27 MAY 2024

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REPORT TO: CITY GOVERNANCE COMMITTEE - 10 JUNE 2024

REPORT ON: SCOTTISH WELFARE FUND: FLOORCOVERING FRAMEWORK EXTENSION

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 157-2024

1.0 PURPOSE OF REPORT

- 1.1 To seek approval for the extension of the multi-supplier framework contract for carpets and vinyl flooring supplying the Council's Scottish Welfare Fund until 31 May 2025. This will allow time for a tendering process to be carried out.

2.0 RECOMMENDATIONS

It is recommended that the Committee:

- (a) agree to extend the contract for the Council's supply of carpets and vinyl flooring to the Scottish Welfare Fund until 31 May 2025
- (b) note that this will allow time for a tendering process to be carried out.

3.0 FINANCIAL IMPLICATIONS

- 3.1 Current annual value of the framework to the four current suppliers is approximately £400,000 per annum in total.
- 3.2 Costs related to Carpets and Vinyl are met from the annual Scottish Welfare Fund Programme Budget comprising funding from Scottish Government as well as additional funding from Dundee City Council.

4.0 BACKGROUND

- 4.1 The Scottish Welfare Fund was established in 2013 as a grant-based fund to achieve better and more sustainable outcomes for those in crisis and those seeking to live independently within the community, preventing the need for institutional care. In Dundee, the Scottish Welfare Fund takes a holistic approach, based within Council Advice Services. In the main fulfillment of goods is met through contracts with local suppliers.
- 4.2 Dundee City Council established a multi-supplier Framework in 2020 for Carpets and Vinyl Flooring through an open tender process. The four companies currently on the Framework are:
- Dalebay Ltd t/a Noble & Bradford Flooring Contractors, Unit 10, Faraday Street, Dundee, DD2 3QQ
 - 4 Seasons Carpets Ltd, 98 High Street, Lochee, Dundee, DD2 3AY
 - The Floor Store (Dundee) Ltd, 30 Bellfield Street, Dundee, DD1 5JA
 - Victoria Carpets (Dundee) Ltd, 43-45 Cowgate, Dundee, DD1 2JF

Approval is sought for the period 01 July 2024, up to 31 May 2025 to continue to contract with the four suppliers to allow time for the tendering process to be carried out.

- 4.3 The multi-supplier Framework has proved to be successful since its establishment in 2020. Moving from one supplier to four has significantly increased the flexibility of fulfilment and reduced potential issues related to performance and capacity, spreading the benefits of the contract to multiple suppliers whilst reducing the risk of non-fulfilment in individual cases. Fulfillment costs have also been kept competitive in comparison to other national options such as Scotland Excel. Standard of fitting is also generally of a higher standard.

5.0 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.

6.0 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:

Key Risks			
Description of Risk	Probability (Low/Medium/High)	Impact on DCC (Low/Medium/High)	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.	Low	Low	There will be a fixed price per room/area which will need to be achieved. Anticipation of inflationary increases in advance.
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.	Low	Medium	Detailed outcome specification, and desired quality criteria.
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits.	Low	Medium	Manage the suppliers through contract management. There will be resilience with four suppliers on the framework.
Contractual Risk – Being able to remedy the ‘s shortcomings in the contractor’s performance without severely damaging the contract and about avoiding reliance on the contracted supplier as the contract develops.	Low	Low	Resilience with four suppliers on the framework.
Procurement Risk – where a procurement is found unsound in law, through the public procurement rules.	Low	Low	Procurement involved in the tender process, and legal advice would be sought if required.
Overall Contract Risk			Low

7.0 CONSULTATIONS

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

8.0 BACKGROUND PAPERS

None.

**ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

16 MAY 2024

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REPORT TO: CITY GOVERNANCE COMMITTEE - 10 JUNE 2024

REPORT ON: MULTI-FUNCTIONAL DEVICES CONTRACT TRANSITION (TAYSIDE PARTNERS)

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 155-2023

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval for the tendering for the print management services across the Council and partner organisations. A sourcing strategy has been developed for this exercise.

2. RECOMMENDATION

- 2.1 It is recommended that the Committee:

- notes that prior to October 2024 all services will review their requirements for the use of multi-functional devices and rationalise these accordingly.
- approves the commencing of a procurement exercise in respect of the project described, based on the sourcing strategy summarised in this report.
- notes the intention to extend the current contract to allow time for partners to complete a full review of the number of machines under lease before a new tender is issued, and to allow for a smooth transition potentially to a new provider.
- notes the outcome of the tendering process will be submitted to City Governance Committee for final approval in due course.
- notes that the Council will continue to investigate ways of mitigating any harm to the environment and additional CO₂ emissions created in the transition to a new contract and disposal of the existing machines.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no direct financial implications associated with this report, other than the anticipated cost of the contract to be awarded, the sum of which is included in future revenue estimates. From previous experience and market testing carried out, the total cost of the contracts awarded is expected to be £4.7m over 5 years, with the cost to Dundee City Council being £1.45m over this period.
- 3.2 Any savings arising from the agreement of the new contract for Dundee City Council and a further rationalisation of use of multi-functional devices will be utilised to contribute towards efficiencies to balance the revenue budget.

4. DETAILS OF THE PROPOSAL

- 4.1 The current contract for the lease of multi-functional devices was let on a competitive basis through a Scottish Government framework agreement. The contract was let in 2018 and is due to end on 31 December 2024. The contract was let in collaboration with Perth and Kinross Council, Angus Council, Tayside Contracts, Dundee and Angus College and Leisure and Culture Dundee. In total, the contract covers the lease of 1,840 machines of varying capacities.
- 4.2 Dundee City Council has leased multi-functional devices from Xerox (UK) Ltd under various arrangements for over 30 years. The transition to a new supplier, should the incumbent not be successful in retaining the contract, is a complex task that will take eight to ten months to complete and involves the outgoing provider working closely with the incoming provider,

property services and ICT, to ensure that the transition is seamless in each location. It is expected therefore that although the tender process can be complete by early 2025, the new contract will not be fully in place until 1 January 2026.

- 4.3 There is a current Scottish Government framework agreement in place for the whole Scottish public sector and the proposal is that Dundee City Council enter into a mini-competition under the framework, on behalf of all the contract partners. There are nine organisations on the framework and this is a very competitive market. The proposal would be to let a contract with an initial term of three years, and the ability to extend for a further two periods of one year each.
- 4.4 The experience of the Covid pandemic, during the term of the current contract, has caused a significant shift in the way people in the Council work. The enforced move to home working during the lockdown periods brought much more reliance on electronic communications and a subsequent drop in the amount of printing, even following the general return to office working on a hybrid basis. The annual print volume across the contract partners in 2023 was 61.5m copies compared to 86.5m copies prior to the pandemic.
- 4.5 The framework contract is priced in two parts. There is a cost per print and a lease cost per machine. Therefore, reducing the number of machines used for a given number of prints will be more cost effective over the life of the contract. Removing machines used only for a small number of prints will produce cost savings and reduce scope 3 carbon emissions.
- 4.6 Each contract partner will therefore undertake a full review of the number of machines they have on lease, with a view to making a significant reduction to these numbers before the new contract is let. This will take place between now and October 2024, prior to the final tender documents being compiled.

5. OTHER CONSIDERATIONS

- 5.1 Many of the devices that should have been coming to the end of their life at the end of the contract became idle when the Covid lockdowns came into effect and have not been subjected to the same throughput since because of the change in hybrid working practices noted above. This is particularly the case for machines based within office environments.
- 5.2 The current contract is now in its final year of extension and this means that the Council will be returning a high number of machines that still have working life remaining. Xerox estimate that only 17% of machines in service will have reached the end of their expected working lives by December 2025. In line with our commitment to circularity in procurement we will continue to work with the current contractor to try and find a solution that prolongs the life of those machines that are not in need of replacement.

6. 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.	DCC will need to apply strict criteria to the replacement of machines on premises to gain maximum financial and environmental benefits from this proposal.
Technical Risk – This concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the	The national framework agreement is mature and the main participants are all capable of meeting the specification.

specification	
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	The framework has a strong set of KPIs.
Contractual Risk – Being able to remedy the 's shortcomings in the contractor's performance without severely damaging the contract and about avoiding reliance on the contracted supplier as the contract develops.	Existing contract is operating well and should continue to do so during transition period. Detailed preparations will be made for smooth transition to new contract and potential new supplier.
Procurement Risk – where a procurement is found unsound in law, through the public procurement rules	Transition is beyond initially advertised contract length and therefore there is risk of challenge from other economic operators. Given that tendering will be underway and transition is unavoidable this is unlikely.

7. CONCLUSION

- 7.1 It is recommended that approval is given to tender for the provision of the multi-functional devices following a review of the Council's requirements under hybrid working.

8. 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, 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. CONSULTATION

- 9.1 The Council Leadership Team have been consulted in the preparation of this report and agree with the contents.

10 BACKGROUND PAPERS

- 10.1 None

ROBERT EMMOTT, EXECUTIVE DIRECTOR OF CORPORATE SERVICES
PAUL THOMSON, HEAD OF CORPORATE FINANCE

16 MAY 2024

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