

City Chambers
DUNDEE
DD1 3BY

2nd May, 2025

Dear Colleague

You are requested to attend a MEETING of the **CITY GOVERNANCE COMMITTEE** to be held in the Council Chamber, City Chambers, City Square, Dundee and also to be held remotely on Monday, 12th May, 2025 following the meetings of the Children, Families and Communities and Neighbourhood Regeneration, Housing and Estate Management Committees called for 5.00pm.

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

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

Yours faithfully

GREGORY COLGAN

Chief Executive

AGENDA OF BUSINESS

1 DECLARATION OF INTEREST

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

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

2 REQUEST TO UK GOVERNMENT TO HALT ALL CUTS TO DISABILITY BENEFITS

This item has been placed on the agenda at the request of Councillor Tolland who will ask the Committee to agree that the Leader of the Council should write to Liz Kendall MP, Work and Pensions Secretary, UK Government on behalf of Dundee City Council calling for the proposed changes to disability benefits to be halted.

3 LOCAL GOVERNMENT BENCHMARKING FRAMEWORK PERFORMANCE INDICATORS 2023/2024 - Page 1

(Report No 140-2025 by the Chief Executive, copy attached).

**4 TENDERS RECEIVED BY EXECUTIVE DIRECTOR OF CORPORATE SERVICES
 - Page 53**

(Report No 142-2025 by the Executive Director of Corporate Services, copy attached).

**5 SOURCING STRATEGY FOR THE SUPPLY AND DELIVERY OF SWIMMING POOL
 CHEMICALS - Page 57**

(Report No 148-2025 by the Executive Director of Children and Families Services, copy attached).

**6 SOURCING STRATEGY FOR A FLEXIBLE WORKFORCE MANAGEMENT SYSTEM
 - Page 61**

(Report No 150-2025 by the Executive Director of Children and Families Services, copy attached).

**7 SOURCING STRATEGY FOR THE PROVISION OF SCHOOL TO COLLEGE COACH
 TRANSFER SERVICES - Page 63**

(Report No 149-2025 by the Executive Director of Children and Families Services copy attached).

8 TENDERS RECEIVED BY HEAD OF DESIGN AND PROPERTY - Page 65

(Report No 152-2025 by Executive Director of City Development, copy attached).

9 MEMBERS SALARIES - Page 69

(Report No 139-2025 by the Executive Director of Corporate Services, copy attached).

ITEM No ...3.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 12 MAY 2025

REPORT ON: LOCAL GOVERNMENT BENCHMARKING FRAMEWORK PERFORMANCE INDICATORS 2023 - 24

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 140-2025

1. PURPOSE OF REPORT

- 1.1 This report is to advise elected members of the performance of Dundee City Council, for the financial year 2023-24, as defined by the performance indicators compiled by the Improvement Service for the Local Government Benchmark Framework (LGBF). It focusses on the 40 indicators that most align to the priorities as set out in the Council Plan 2022 – 2027 and describes the Council's performance in relation to our comparator authorities (i.e. LGBF Family Group) for these.

2. RECOMMENDATIONS

- 2.1 It is recommended that the Committee:
- a note the results contained in summary at section 5.2 this report and more fully in Appendix 1.
 - b remit the report to the Scrutiny 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 13th annual LGBF National Benchmarking [Overview Report](#) in March 2025. This describes data on 108 indicators from 2023/24 for all 32 local authorities. The national report provides a high-level analysis of the performance of all councils both during 2023/24 and over the longer-term. It introduces data from a period when communities and council services continue to manage unprecedented financial challenges in the shape of soaring inflationary pressures and the cost-of-living crisis. This was against a backdrop of continued, deepening, fiscal demand, and workforce pressures.
- 4.2 Following the publication and release of this data, a report exploring Dundee's data is prepared. Up until 2020/21, this report included all the LGBF indicator data, however the number of indicators has increased over time to provide a wider range of comparative data. However, both the Accounts Commission and the LGBF board confirmed they do not expect local authorities to use or report on all the indicators. Long term trends continue to be impacted by the pandemic, however this has applied to all local authorities and the family group comparison addresses any urban and deprivation factor differences.
- 4.3 Elected members, officers and the public can [interact with the comparative data](#) for all 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 Councils are assigned to Family Groups of similar characteristics based on factors such as deprivation and urban density in order that each authority can compare its performance to similar authorities. Further details of the how local authorities are grouped is set out at the start of Appendix 1. For additional comparative information, the relative position of Dundee overall out of the 32 Scottish Councils is provided in the appendix, as well as the change in ranking from the year before.
- 4.5 The LGBF data provides high-level ‘can openers’ which are designed to focus questions locally on why variations in performance, satisfaction or cost are occurring between similar councils to identify opportunities for learning. The LGBF data can also be used locally to support strategic and budget planning, improvement, scrutiny, and public performance reporting.

5. DUNDEE’S PERFORMANCE AND PROGRESS

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

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

- 5.2 The table below provides a high-level overview of indicators in relation to each of the five strategic priorities and where Dundee is on target by meeting the benchmark of performing better than or equivalent to the LGBF family group mean average. The table shows 18 out of 40 (45%) indicators are on target compared to 16 out of 39 (41%) indicators which were on target in the [LGBF Annual Report 2022/23](#). One new indicator has been added so that both LGBF indicators related to school attendance for all pupils and for care experienced pupils are now included.

PRIORITY	On Target	Total Measures	%
Reduce Child poverty and inequalities in incomes, health, and education*	8	14	57
Create Inclusive Growth and Community Wealth Building	6	10	60
Tackle Climate Change and achieve net zero by 2045**	1	4	25
Build resilient and empowered communities	1	4	25
Design a modern Council	2	8	25
TOTAL	18	40	45

*Two indicators within this priority are 2022/23.

**Two indicators within this priority are 2022/23. One indicator is 2021/22

- 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.

	Best compared to benchmark	Furthest away from benchmark
Reduce Child poverty and inequalities in incomes, health, and education	School exclusion rates (per 1,000 care experienced children)	% 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 from Transport per capita	% of total household waste arising that is recycled
Build resilient and empowered communities	% of council dwellings meeting Scottish Housing Standards	Town Vacancy Rates
Design a modern Council	The gender pay gap (%)	Sickness absence days per employee (non-teacher)

- 5.4 Appendix 1 shows the latest Dundee figure compared with the family group average for 40 key indicators that are most closely aligned with the Council Plan priorities. This shows where Dundee is on target in relation to the benchmark or needs some focus to reach the average. It also provides a description of the measure, a graph over time and how it relates to the Council Plan. Where Dundee's figure is furthest from the benchmark by the most significant amount it will be considered in more detail by the Council Leadership Team.
- 5.5 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.
- 5.6 LGBF data is used more widely with 26 LGBF indicators in addition to the 40 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 (6 indicators) and the Health and Social Care Partnership (11 indicators) to review as part of their performance management and reporting processes.

6. AREAS FOR IMPROVEMENT

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

Area for improvement 1	Average Total Tariff SIMD Quintile 1
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	Town Vacancy Rates
Area for Improvement 5	Sickness absence days per employee (non-teacher)

- 6.2 The last year's report ([LGBF Annual Report 2022/23](#)) highlighted the following areas selected for improvement and for each an update is provided below.

Area for Improvement 2023	Progress since last report
% of pupils living in the 20% most deprived areas gaining 5+ awards at level 6	Secondary attainment amongst pupils living in the most deprived areas remains below the family group average and continues to be an area for improvement. There has however, been improvement in the previous year from 17% to 19%, and Dundee's national ranking is now 15 th , so now in the top half of all local authorities.
% of unemployed people assisted into work from council operated / funded employability programmes	A restructuring within the Council's employability services has recently been completed to ensure an integrated approach to maximising opportunities for adults and young people. It is expected this will result in an improving position in coming years; however, performance remains significantly below target and will remain as an area for improvement.
% of total household waste arising that is recycled	Improvement in performance last year from 28 th to 26 th in national ranking. However, for this indicator Dundee is sitting 6 th within family group and 9% off target, so this has been identified as an area for further improvement for coming year.
Average number of days taken to complete non-emergency repairs	System improvements have contributed to improving performance. These include using overtime to catch up on the backlog, subcontracting works packages and a recruitment drive to grow the workforce to reduce a shortage of skilled trades people trades across the board. A £4.8m scheme to transform the system for council house repairs in Dundee was approved in May 2024 and will lead to further improvements. This is reflected in the reduction from 15.8 days in 2022/23 to 14.5 days in 2023/24 and an improved national ranking from 25 th to 22 nd .
Total useable reserves as a % of council annual budgeted revenue	National ranking has improved to 25 th from 22 nd last year. The Council's long-term financial strategy aims to maintain healthy reserve levels to manage financial risks and support long term sustainability.

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 APRIL 2025

ANDREA CALDER
HEAD OF CHIEF EXECUTIVE'S SERVICES



FAMILY GROUPS

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

	People Based Services – High Deprivation factor	Geographical Based Service – High Urban density factors
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. When an indicator is performing better than or same as the benchmark, it is 'on target'. When it is performing worse it is an 'area for improvement'. Occasionally an outlier in a group of 8 causes can skew the average and can provide a false comparison. Where this is the case for an indicator, the commentary on this indicator will acknowledge this.

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

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











































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

The Lead Service abbreviations are as follows:

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


COUNCIL PLAN STRATEGIC PRIORITIES

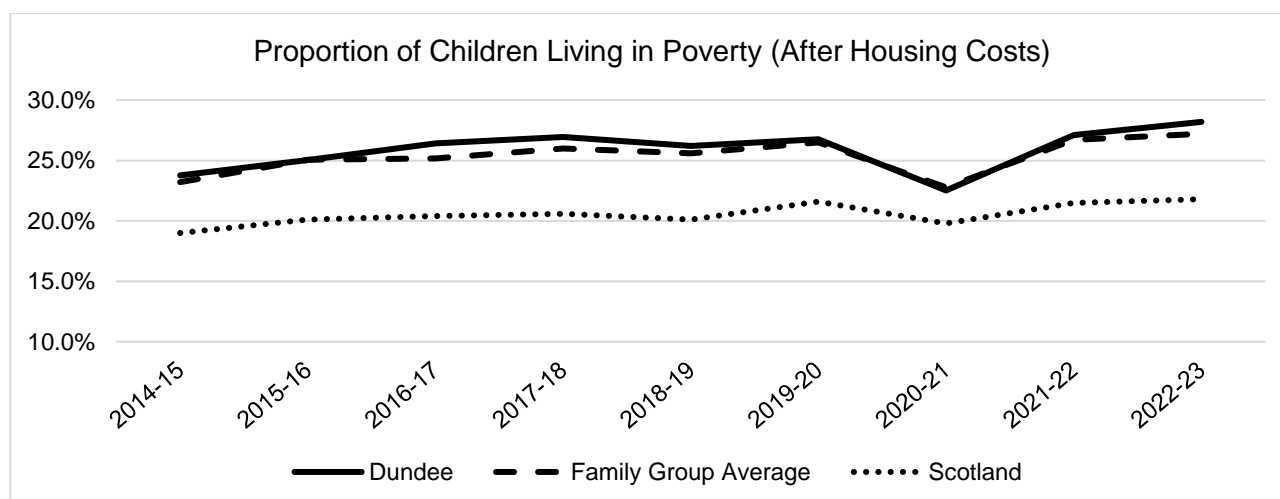
REDUCE CHILD POVERTY AND INEQUALITIES IN INCOMES, EDUCATION AND HEALTH INDICATORS

	PI Short Name	-2 Year	-1 Year	Current Value	Family Group Average	Difference	Short Term Trend	Long Term Trend	Scottish Relative Position	Lead Service
	Percentage of children living in poverty after housing costs (Relative Poverty)*	22.5%	27.1%	28.2%	27.2%	4%			29 (↓2)	CE
	School Attendance Rates	90.6%	88.6%	88.9%	89.4%	-1%			29 (↑1)	CF
	School Attendance Rates for Care Experienced Children*	86.2%	88.3%	83.1%	81.5%	2%			22 (↓6)	CF
	Exclusion Rate for Care Experienced Children (per 1,000)*	110.9	75.9	74	100.2	-26%			16 (↓3)	CF
	Literacy Attainment Gap (P1,4,7 Combined) - Percentage point gap between the least deprived and most deprived	19.9	19.9	16.6	17.1	-3%			7 (↑1)	CF
	Numeracy Attainment Gap (P1,4,7 Combined) - Percentage point gap between the least deprived and most deprived	13.6	16.3	14.3	15	-5%			4 (↑3)	CF
	Percentage of school leavers entering a positive destination	93.9%	95.6%	94.8%	95.6%	-1%			26 (↓12)	CF
	% pupils in lowest 20% SIMD achieving 5 or more awards at SCQF Level 5 or higher	49%	48%	45%	50%	-10%			19(↓6)	CF
	% Pupils in lowest 20% SIMD achieving 5 or more awards at SCQF Level 6 or higher	19%	17%	19%	22%	-14%			15 (↑3)	CF
	Average Total Tariff SIMD Quintile 1	629	577	593	660	-10%			17 (↑2)	CF
	% of Crisis Grant Decisions within 1 day	94.3%	88.8%	92.3%	91.9%	0%			25 (↓2)	CS
	% CCG Grant Decisions within 15 Days	80%	73.5%	94.8%	90%	5%			16 (↑10)	CS
	The proportion of SWF Budget Spent	128.6%	129.6%	129%	112.2%	15%			16 (=)	CS
	Proportion of DHP Funding Spent	102.2%	100.8%	110%	101.4%	8%			2 (↑3)	CS

*Indicates the Data is 2022/23

% of Children Living in Poverty (After Housing Costs)

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Percentage of children living in poverty after housing costs (Relative Poverty)*	27.1%	28.2%	27.2%	4%	29 (↓2)



Indicator Description

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

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 2023/24 figures will be published later in 2025.

Performance Context


The proportion of children living in poverty has increased between 2021/22 and 2022/23. This follows the more substantial increase between 2020/21 and 2021/22 when there was the removal of the additional support provided to low-income families during the Covid pandemic via the £20 uplift to Universal Credit. While data for 2023/24 is not yet available, it is clear that the pandemic and cost of living crisis has had an ongoing impact of financial hardship for children and families who are living in poverty.

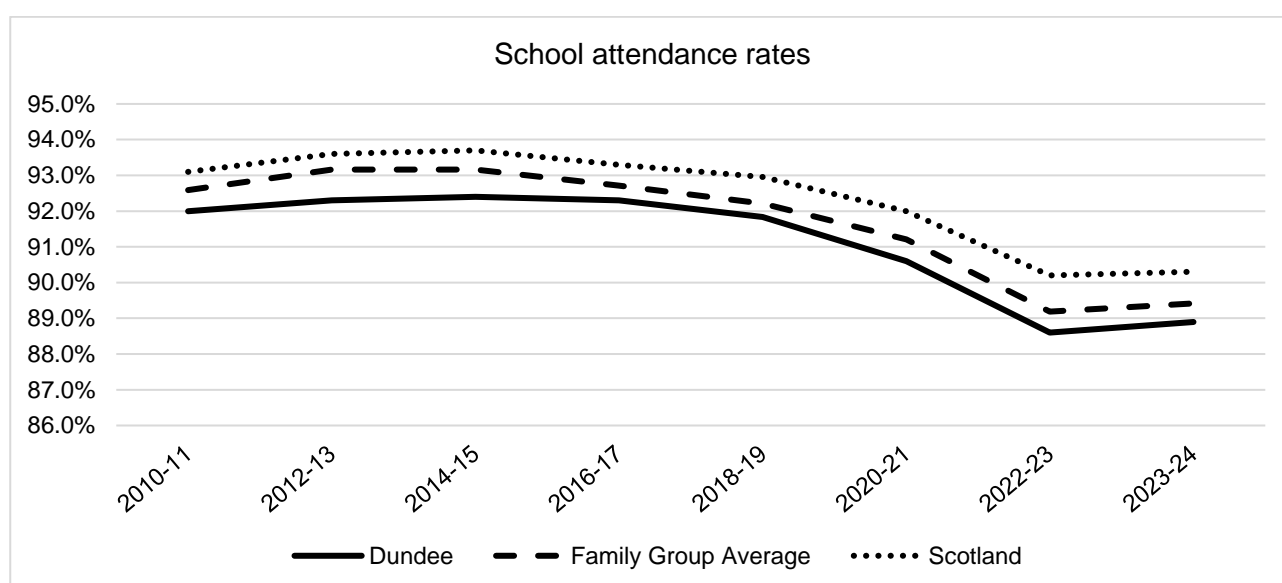
Dundee City Council has set the target of matching the Scottish Government's overall national target of reducing child poverty to less than 10% of children living in relative poverty by 2030. Actions to achieve this target are outlined in the [Fairness and Local Child Poverty Action Plan](#). Key work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

The Child Poverty Pathfinder engaged with 188 families in Linlathen in 2023/24, supporting access to childcare, helping with income maximisation and providing employment support. The pathfinder was extended in 2024/25 to also support families in the Mid Craigie area. The Local Fairness Initiative has made significant progress in Linlathen and Stobswell West, enhancing local support through the provision of employability, housing and money advice. Regular support services include a new multi-agency advice drop-in established in Linlathen and a weekly calendar of support/advice services at Stobswell Connect shop. There has been improved community participation through community based physical and social activities, and the establishment of new community groups focusing on promoting the rights of Linlathen residents has increased community empowerment.

The Fairness Leadership Panel (replaced the previous Fairness Commissions) is 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 2023/24, the Panel continued to review and critique the Dundee Fairness and Local Child Poverty Action Plan, improving its impact by sharing ideas about how to widen and deepen the impact of its actions, and making sure that actions remain realistic and achievable. The Panel published its most recent recommendations, and these were considered by City Governance Committee on 21 April 2025.

School Attendance Rates

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	School Attendance Rates	88.6%	88.9%	89.4%	-1%	29 (↑1)



Indicator Description

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

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

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

Performance Context

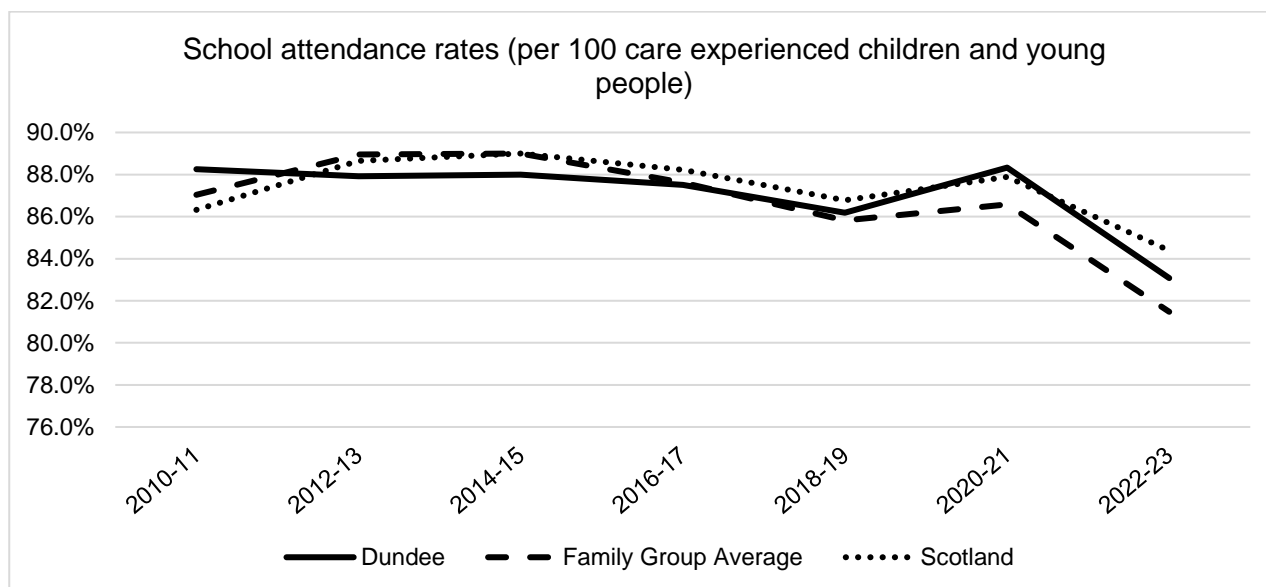
Since 2010/11, the School Attendance Rate for in Dundee has been consistently lower than the family group average and Scotland as a whole. However, there has been an increase of 0.5% between 2022/23 and 2023/24. There has also been increases in the family group average and national figure. As a result, Dundee's national ranking has increased by 1, but remains low at 29 out of 32 local authorities.

Each school is required to have a school inquiry focused on improving the presence (attendance, punctuality and engagement) of all pupils. In addition, the Children and Families Service, working in partnership with Education Scotland, now has eleven schools (across the first two national cohorts) involved in the Quality Improvement Improving School Attendance National programme, from which learning will be shared across all schools.

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

School Attendance Rates (care experienced children and young people)

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	School Attendance Rate for Care Experienced Children and Young People*	88.3%	83.1%	81.5%	2%	22 (↓6)



Indicator Description

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

Data for this indicator is biennial and is sourced from the Educational Outcomes for Scotland's Looked After Children published by the Scottish Government.

Performance Context

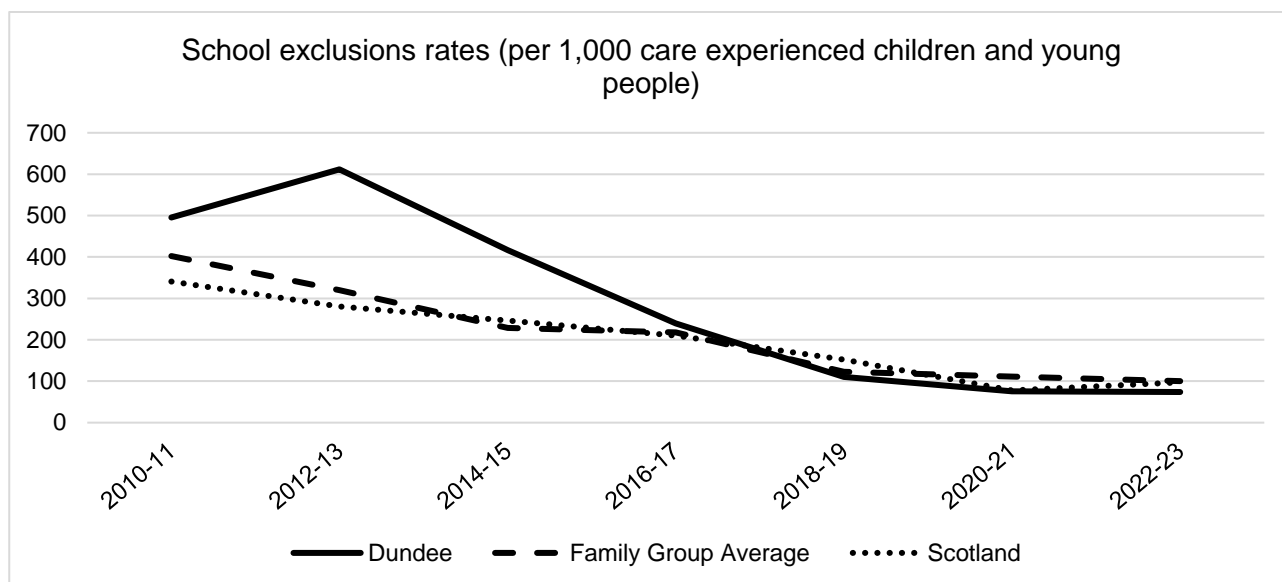
School attendance rates for care experienced children in Dundee has decreased by 5.3% in the past 2 years. This decrease is reflected across the family group and Scotland as a whole, although Dundee's national ranking has fallen by 6 places between 2020/21 and 2022/23. However, Dundee is ranked 4th in the family group and remains above the family group average.

Dundee City Council will deliver Our Promise to Care Experienced Children and Young People 2023/26, which will further enhance support and close the gap in educational attainment experienced by young people from protected groups. The [annual report to members](#) in October 2024 showed the plan moving forward to 2026 and that the Kinship Care team provides varying support to over 347 carers supporting 420 children and young people across the city, including joint work with Pupil Support Workers to provide extra support with school attendance.

This report also highlights positive developments in education, with more care-experienced young people achieving qualifications. The number of care experienced pupils with 1+SCQF Level 4 increased from 73% in 2020-21 to 78% in 2023-24 the number of care experienced pupils with 1+SCQF Level 5 increased from 35% in 2020-21 to 56% in 2023-24.

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

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Exclusion Rate for Care Experienced Children (per 1,000)*	75.9	74	100.2	-26%	16 (↓3)



Indicator Description

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, however, exclusion should only be used as a last resort.

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

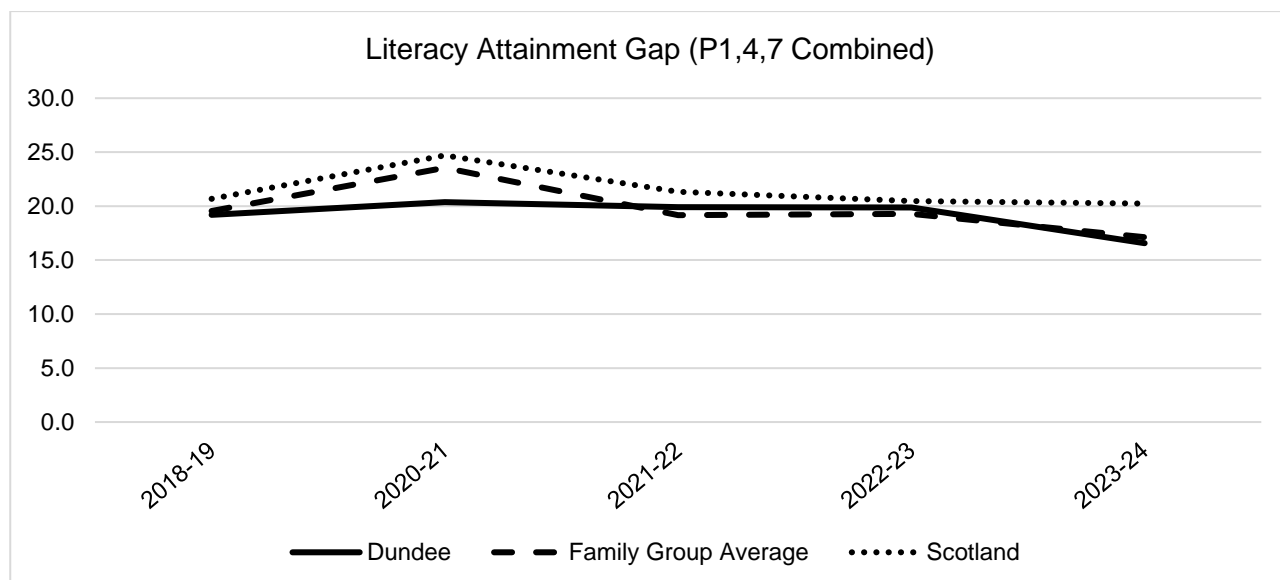
Performance Context

School exclusion rates for care experienced children have fallen across Scotland and the family group over the previous decade, but the degree to which it has reduced in Dundee has been more substantial. This reflects the significant, concerted efforts by the Children and Families Service to implement a range of different approaches and solutions to positively engage young people in their education and improve relationships and behaviour. This rate has flattened over the past two years, but there has still been a small decrease from 75.9 to 74 exclusions per 1,000 pupils between 2020/21 and 2022/23.

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

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

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Literacy Attainment Gap (P1,4,7 Combined) - Percentage point gap between the least deprived and most deprived	19.9	16.6	17.1	-3%	7 (↑1)



Indicator Description

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

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

Performance Context

In 2023/24 in Dundee, 46% of primary pupils lived in Scottish Index of Multiple Deprivation (SIMD) Quintile 1 areas. Closing the attainment gap between the most and least disadvantaged children and young people is a key priority of the National Improvement Framework; it is also a key priority for the Children and Families Service.

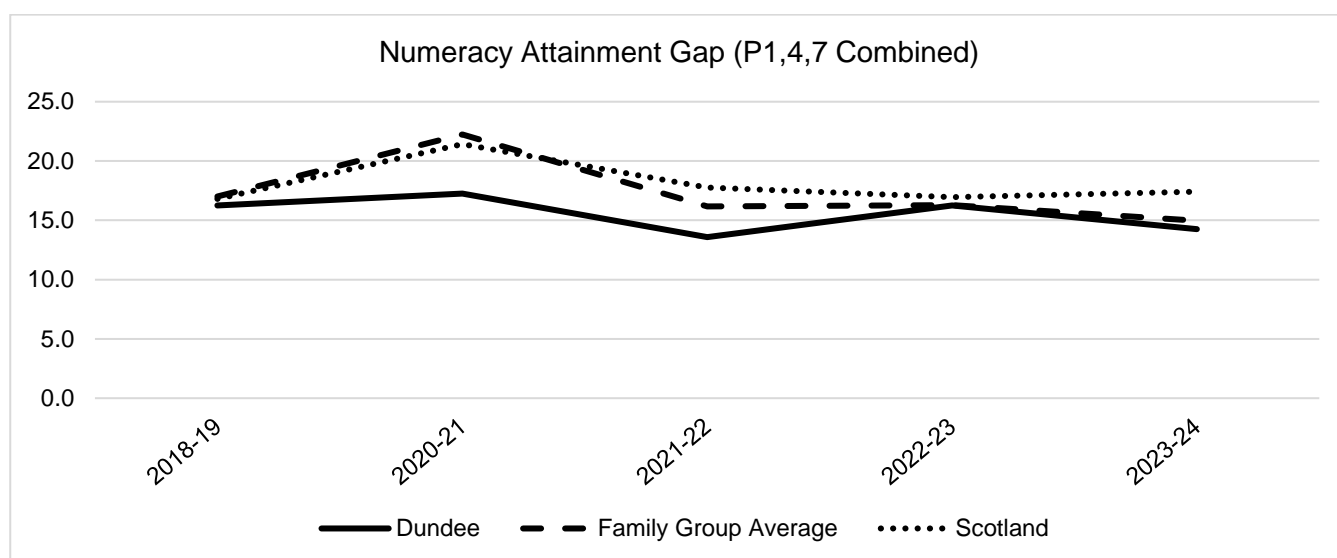
Between 2018/19 and 2022/23, the gap in literacy attainment between the most and least deprived areas in Dundee had been holding steady at around 20 percentage points. It has now closed to 16.6 percentage points. This is a result of the increase in performance of pupils living in the most deprived areas, which has increased from 66% to 67% between 2022/23 and 2023/24, combined with the decline shown by those living in the least deprived areas, which has decreased from 86% to 83% between 2022/23 and 2023/24. Dundee is now below the family group average of 17.1 percentage points having been above the average in 2022/23, meaning this indicator has moved from being an area for an improvement to being on target.

Attainment in literacy for P1,4,7 pupils living in SIMD1 areas has improved in recent years, from 59% in 2017/18 to 67% in 2023/24. The Children and Families Service will continue to embed the '[Every Dundee Learner Matters Improvement Strategy](#)', with support from University of Glasgow Professors, meaning classroom teachers have increased opportunities to share, and learn from, practice that improves the presence, participation, and progress of pupils in Dundee schools. The Service is also working in partnership with Education Scotland, in ten schools (across two cohorts in academic session 2025/26) which are involved in

the Quality Improvement National Writing programme. These schools receive ongoing support directly from Education Scotland's Attainment Advisor and the Service's Pedagogy Team.

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

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Numeracy Attainment Gap (P1,4,7 Combined) - Percentage point gap between the least deprived and most deprived	16.3	14.3	15	-5%	4 (↑3)



Indicator Description

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

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


Performance Context

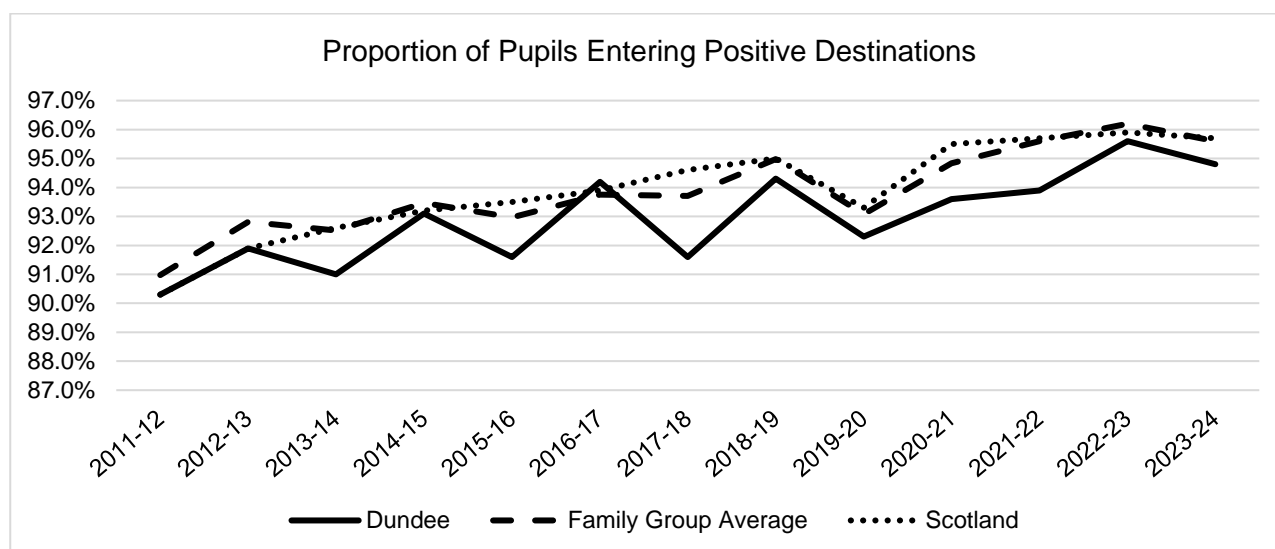
In 2023/24 in Dundee, 46% of primary pupils lived in Scottish Index of Multiple Deprivation Quintile 1 areas. Closing the attainment gap between the most and least disadvantaged children and young people is a key priority of the National Improvement Framework; it is also a key priority for the Children and Families Service.

The numeracy attainment gap for primary pupils in Dundee of 14.3 percentage points is a decrease since 2022/23 and is below the pre-pandemic figure of 16.2 percentage points. It is also below the family group average of 15 percentage points, meaning that this indicator is on target. This is a result of the maintaining of performance of pupils living in the most deprived areas, which has remained at 74% between 2022/23 and 2023/24, combined with the decline shown by those living in the least deprived areas, which has decreased from 90% to 88% between 2022/23 and 2023/24.

Attainment in numeracy for P1,4,7 pupils living in SIMD1 areas has improved in recent years, from 69% in 2017/18 to 74% in 2023/24. The Children and Families Service will continue to embed the 'Every Dundee Learner Matters Improvement Strategy' (See above) to support classroom teachers and their pupils improve engagement and attainment.

% of pupils entering positive destinations

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Percentage of school leavers entering a positive destination	95.6%	94.8%	95.6%	-1%	26 (↓12)



Indicator Description

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

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

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

Performance Context


As the above graph shows, the percentage of pupils entering positive destinations in Dundee has fluctuated over the past decade, but the overall trend has improved from 90.3% in the base year 2011/12. Although this year's figure of 94.8% is relatively high compared to much of this past period, this is a decrease from 95.6% in 2022/23. There has also been a decrease in the family group and Scottish average, however, Dundee's national ranking is now 26 out of 32, a drop of 12 places.

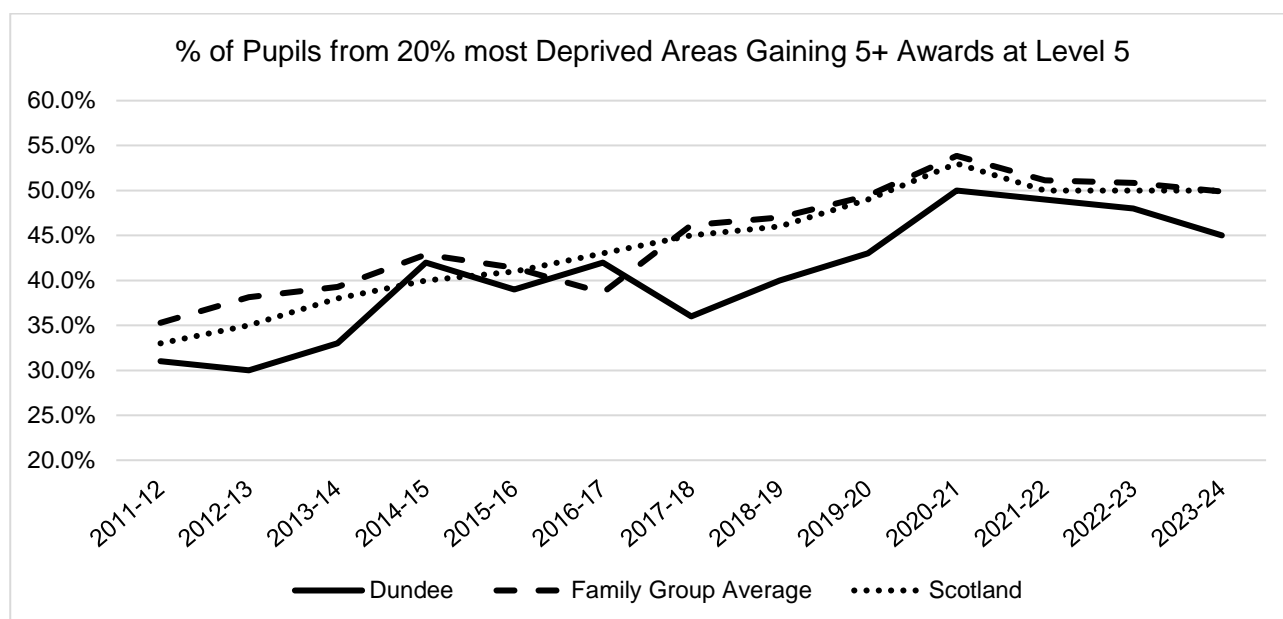
Dundee is making improvements in follow-up destinations (leavers in a positive destination >9 months after leaving school). In 2020/21 Dundee was ranked 30th out of 32 Local Authorities. Latest figure (2022/23) shows Dundee is ranked 21st. Dundee was one of 11 authorities to show an improvement from 2021/22 to 2022/23.

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 includes 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. The Task and Finish Group identified six key themes to improve Dundee's performance. Each theme has a "young person's expectation" to focus the direction of the changes needed and subsequent actions. A significant focus of the 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	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	% pupils in lowest 20% SIMD achieving 5 or more awards at SCQF Level 5 or higher	48%	45%	50%	-10%	19 (↓6)



Indicator Description

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

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

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


Performance Context

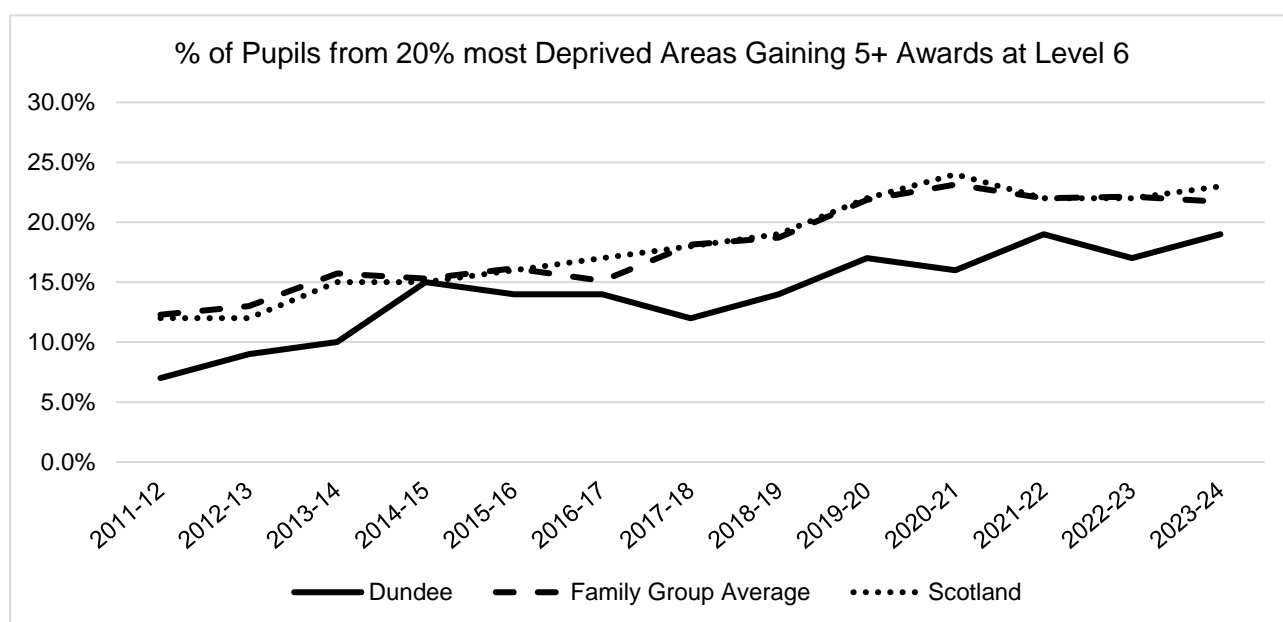
There has been a decrease between 2022/23 and 2023/24 of 3%. Although care must be taken of comparison between years because of differing certification methods, comparison with the family group average benchmark shows that a lower proportion of pupils are gaining 5+ awards at level 5 than other local authorities with similar characteristics. As a result, this indicator remains an area for improvement. However, there has been long term improvement, with a 14% increase since the baseline year.

The most recent [Senior Phase Attainment Progress Update 2023/24](#) outlines that each school is required to have a school inquiry focused on improving the presence (attendance, punctuality and engagement) of all pupils. Key improvement activities will be outlined in school improvement plans. School Improvement Partnerships (SIPs) will be further strengthened to ensure that leaders at all levels can support and challenge effectively. The Education Service will continue to work in partnership with Education Scotland to strengthen secondary practitioners' knowledge and understanding of the learning, teaching and assessment cycle in the

Broad General Education and work with the Tayside Regional Improvement Collaborative to develop a specific improvement plan to further improve the learning transition from P7 to S1.

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

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	% Pupils in lowest 20% SIMD achieving 5 or more awards at SCQF Level 6 or higher	17%	19%	22%	-14%	15 (↑3)



Indicator Description

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

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


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

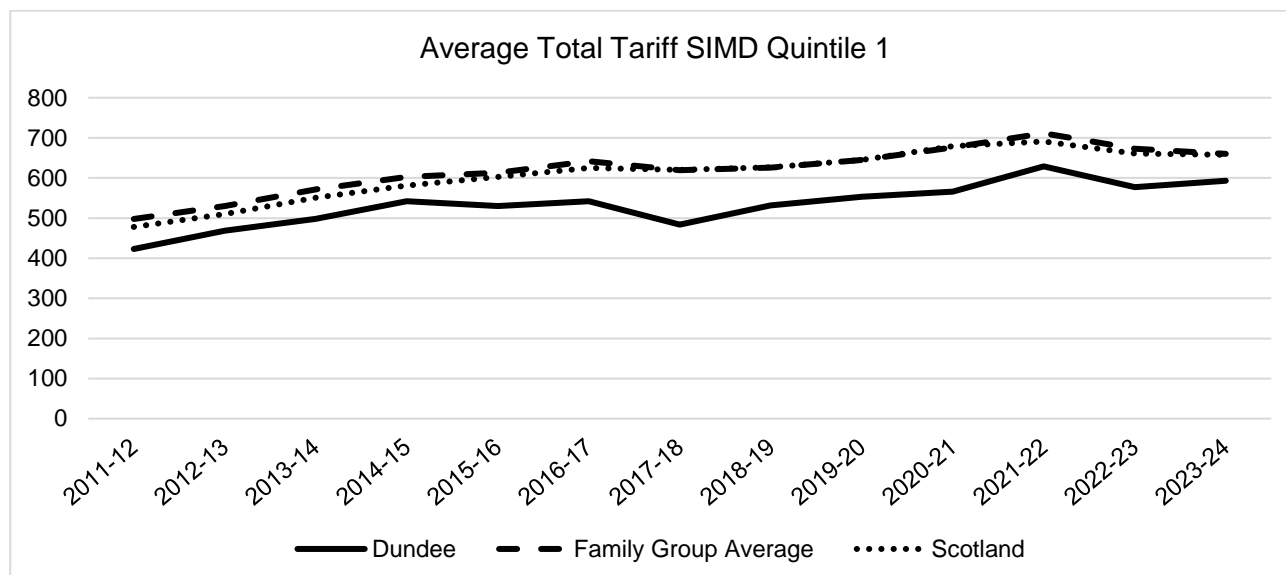
Performance Context

There has been an increase between 2022/23 and 2023/24 of 2%. While this is positive, care must be taken of comparison between years because of differing certification methods. Comparison with the family group average benchmark shows that a lower proportion of pupils are gaining 5+ awards at level 6 than other local authorities with similar characteristics. As a result, this indicator remains an area for improvement. However, there has been long term improvement, with a 12% increase since the baseline year. Dundee's national ranking for this indicator has also improved, and Dundee is now in the top half of all Scottish local authorities (however, the family group ranking remains low with Dundee placed 6th out of 7 councils)

The Children and Families Service work towards improving secondary attainment by continuing to develop improvement plans and work in partnership with Education Scotland to strengthen the skills of Dundee's secondary practitioners (see above).

Average total tariff SIMD quintile 1

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Average Total tariff SIMD Quintile 1	577	593	660	-10%	17 (↑2)



Indicator Description

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

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

Performance Context

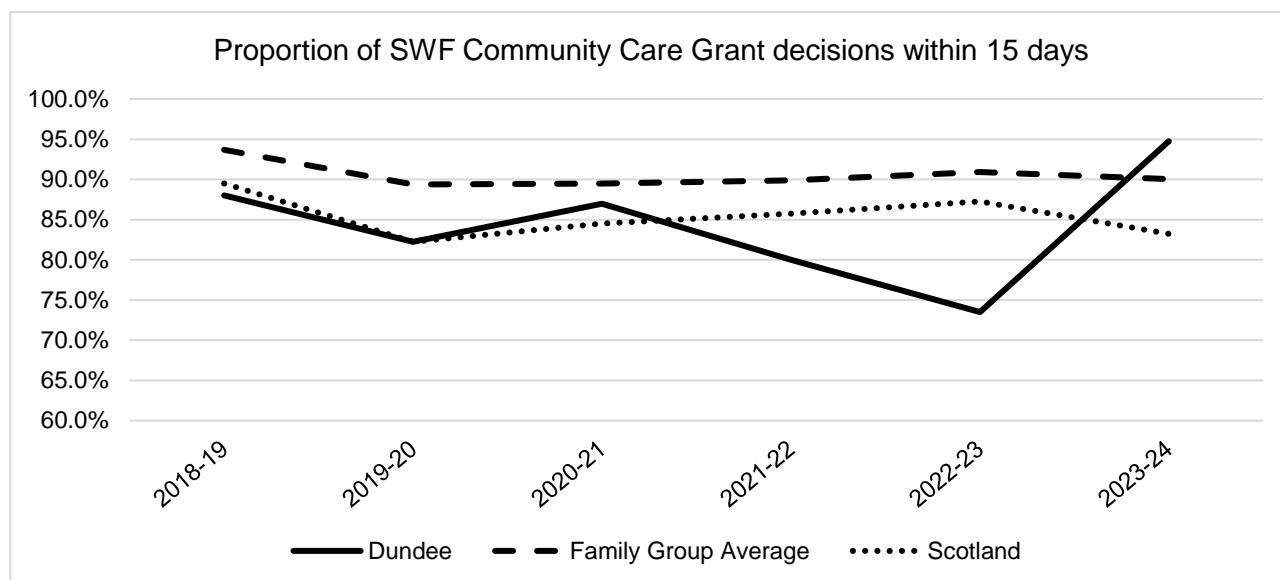
The average total tariff of pupils from the SIMD Quintile 1 has increased between 2022/23 and 2023/24 from 568 to 593. This improvement is positive but is still below the family group average of 660, meaning that this indicator remains an area for improvement. It is also important to note that there have been different approaches to education awarding in sessions since 2019/20. Comparisons of attainment between years should be treated with significant caution and do not allow for conclusions to be drawn on changes in education performance during this time.

46% of Dundee pupils live in SIMD Quintile 1 areas. This indicator is included as a KPI in the Council Plan and Children and Families Service Plan, and progress reports for both plans will continue to monitor performance for this indicator. The Children and Families Service will continue to develop improvement plans and work in partnership with Education Scotland to strengthen the skills of Dundee's secondary practitioners (see above).

This indicator has been highlighted as a key area for improvement in the table in paragraph 6.1 in the cover report, meaning this will be the subject of further discussion by the Council Leadership Team. This indicator has been selected as although it isn't the indicator within the Reducing Child Poverty and Inequality priority theme that is furthest away from the benchmark, it is still 10% less and Dundee has the lowest average total tariff for SIMD1 in the family group. Furthermore, this indicator includes all senior attainment for pupils from SIMD1 areas, and both indicators for proportion of pupils living in the 20% most deprived areas gaining 5+ awards at Level 5 and Level 6 awards show that attainment is an area for improvement at both levels (see above pg. 14 and pg. 15 respectively). Further analysis and discussion of average total tariff for SIMD Quintile 1 should include consideration of these indicators which show Dundee's performance for different levels of senior phase attainment.

% CCG Grant Decisions within 15 Days

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	% CCG Grant Decisions within 15 Days	73.5%	94.8%	90%	5%	16 (↑10)



Indicator Description

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

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

Performance Context

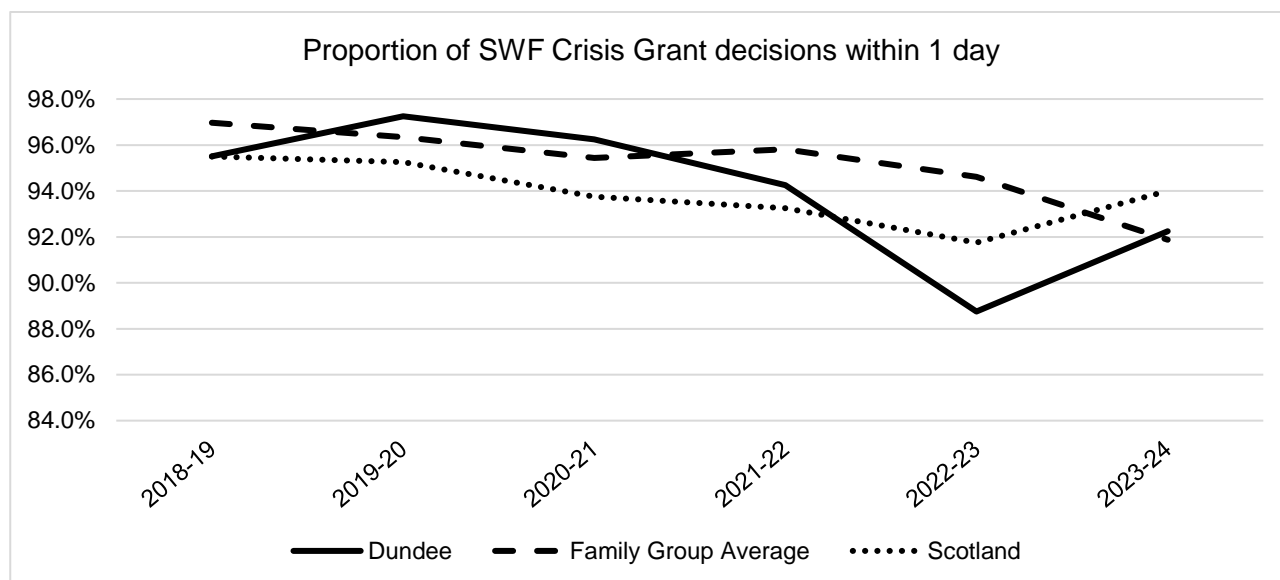
The proportion of Scottish Welfare Fund Community Care Grant decisions within 15 days has seen a notable improvement from 73.5% to 94.8% between 2022/23 and 2023/24. While Dundee City Council had previously consistently had a lower percentage of CCG Grant decisions within 15 days than the family group average, this increase from the previous year has meant that Dundee is now performing above the family group average (although this should also be understood in the context that Glasgow City Council has had a severe drop for 2023/24 that makes it an outlier which skews the 2023/24 average). Dundee has also improved its family group ranking and is now placed 5th out of 8 local authorities, an improvement on 8th in 2022/23.

Community Care Grants aim to enable people to live independently, so an increase in decisions made within the 15-day target ensures that resources are timeously allocated to those who need them. The volume of Community Care Grants on which a decision has been made also increased in Dundee between 2022/23 and 2023/24 from 3,660 to 3,775. Not only has the proportion of CCGs for which a decision has been made has improved, it has done so when more decisions have been required.

Data for the first 3 quarters of the financial year 2024-25 also shows further improvement to 96.2% within 15 days.

% of Crisis Grant Decisions within 1 day

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	% of Crisis Grant Decisions within 1 day	88.8%	92.3%	91.9%	0%	25 (↓2)



Indicator Description

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

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

Performance Context

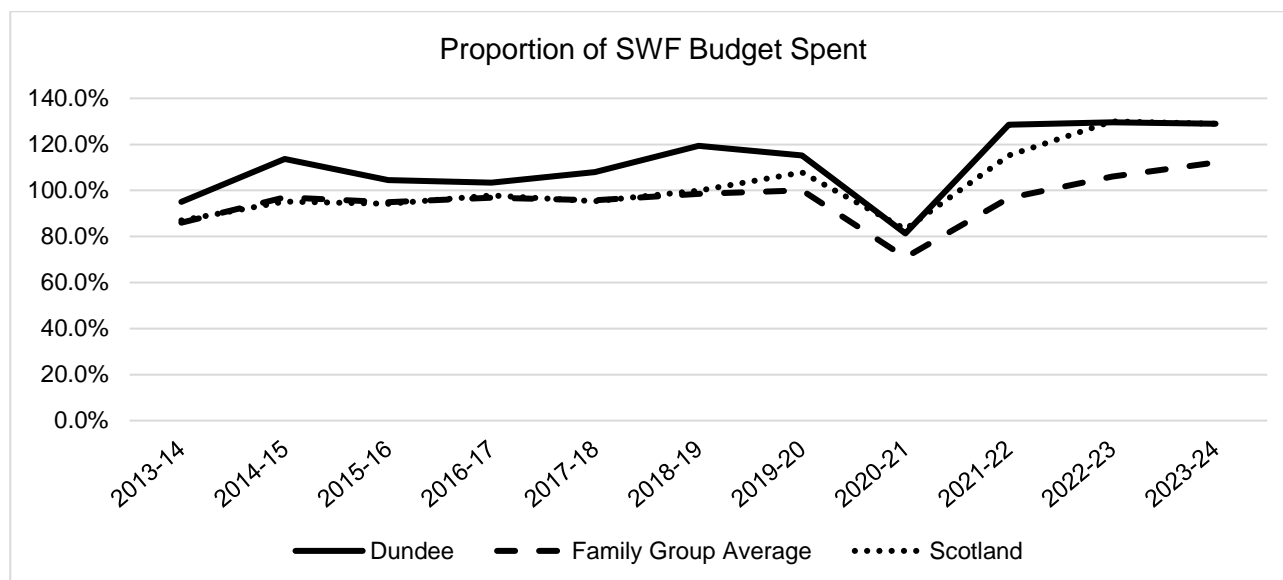
Like CCG decisions above, the proportion of Crisis Grant decisions within 1 day has improved in the previous year. This increase from 88.8% to 92.3% has also brought Dundee's performance above the family group average (although this should also be understood in the context that Comhairle nan Eileanan Siar has had a severe drop for 2023/24 that makes it an outlier which skews the 2023/24 average). Dundee has also improved its family group ranking and is now placed 5th out of 8 local authorities, an improvement on 6th in 2022/23.

Crisis Grants aim to help people on a low income who are in crisis because of a disaster or an emergency so an increase in decisions made within the 1-day target ensures that resources are timeously allocated to those who need them. The volume of Crisis Grants on which a decision has been made has decreased significantly in Dundee between 2022/23 and 2023/24, decreasing from 9,450 to 6,555.

Data for the first 3 quarters of the financial year 2024-25 also shows further improvement to 93.5% within 1 day.

Proportion of Scottish Welfare Fund Budget Spent

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	The proportion of SWF Budget Spent	129.6%	129%	112.2%	15%	16 (=)



Indicator Description

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

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

Performance Context

Dundee's expenditure on Crisis Grants decreased from £628,289 in 2022/23 to £390,755 in 2023/24. However, expenditure on Community Care Grants increased from £1,206,766 to £1,315,024 in this same period. This correlates with the number of decisions made on each grant which increased for Community Care Grants and decreased for Crisis Grants (see above).

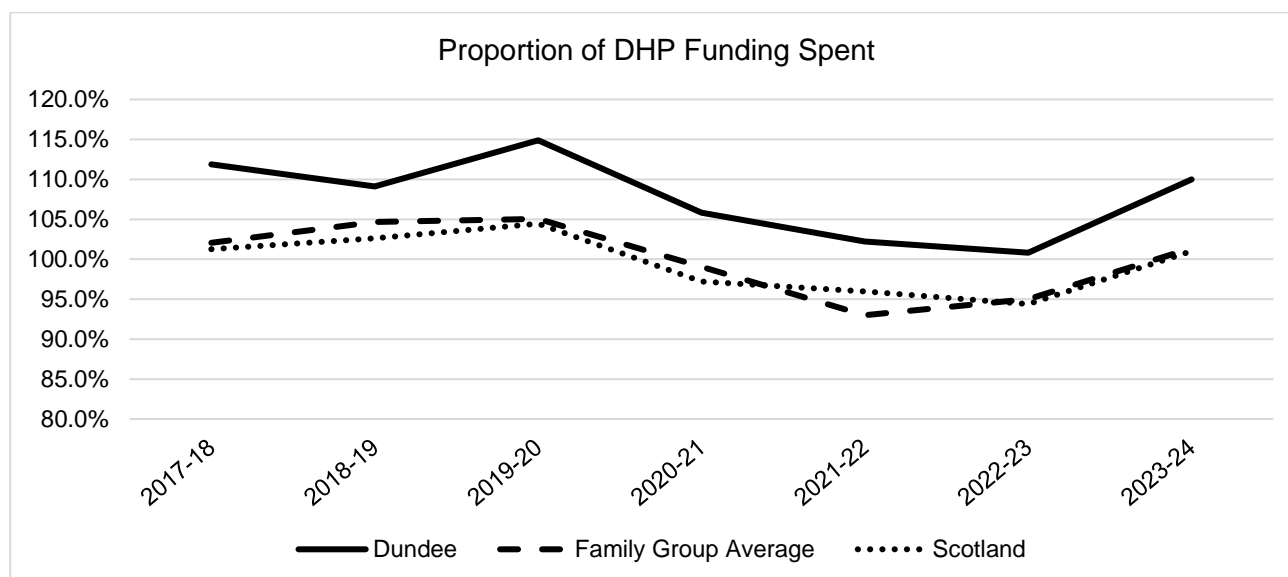
Between 2022/23 and 2023/24, Dundee's combined expenditure on Crisis Grants and Community Care Grants decreased from £1,936,679 to £1,705,708. However, the SWF budget allocated to Dundee also reduced in this period from £1,494,363 to £1,322,606. As a result, the proportion of Scottish Welfare Fund spent by Dundee City Council has decreased very marginally, by 0.6%, maintaining at a level of just under 130%.

Dundee has spent roughly 30% over the SWF allocated to it for the past three years. Local authorities can top up the SWF budget with their own funds, and the overspend in recent years reflects other funds that councils have brought forward to deal with poverty and growing levels of financial hardship within their communities. Across Scotland, Councils have spent significantly more than the SWF budget allocated to them (129% in 2023/24). The family group average was 112.2%, but this varied significantly between Councils, from 24.9% in Comhairle nan Eileanan Siar to 193.6% in North Lanarkshire. Dundee ranks 4th in the family group (with the Improvement Service ranking the local authority with highest proportion of spend highest).

Following distribution of an additional £652,000 programme funding in late November 2024, SWF spend for 2024/25 sits at 89% of the expected allocated budget at the end of February 2025 and the internal target of 100% by end of financial year is now unlikely due to this added income.

Proportion of Discretionary Housing Payment (DHP) Funding Spent

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Proportion of DHP Funding Spent	100.8%	110%	101.4%	8%	2 (13)



Indicator Description

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

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































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

Performance Context


Dundee's DHP expenditure for 2023/24 was £3,443,668, an increase from £3,421,370 in 2022/23. Dundee's funding in this same period has decreased from £3,393,589 to £3,136,154 meaning that the proportion of DHP funding spent by Dundee City Council has increased between 2022/23 and 2023/24, having previously decreased steadily since 2019/20. The majority of this (77.4%) was for Bedroom Tax mitigation, with portions also spent on Benefit Cap mitigation (5.1%), Local Housing Allowance (6.7%) and Core Funding (10.9%).

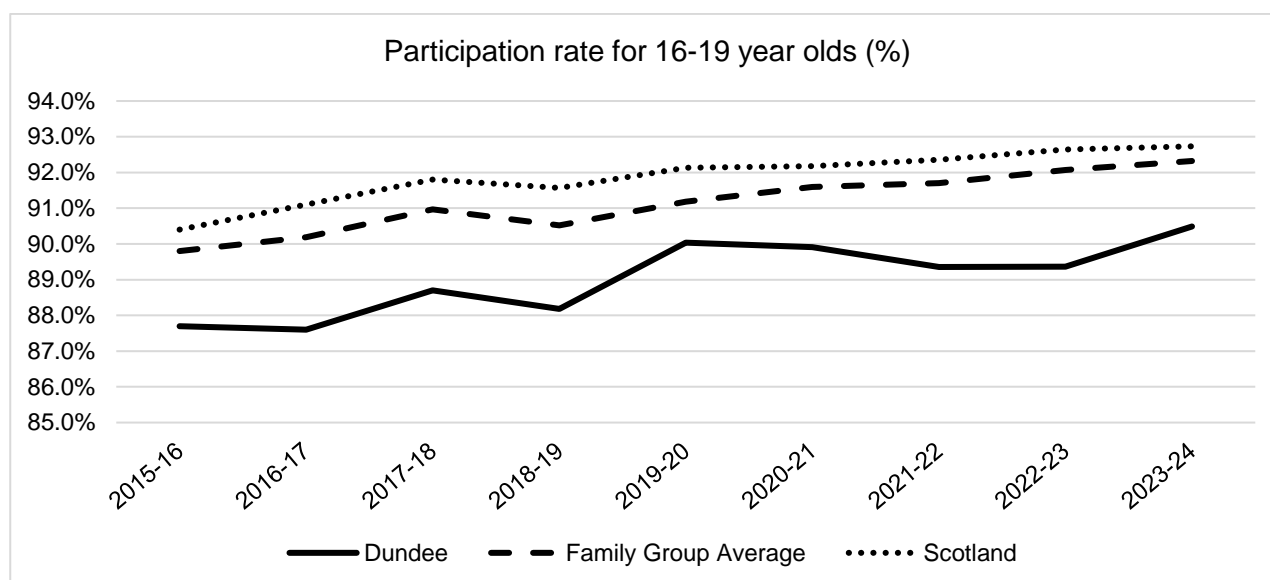
The increase in proportion of DHP funding spent is reflected in both the family group average and across Scotland which is evidence of the widespread financial hardship being experienced by local communities. The Improvement Service ranks this indicator based on the maximisation of proportion of DHP funding spent. This means that as Dundee remains above the family group average and has the 2nd highest proportion of DHP funding spent in Scotland, this indicator is on target, and shows Dundee is effectively making resources available for households who require financial assistance.

DELIVER INCLUSIVE ECONOMIC GROWTH INDICATORS

	PI Short Name	-2 Year	-1 Year	Current Value	Family Group Average	Difference	Short Term Trend	Long Term Trend	Scottish Relative Position	Lead Service
	% of 16-19 Year Olds participating in Education, Training or Employment	89.4%	89.4%	90.5%	92.3%	-2%			30 (↑2)	CD
	% Unemployed people accessing jobs via Council funded / operated employability programmes	26.3%	13.5%	11.4%	20.1%	-43%			21 (↓6)	CD
	% of Procurement Spent on Local Enterprises	36%	38.9%	46.9%	30.2%	55%			3 (↑1)	CS
	Claimant Count as % of 16-24 Population	5.1%	3.7%	3.8%	4.5%	-16%			19 (↑2)	CD
	Claimant Count as % of Working Age Population	5.7%	4.3%	4.1%	3.8%	8%			28 (=)	CD
	Immediately available employment land as a % of land allocated for employment	79.7%	76.9%	76.3%	29.8%	156%			4 (=)	CD
	Investment in Economic Development & Tourism per 1,000 population	£88,526	£109,448	£155,183	£127,185	22%			7 (↑8)	CD
	Number of Business gateway start-ups per 10,000 Population	16.3	14.7	16.2	13.5	20%			15 (↑2)	CD
	Proportion of people earning less than the Living Wage	10.2%	7.2%	9.8%	11.4%	-14%			6 (↓3)	CD
	Average time taken to deliver a Business or Industry planning application decision	15.2	11.6	11.7	10	17%			22 (↓4)	CD

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

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	% of 16-19 Year Olds participating in Education, Training or Employment	89.4%	90.5%	92.3%	-2%	30 (↑2)



Indicator Description

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

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

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

Performance Context

The participation rate for 16–19-year-olds in Dundee has improved between 2022/23 and 2023/24. This is also reflected in Dundee's ranking in Scotland which risen 2 places from 32nd to 30th. Dundee delivered the country's greatest increase in performance (1.1%) in this period and has moved from 32nd to 30th in the participation measure for all local authority areas.

However, as Dundee remains low in the national ranking, as well as below the family group average benchmark, this remains an area for improvement. This has been an indicator where Dundee has been consistently below the family group average since the baseline year of 2015/16. In addition to this indicator, the Council Leadership Team have been monitoring performance in relation to positive destinations of 16–19-year-olds in SIMD 1 and this has improved from 79.8% in 2022-23 to 86% in 2023-24.

There are two key actions in the Council Plan 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. Some interim work has included a re-designing of My World of Work, work with SDS to offer individual, group and whole class engagement and a targeted approach towards promoting the improved engagement of some young people with SDS. New Developing the Young Workforce (DYW) coordinators have been appointed to 7 schools.

The '[A Step Change in Positive Destinations for Young Dundonians](#)' report was approved by the City Governance Committee on 22nd April 2024 and focuses on how partnership working across Council services,

third sector and private sector organisations will collaborate during a young person's school years and during the transition to and throughout post school life. An action plan was set out under the 6 themes to improve Dundee's performance: Early Identification; Tracking and Monitoring; Integrated Approaches Towards Data; Post School Opportunities; Engagement with Communities and Families; and Additional Support Needs. Each theme has a series of "changes needed" and these shaped a series of actions.

Progress with the 'Positive Destination Improvement Plan', throughout the year 2024/25 has included: securing Whole Family Wellbeing Funding to increase capacity within education to undertake agreed functions; the appointment of a dedicated Quality Improvement Officer (Positive Destinations) to develop and implement an 'Improvement Framework' which will make clear the roles, responsibilities, functions of each partner organisation with clear improvement activity. The framework will be delivered via 'Improvement Groups' within each Secondary School and offsite Learning & Training and was launched on the 13th of December. This will go through a fluid implementation phase from January-June to ensure best practice is learnt and used to adapt processes as necessary.


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

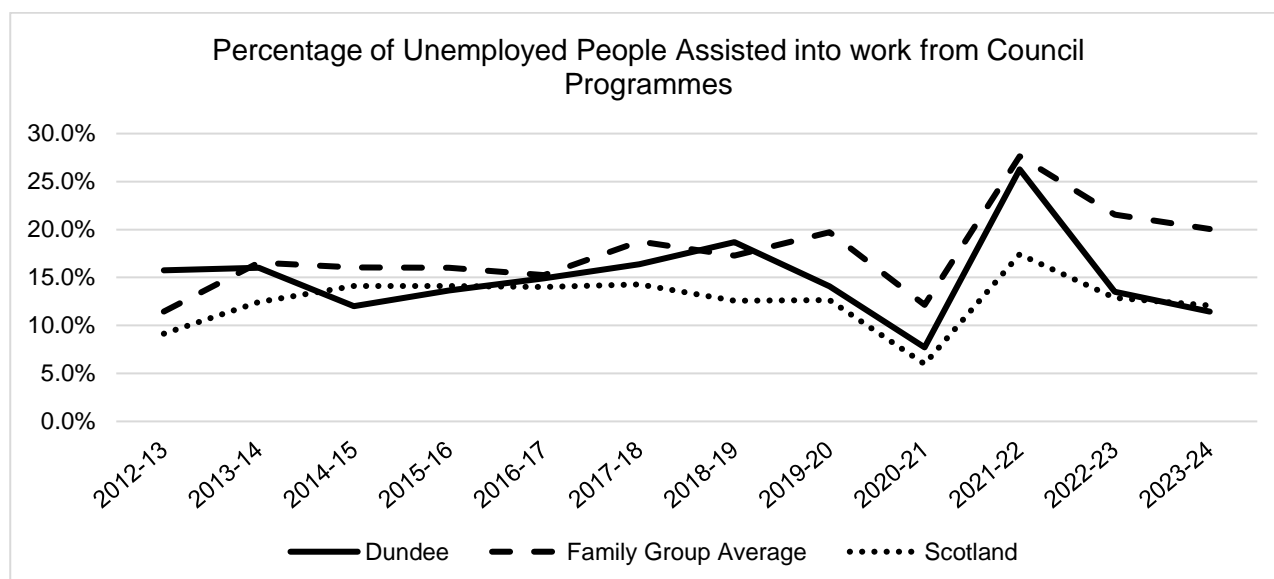
The inaugural Employability Conference for Dundee was delivered. It was a hugely successful event which was attended by Employment Minister Tom Arthur and a full range of Dundee's partnership organisations to ensure future priorities were aligned.

Key future pieces of work include:

- Develop a multi-agency Employability Hub where partner organisations/services can share premises to further enhance the 'one team' approach.
- Engagement with major employers around creating opportunities and support for our STARS.
- Make the most of Community Benefit Clauses and the support and opportunities it can provide our STARS.
- A co-ordinated approach to deliver an improved response to target young people who either withdraw from their College or University course, or who complete their course but do not move into a positive destination.
- Complete a review of post-school provision for those with multiple learning disabilities and complex support needs and explore opportunities to support additional capacity as required.
- A co-ordinated approach to mentoring that is on offer across the city for 16–19-year-olds.

Percentage of Unemployed People Assisted into work from Council Programmes

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	% Unemployed people accessing jobs via Council funded / operated employability programmes	13.5%	11.4%	20.1%	-43%	21 (↓6)



Indicator Description

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.

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

Performance Context

This indicator shows that the percentage of unemployed people assisted into work from council programmes has decreased by 2.1% between 2022/23 and 2023/24. Whilst the family group average has also decreased during this same period, Dundee is ranked 7th in the family group and the current figure is 43% lower than the family group average benchmark, meaning that this is an area for improvement. This indicator also has the largest difference within the 'Deliver Inclusive Economic Growth' priority by a clear margin and the relative position has dropped by 6 places.

However, this indicator should also be analysed within the context of SLAED performance indicators and local partnership / service data which help to provide a more rounded representation of impact. For example, within the SLAED Indicators, Dundee performs very well with 44% of unique participants successfully supported into employment - which is the 3rd highest of local authorities in Scotland (up from 10th in 2022/23), and 1st in the LGBF family group (up from 3rd in 2022/23). In addition, the cost per unique participant successfully supported into employment is the 8th lowest cost nationally (down from 10th in 2022/23) and the 5th in the family group (same as 2022/23). Furthermore, as reported in the [Discover Work Annual Update](#) to the Fair Work, Economic Growth & Infrastructure Committee on 10 June 2024, there has been sustained level of improved performance of employability support for the period 1 October 2019 – 31 March 2024 e.g. the proportion of customers entering a positive destination has increased from 34% to 75%.

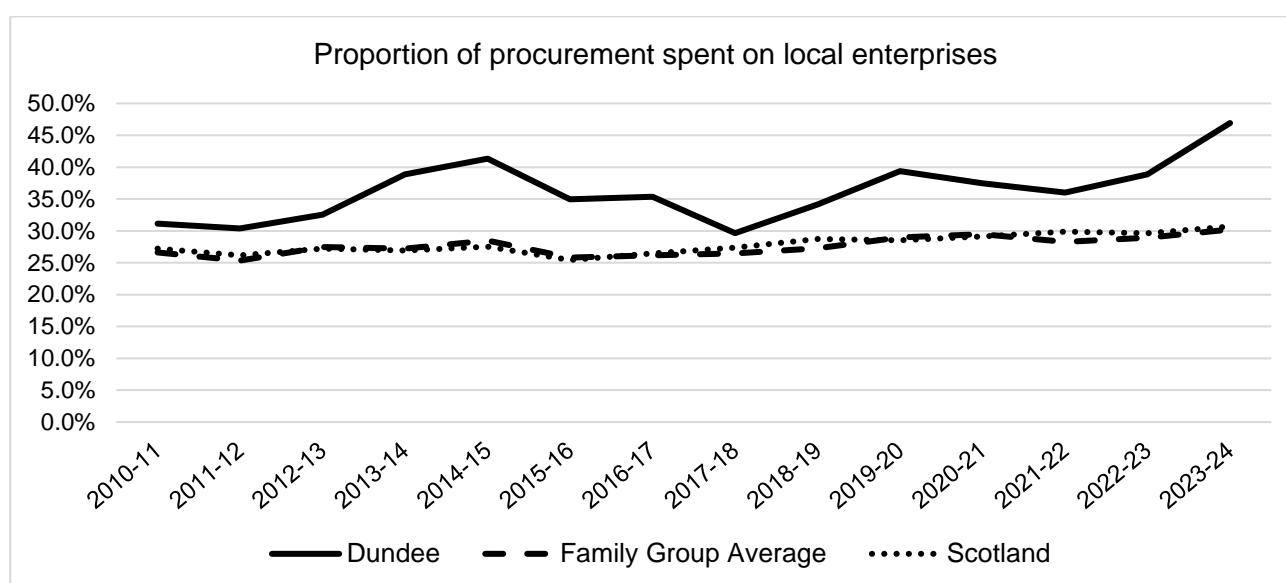
It is also important to consider that the LGBF does not account for a significant proportion of people that employability support services have assisted into other positive destinations. For example, further and higher education and training, or people who were initially employed and supported to increase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

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	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	% of Procurement Spent on Local Enterprises	38.9%	46.9%	30.2%	55%	3 (↑1)



Indicator Description

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

Data is directly queried from the Procurement Hub by the IS

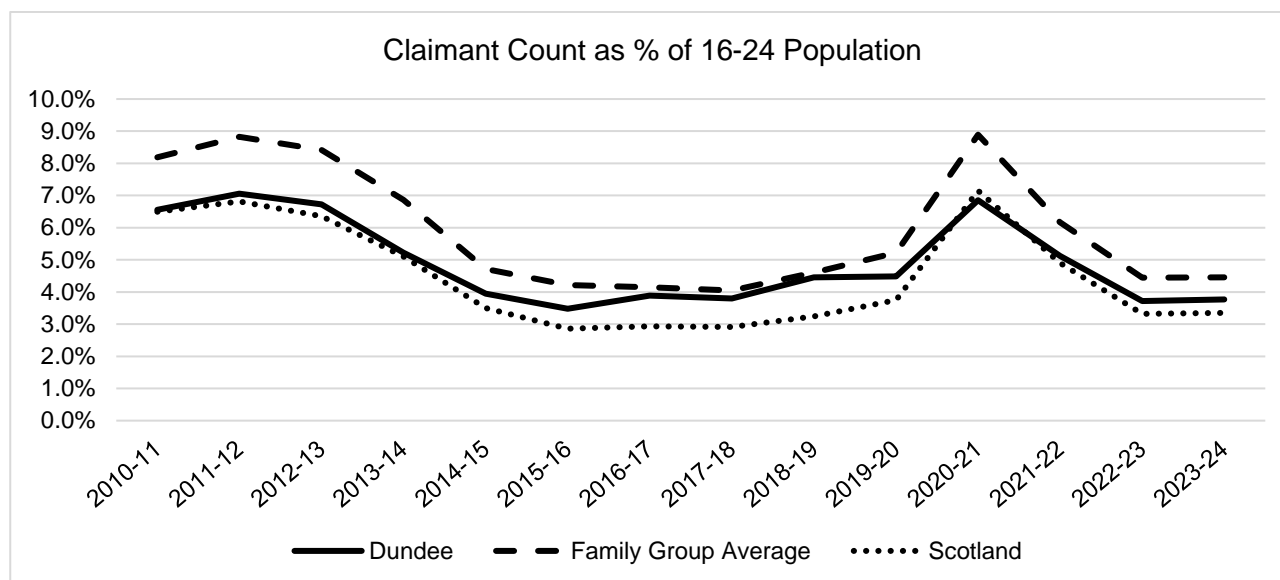
Performance Context

Dundee City Council's proportion of procurement spent on local enterprises has increased between 2022/23 and 2023/24. Dundee City Council has the highest proportion in its family group of similar local authorities, and is ranked 3rd highest nationally, behind Shetland and Highland Councils. The chart above shows that Dundee has also consistently had a higher procurement spend on local enterprises than both the family group and the Scottish average, demonstrating Dundee City Council's commitment to its local economy.

Procurement is one of the 5 pillars of community wealth building. An extensive Community Wealth Building strategy has been produced, which includes procurement as an important means to ensure that the maximum level of investment possible is retained within Dundee to support local jobs to support those local enterprises which Dundee City Council could support with procurement spend. Progress on local procurement is also included and monitored as part of Dundee City Council's Council Plan.

Claimant Count as a % of 16-24 Population

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Claimant Count as % of 16-24 Population	3.7%	3.8%	4.5%	-16%	19 (↑2)



Indicator Description

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

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


Performance Context

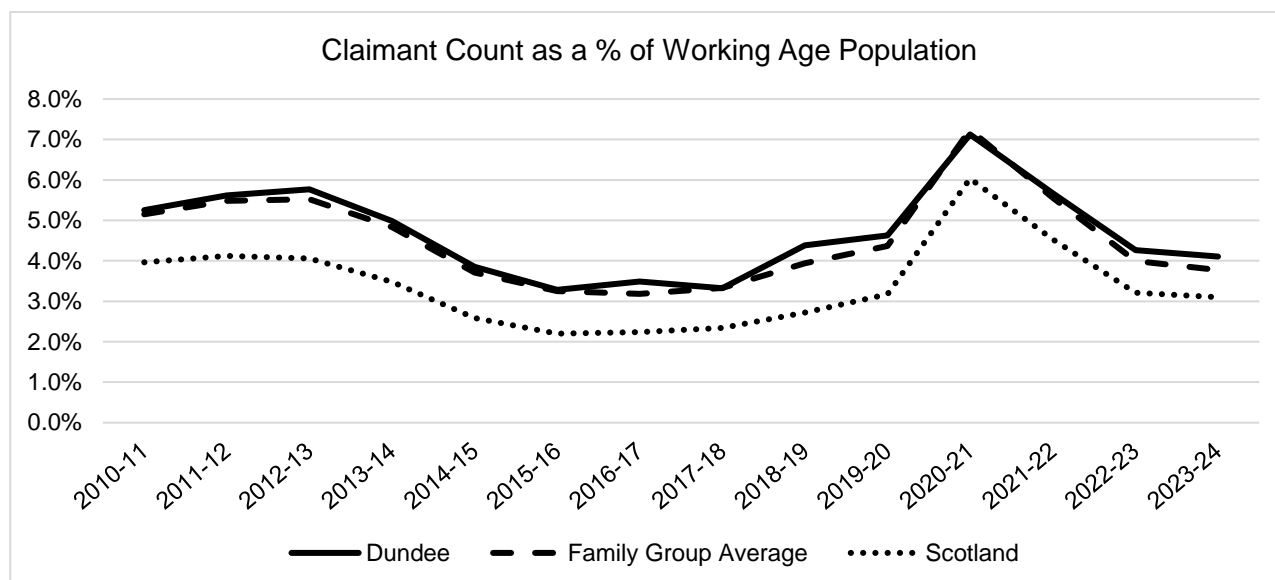
The claimant count as a % of 16-24 population in Dundee has risen slightly by 0.1% between 2022/23 and 2023/24. However, currently at 3.8%, this is much lower than the Covid peak of 6.9%, as well as lower than the pre-pandemic 2019/20 figure of 4.5%. Dundee also remains below the family group average of 4.5% and is ranked 2nd in the family group (behind Comhairle nan Eileanan Siar).

Actions included and monitored as part of the Council Plan 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	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Claimant Count as % of Working Age Population	4.3%	4.1%	3.8%	8%	28 (=)



Indicator Description

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

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

Performance Context

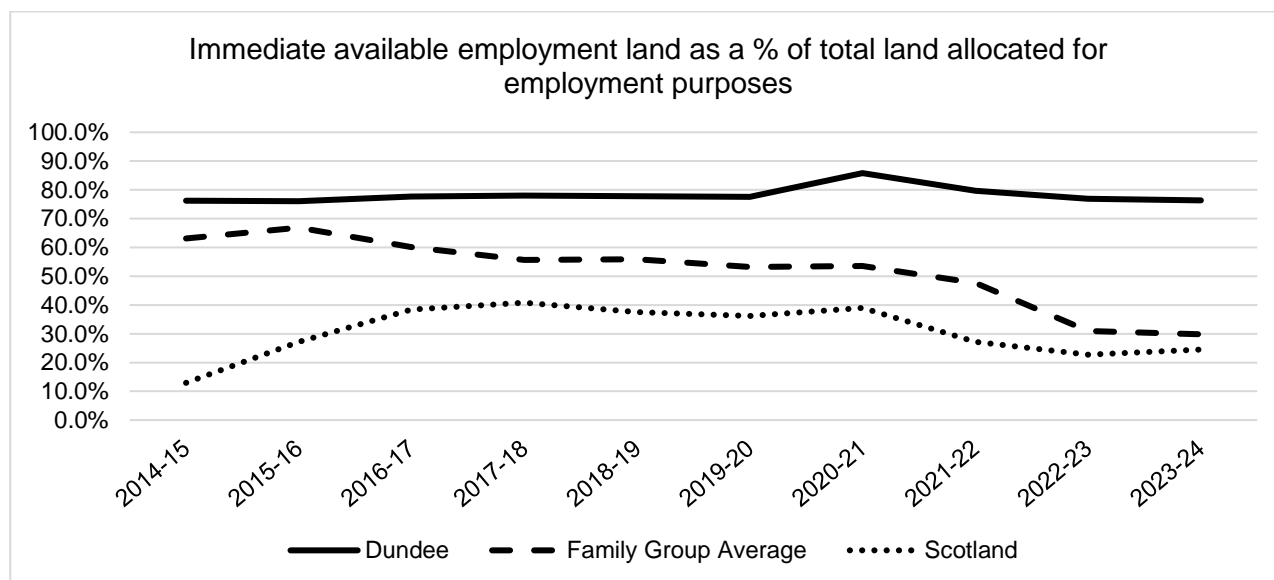
The claimant count as a % of working age population in Dundee has improved between 2022/23 and 2023/24. Currently at 4.1%, this is much lower than the Covid peak of 7.1%, as well as lower than the pre-pandemic 2019/20 figure of 4.6%. However, Dundee also remains above the family group average of 3.8% and is ranked 6th in the family group.

Actions included in the Council Plan 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	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Immediately available employment land as a % of land allocated for employment	76.9%	76.3%	29.8%	156%	4 (=)



Indicator Description

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

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

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

Performance Context

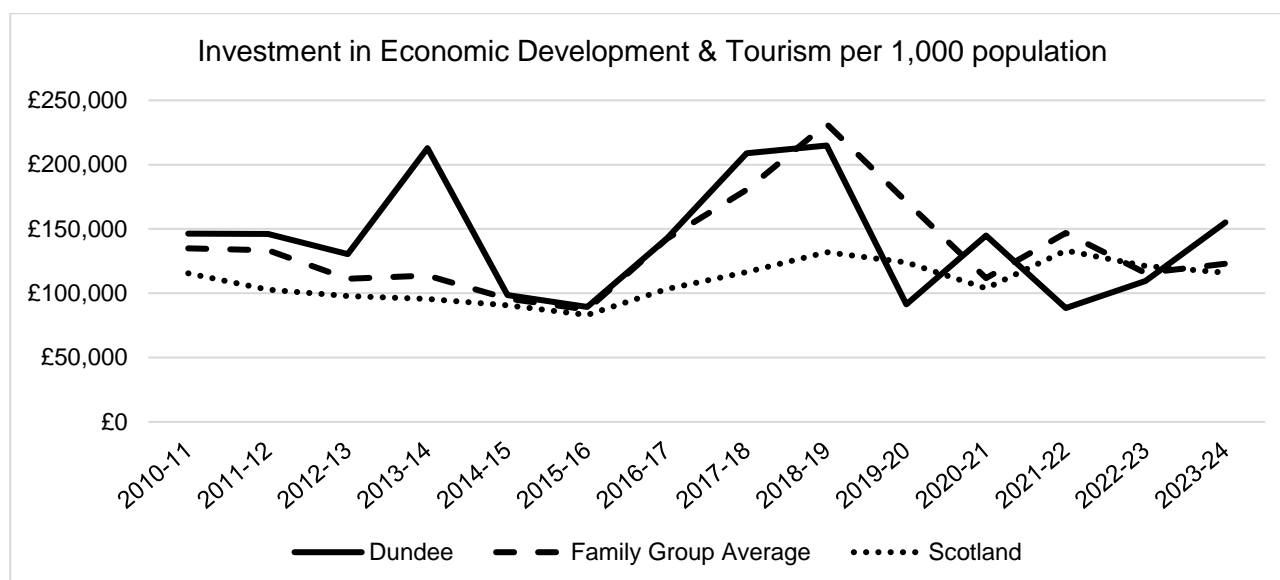
The graph above shows that Dundee has an exceptionally higher proportion of land allocated for employment purposes when compared to the family group average and the Scottish average. This demonstrates that Dundee City Council is 'investor ready' by providing infrastructure for business.

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

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

Investment in Economic Development & Tourism per 1,000 Population

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Investment in Economic Development & Tourism per 1,000 population	£109,448	£155,183	£127,185	22%	7 (18)



Indicator Description

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

This indicator provides a measure of each Council's expenditure on the delivery of their economic development service, both in terms of capital projects and revenue costs.

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

Performance Context

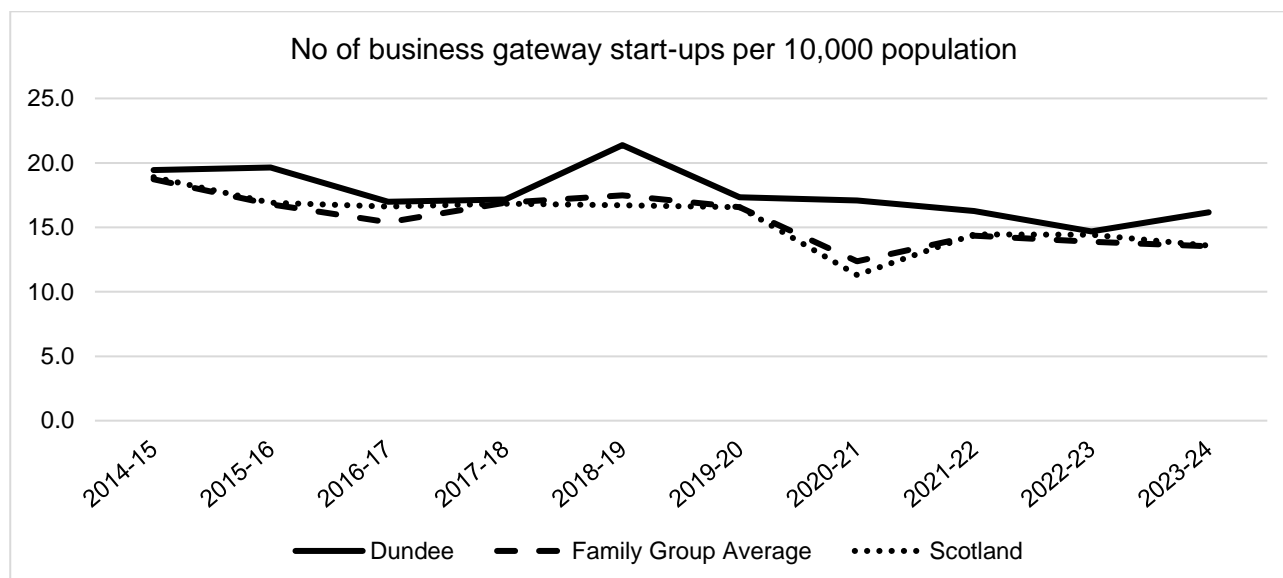
Dundee City Council's investment in economic development and tourism per 1,000 has increased between 2022/23 and 2023/24. There has been an increase in gross expenditure of 43.6% from £16,250,000 in 2022/23 to £23,338,000. This has brought Dundee's spend per capita above the family group and Scottish averages and has increased Dundee's national relative position up 8 places from 15th to 7th. The Council is committed to investing appropriately in its strategic priority to deliver inclusive economic growth including community wealth building through a range of plans and strategies along with our partners.

These include:

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

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

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Number of Business gateway start-ups per 10,000 Population	14.7	16.2	13.5	20%	15 (↑2)



Indicator Description

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. Data is available monthly. The annual figure is the average of monthly figures during a financial year.

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

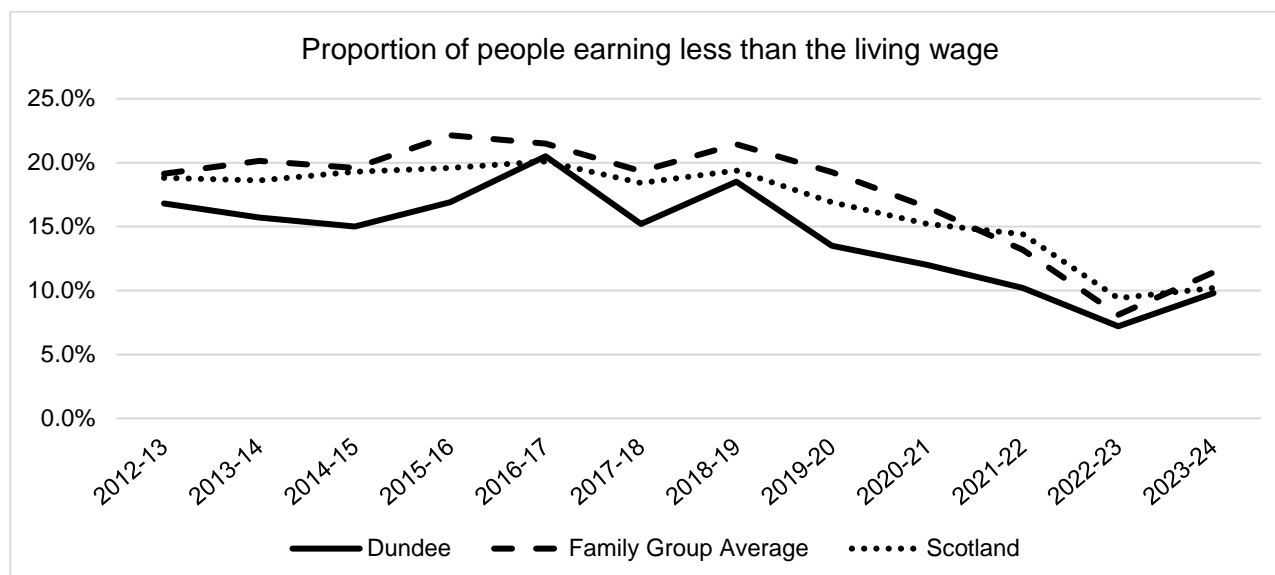
Performance Context

The number of business gateway start-ups per 100,000 in Dundee has increased by 10.2% between 2022/23 and 2023/24. In addition, Dundee has a higher rate of start-ups per population than the family group average and is ranked 4th out of 8 urban local authorities within this group meaning that despite current financial challenges, this indicator is currently on target.

To further improve on providing a conducive environment for start-ups and entrepreneurship, 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. The number of new business start-ups increased to 241 in 2023-24 from 221 the previous year.

Proportion of people earning less than the living wage

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Proportion of people earning less than the Living Wage	7.2%	9.8%	11.4%	-14%	6 (↓3)



Indicator Description

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


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

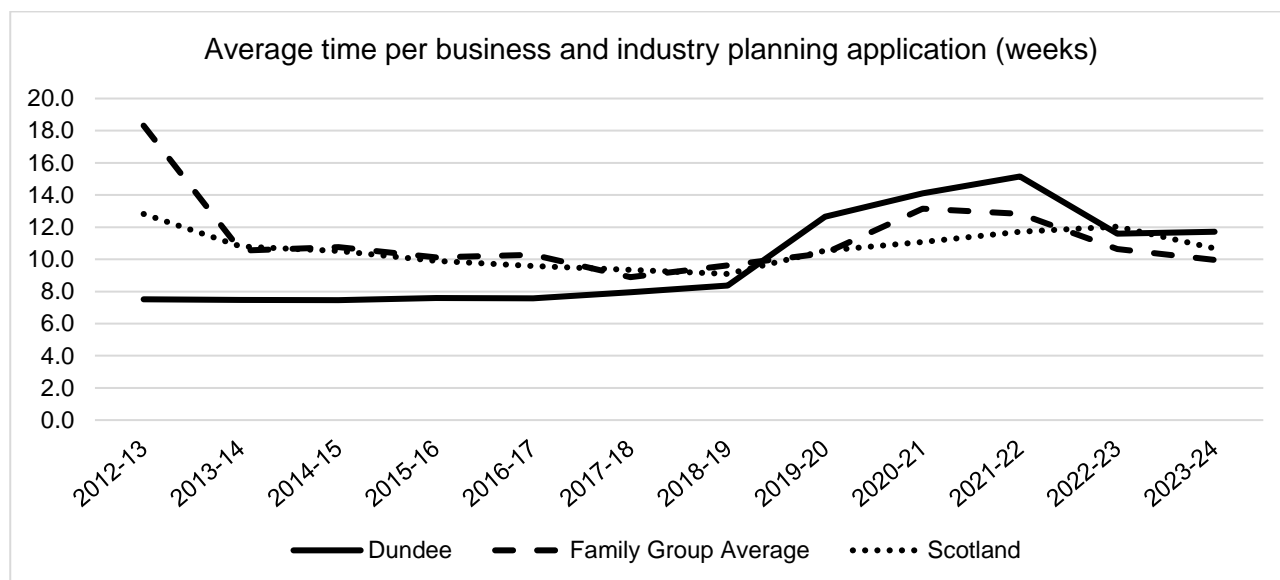
Performance Context

The proportion of people earning less than the living wage in Dundee has increased between 2022/23 and 2023/24. The figure for Dundee is lower than the family group average, and Dundee is ranked 2nd out of 6 councils in this group (West Dunbartonshire and Comhairle nan Eileanan Siar do not provide data for this indicator), showing that progress is on target compared to other similar local authorities. Dundee is also ranked 6th highest across Scotland.

Dundee City Council continues to support employers attain living wage accredited status. As of the 31st of March 2025, there are 126 accredited Living Wage employers in Dundee who have collectively uplifted 2,128 staff to the real Living Wage. These 126 employers collectively employ 43,627 staff who are covered by a Living Wage commitment, an increase from 43,466 at the end of the 2023/24 financial year. The real living wage uplift to £12.60 an hour was announced in October 2024 with employers having until 1 May 2025 to implement it.

Average time per business and industry planning application (weeks)

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Average time taken to deliver a Business or Industry planning application decision	11.6	11.7	10	17%	22 (↓4)



Indicator Description

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

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













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

Performance Context

The average time per business and industry planning application has marginally increased in Dundee between 2022/23 and 2023/24 by 0.1 weeks to 11.7 weeks. This shows that the improvement made between 2021/22 and 2022/23 has been maintained, however, this indicator remains above the family group average of 10 weeks meaning that the average planning decision takes 1.7 weeks longer in Dundee than other councils in the urban family group.

During 2023/24 the Council introduced a number of initiatives to help improve application times. Enhanced staff training, pre-application and advice service, dedicated planning officers and improved communication channels. It is intended that the impact of these measures, along with digital transformation and streamlined processes will be realised going forward.


TACKLE CLIMATE CHANGE AND REACH NET ZERO EMISSIONS BY 2045 INDICATORS

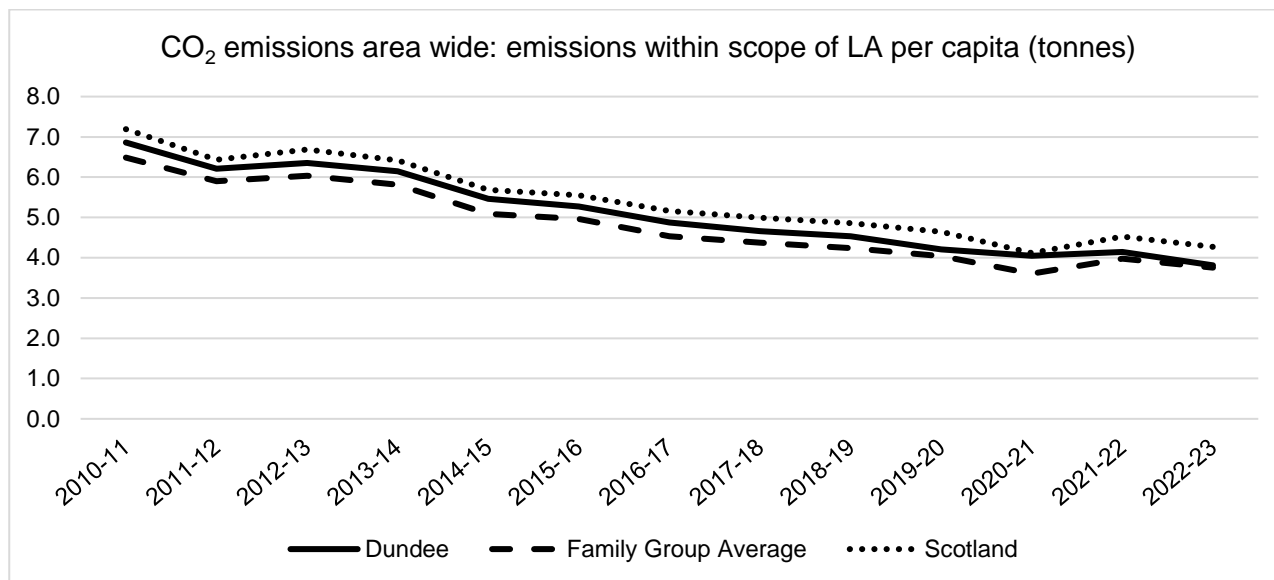
	PI Short Name	-2 Year	-1 Year	Current Value	Family Group Average	Difference	Short Term Trend	Long Term Trend	Scottish Relative Position	Lead Service
	CO2 emissions area wide: emissions within scope of LA per capita*	4.05	4.14	3.81	3.75	2%			9 (↑1)	CD
	CO2 emissions from Transport per capita*	18.81	19.62	15.77	18.65	-15%			5 (↑7)	CD
	Percentage of council dwellings that are energy efficient (EESH)**	85.9%	87.1%	87.2%	91.8%	-5%			14 (↓2)	NS
	Percentage of household waste recycled or composted	32.6%	35.6%	36.6%	40.4%	-9%			26 (↑2)	NS

* Indicates Data is 2022/23

** Indicates Data is 2021/22

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

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	CO ₂ emissions area wide: emissions within scope of LA per capita* (tonnes)	4.14	3.81	3.75	2%	9 (↑1)



Indicator Description

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

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

Performance Context

Dundee's CO₂ emissions within scope of Local Authority per Capita improved between 2021/22 and 2022/23, decreasing by 8%. This improvement in performance has resulted in Dundee moving up one place in national ranking to 9th, however Dundee remains above the family group average target and is 5th out of 8 local authorities in the urban family group. This indicator therefore remains as an area for improvement.

Dundee City Council agreed the Council's Net Zero Transition Plan in December 2023 – a strategic commitment aimed at making the organisation net-zero by 2038. The plan is centred around lowering emissions from buildings, streetlighting, fleet, business & service travel, and waste produced by the Council. The decarbonisation of heating in Council buildings has been highlighted in the Plan as the area of producing the greatest emission reductions.

Climate View (emissions modelling tool) is now adopted and will show the public the emissions data and city-wide progress. The Climate Action Plan is ongoing, with the final target of making the city net zero by 2045. The second iteration of the plan is being developed with the Climate Leadership Group.

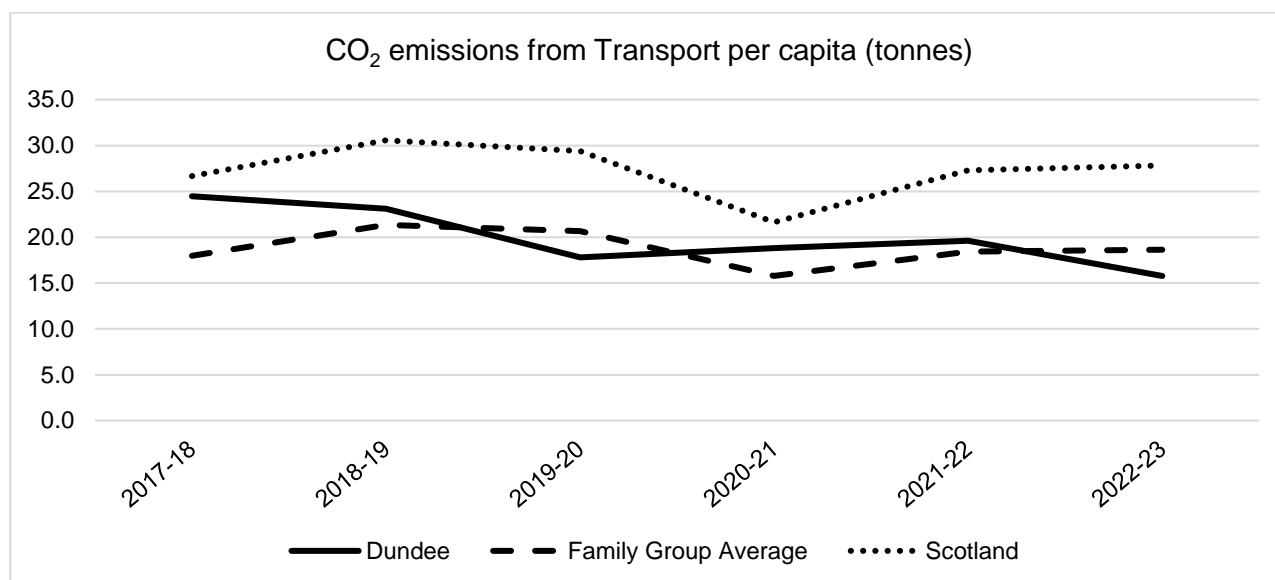
Dundee has been recognised during 2023-24 as one of 119 cities across the globe that are taking bold leadership on environmental action and transparency and one of only 3 in Scotland to get a top A rating for among other actions, a city must have a city-wide emissions inventory and have published a climate action plan.

The Dundee Climate Fund has been the first council-led green participatory budgeting scheme in Scotland with 22 city projects so far benefitting from a share of around £750,000 from the first and second rounds of the initiative. The third round of the Dundee Climate Fund was launched in May 2024, welcoming applications from community groups and projects to fund ideas for local community action, continuing the success of previous rounds by supporting innovative, community-driven solutions to climate change, including energy efficiency, active travel, waste reduction, resilience and community engagement.

The Local Heat and Energy Efficiency Strategy (LHEES) was approved and published in April 2024 and the Local Area Energy Plan (LAEP) was approved and published in September 2024. These Strategies, developed in partnership with the Dundee Climate Leadership Group, set out a long-term plan for the city highlighting key steps for reducing heating-related carbon emissions, enhancing building energy efficiency, and addressing fuel poverty.

CO₂ emissions from Transport per capita

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	CO ₂ emissions from Transport per capita* (tonnes)	19.62	15.77	18.65	-15%	5 (↑7)



Indicator Description

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

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

Performance Context

Dundee's CO₂ emissions from Transport per capita has improved between 2021/22 and 2022/23, decreasing by 20%. As a result of this decrease, Dundee's transport emissions are now below the family group average, having been above this the previous year, meaning that this indicator is now currently on target. Dundee's figure is also much lower than the Scottish average and Dundee is now ranked 5th nationally having moved up 7 places from 2021/22.

The Dundee Low Emission Zone was introduced on 31 May 2022. The two-year grace period ended on 30th May 2024, and the scheme is now being enforced with penalty charge notices being issued to drivers of non-compliant vehicles onwards from this date. This will improve air quality and reduce emissions in the city centre.


Emissions on Lochee Road were high, it was a city hotspot. Although excluded from the LEZ, the introduction of zero-emission buses on this route has contributed to reducing emissions. Around 80% of bus movements

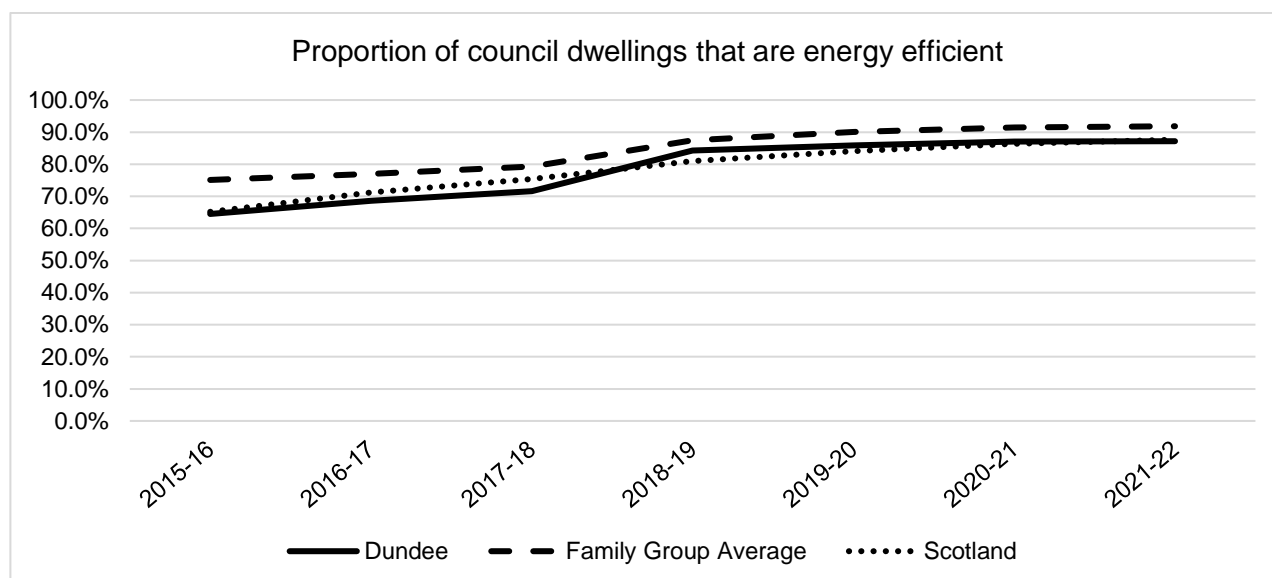
on the Lochee Road corridor involve Xplore Dundee electric buses, with the other main operator, Stagecoach, running the cleanest low emission zone compliant EURO VI vehicles on their routes.

A report on Air Quality to the Council in June 2024 showed Air Quality in Dundee had met all the targets set in the six locations where it continuously monitors nitrogen dioxide (NO₂) and 11 locations where it continually monitors particulate matter. The report outlined that:

- Dundee's 2023 NO₂ concentration levels were in compliance with the annual mean NO₂ air quality objectives for Scotland.
- Analysis for Particulate Matter 10 (PM10) and Particulate Matter 2.5 (PM2.5) in 2023 showed a reduction in the annual mean levels for the common air pollutant when compared with 2022.

% of council dwellings that are energy efficient

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Percentage of council dwellings that are energy efficient (EESH)**	87.1%	87.2%	91.8%	-5%	14 (↓2)



Indicator Description

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) and applies to self-contained homes.

Data is sourced from the Social Housing Charter publication from Scottish Housing Regulator. Data for this indicator for 2022/23 onwards has not been collected or published due to the Scottish Government review of EESH2.


Performance Context

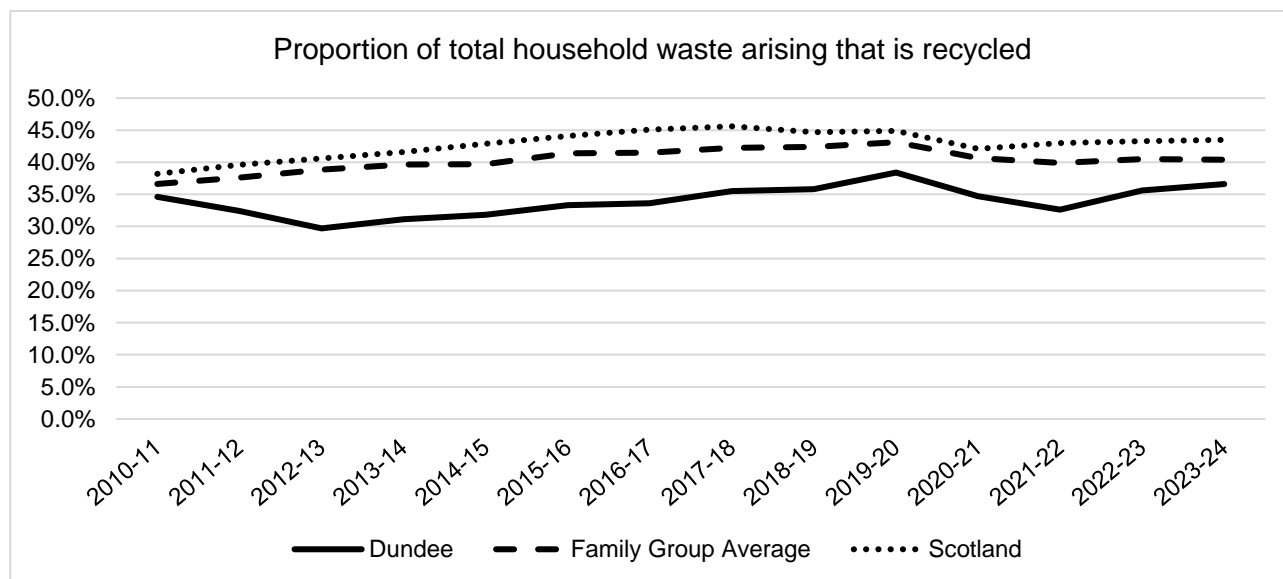
There is an issue with the timeliness of this indicator as the data is only available up to the end of financial year 2021/22 due to the Scottish Government reviewing EESH 2. However, this is an indicator for which Dundee has consistently been below the family group average since the baseline year 2015/16. Through the Energy Efficiency Standard for Social Housing (EESH), the council has been progressively increasing the percentage of council dwellings that meet energy efficiency standards. As of 2022, 87.2% of council dwellings were energy efficient. Data from the Councils own monitoring of EESH 1 shows the current value in 2023-24 at 89.8% so, a further improvement.

The Council continues work to improve the energy efficiency of council dwellings through other initiatives. The Local Heat and Energy Efficiency Strategy (LHEES) strategic plan aims to decarbonize heat and enhance energy efficiency in buildings. It focuses on tackling climate change, improving thermal comfort, and alleviating

fuel poverty. The Housing and Construction Service is dedicated to increasing energy efficiency, reducing fuel poverty, and decarbonizing heat across the social housing portfolio. These efforts are part of Dundee's broader commitment to achieving net-zero emissions and enhancing the well-being of its residents.

% of total household waste arising that is recycled

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Percentage of household waste recycled or composted	35.6%	36.6%	40.4%	-9%	26 (↑2)



Indicator Description

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

Household waste data is available on the SEPA website.













Performance Context

The proportion of total household waste recycled has improved in Dundee between 2022/23 and 2023/24. Despite this improvement, Dundee's recycling rate remains below the family group average, meaning that this indicator remains as an area for improvement.


The Council continues to progress with the 2020 to 2025 Waste Strategy Action Plan to maximise recycling and minimise general waste. This will include a review of the impacts ahead of the development of the 2025 to 2030 Action Plan.

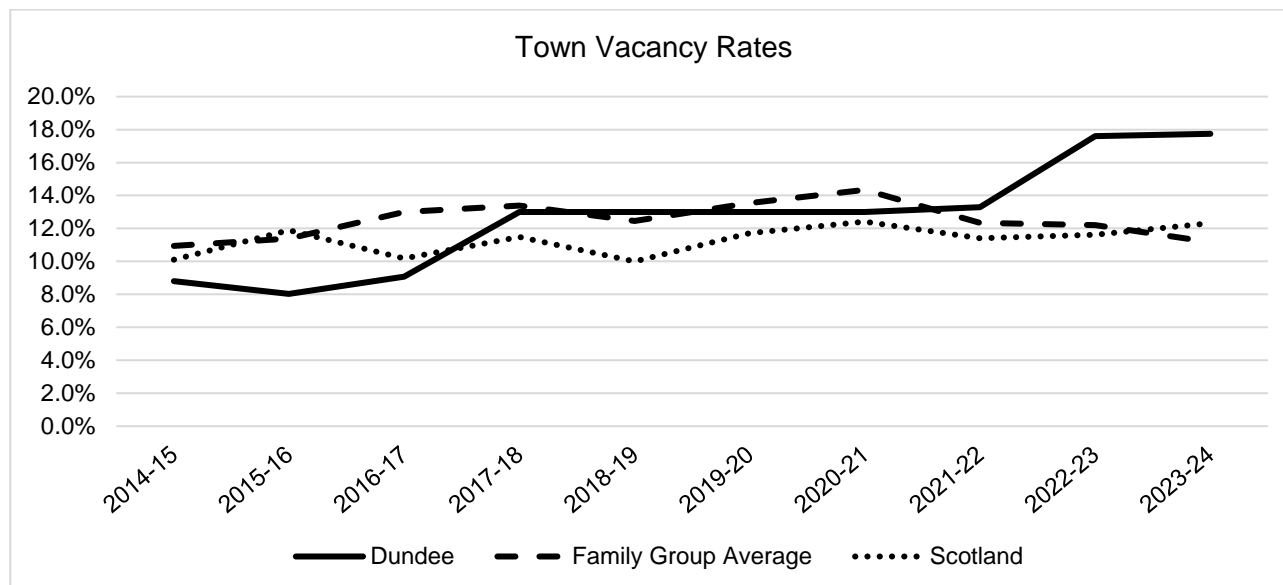
Landfill rates remain at an all-time low with less than 1.5% of all residual waste going to landfill and the remainder being used to provide energy through the Council's energy from waste facility. However, the Waste Team continues to work on a range of activities of to help reduce waste and increase recycling. A Mobile App for waste collection has now been launched and is freely available to all residents across the city with an initial uptake of over 8,000 users. The App will help householders identify what goes in each bin as well as setting reminders for collections and signposting them to information and advice in relation to recycling and re-use.

BUILD RESILIENT AND EMPOWERED COMMUNITIES INDICATORS

	PI Short Name	-2 Year	-1 Year	Current Value	Family Group Average	Difference	Short Term Trend	Long Term Trend	Scottish Relative Position	Lead Service
	Town vacancy rates	13.3%	17.6%	17.7%	11.2%	58%			29 (↓3)	CD
	Street Cleanliness Score - Streets cleaned to an acceptable standard	88.9%	86.2%	86.4%	90.0%	-4%			31 (↓5)	NS
	% of housing stock meeting SHQS	58.1%	79.2%	79.0%	78.0%	1%			14 (↓5)	NS
	Average time taken to complete non-emergency repairs	8.1	15.8	14.5	9.5	53%			22 (↑3)	NS

Town Vacancy Rates

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Town vacancy rates	17.6%	17.7%	11.2%	58%	29 (↓3)



Indicator Description

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

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

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


Performance Context

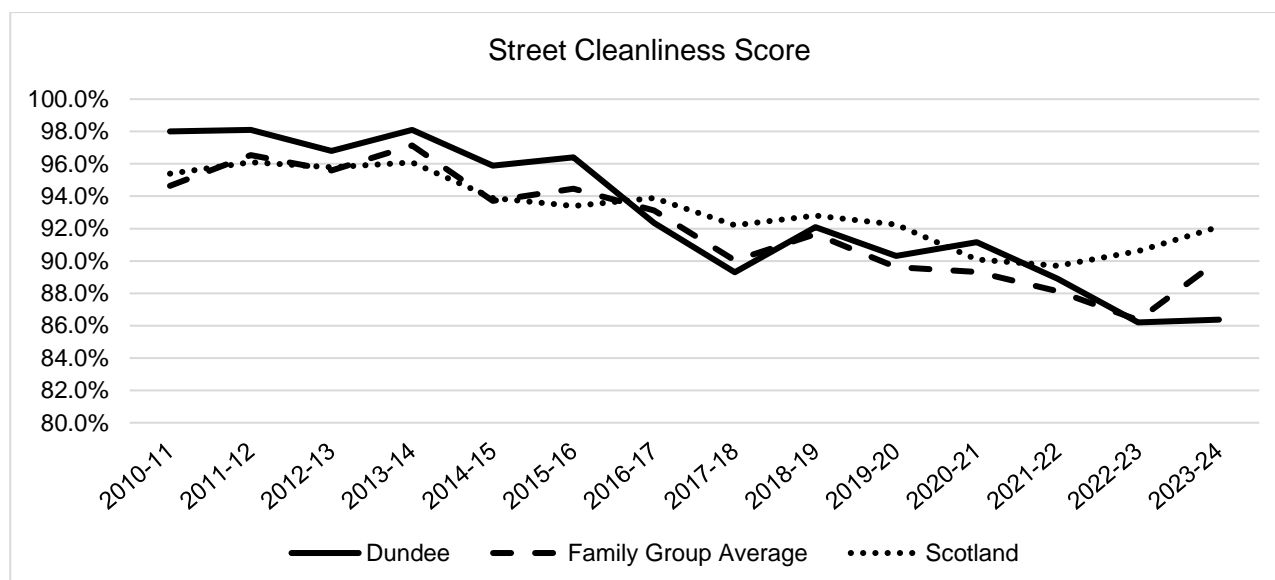
Dundee's town vacancy rates have been increasing since 2021/22 following a period where they remained relatively unchanged between 2017/18 and 2020/21. In 2023/24, town vacancy rates in Dundee are 58% more than the family group benchmark, meaning that the vibrancy of the town centre is an area of improvement.

Dundee's Strategic Investment Plan sets out our ambitions for the development of the city centre up to 2050. The Council is making significant strides to improving public spaces, including pedestrian areas and green spaces to make the city centre more attractive. The shopfront improvement scheme has continued to support local businesses by helping to enhance shopfronts. Traffic calming measures have been introduced, and more is planned on key streets to improve safety and create a more pedestrian-friendly environment.

There are further plans to enhance the Wellgate and Overgate Shopping Centres, further enhance cultural and leisure offerings, Waterfront Place and improve accessibility and attractiveness of the Seagate area. The Council continues to involve residents, businesses and other stakeholders in the planning and development process to ensure the plan meets the needs of the community.

Street Cleanliness Score

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Street Cleanliness Score - Streets cleaned to an acceptable standard	86.2%	86.4%	90.0%	-4%	31 (↓5)



Indicator Description

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

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.

Performance Context

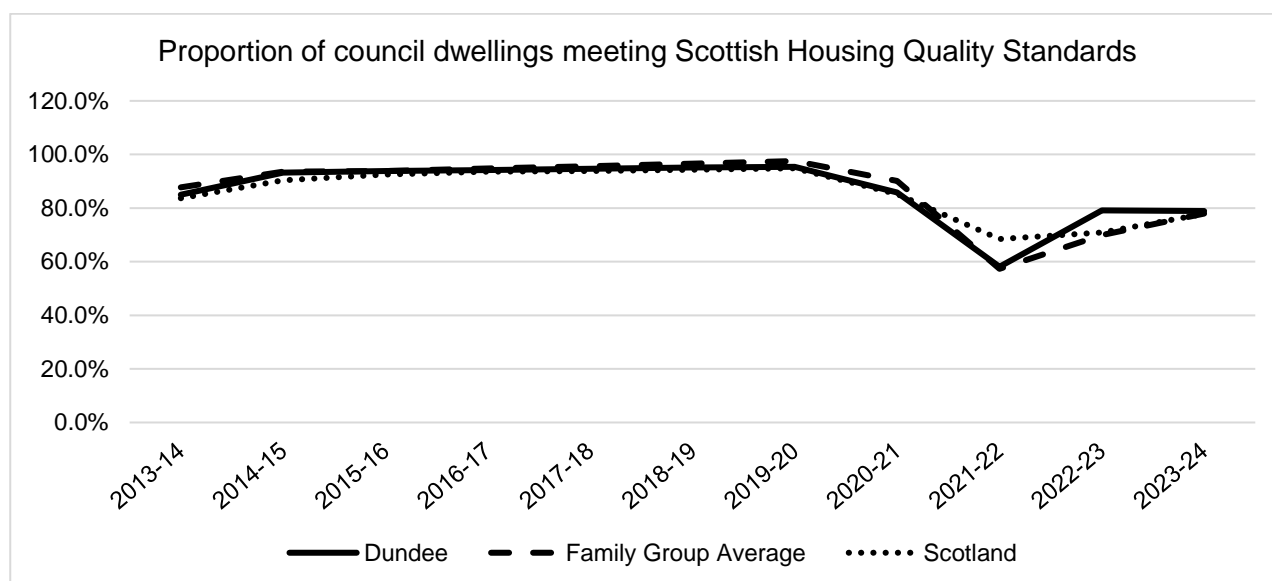
Following a decrease within the long-term trend of street cleanliness scores within the Family Group since 2010/11 (which Dundee mirrored) there has been a slight increase in scores for 2023/24. Dundee did not improve as much as the family group or national average, but nevertheless, recorded the first increase since 2020/21. However, Dundee's current score for 23/24 of 86.4% is lower than the Family Group Average. Dundee is also the lowest ranked local authority for street cleanliness in Scotland, ranking 31st out of 31 councils (data is not recorded for 1 local authority).

A dedicated plan to address this has been implemented with targeted cleaning of areas with high footfall, community clean-up events, collaboration with businesses and other organisations to maintain cleanliness in commercial and public areas. This included an increase in mechanical sweeping across the city, roll out of litter picking hubs, new larger capacity bins, facilitating litter picks, community clean ups and temporary recruitment of street scene staff. Environment will continue to strive to improve this score throughout 2024/25,

supported by the £200,000 additional revenue funding to support street cleaning across the city. This includes a range of activities that will positively contribute to the City's environment including the recruitment of additional seasonal environment staff and supporting ongoing community clean up works. Under the strategic theme of Local Environmental Quality, litter management will be a focus within the new Take Pride in Your City Action Plan 2024-26.

% of council dwellings meeting Scottish Housing Standards

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	% of housing stock meeting SHQS	79.2%	79.0%	78.0%	1%	14 (↓5)



Indicator Description

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

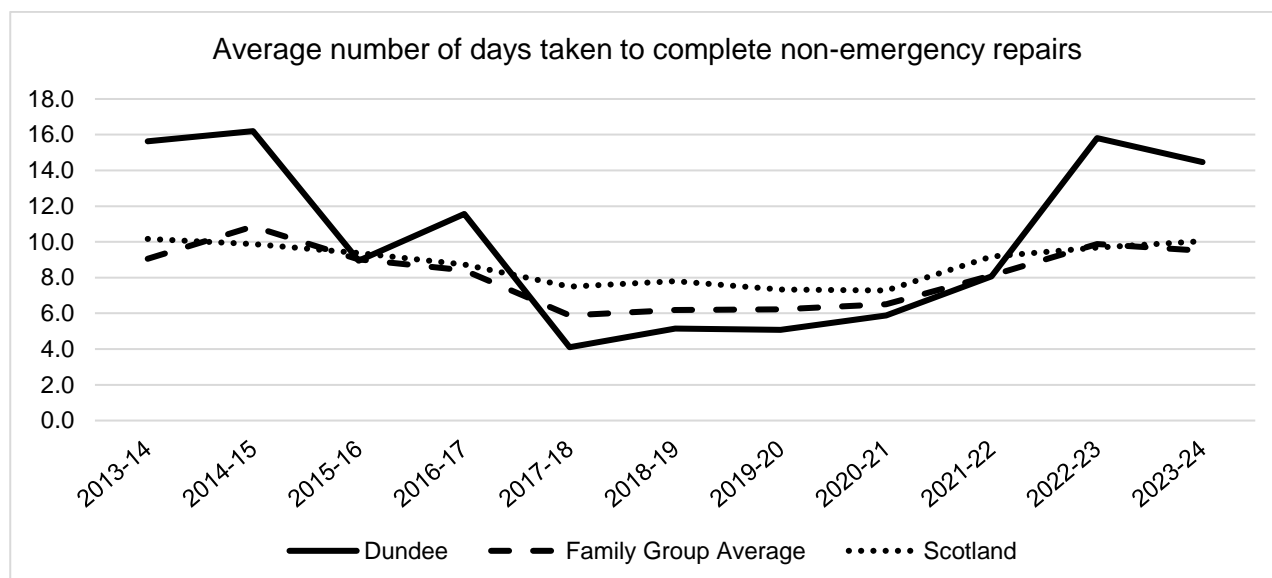
Performance Context

The graph above shows that up until 2020/21, Dundee had a high proportion of dwellings which were meeting Scottish Housing Standards. The number had been increasing year on year over the previous decade. However, due to electrical testing becoming a requirement of SHQS, the percentage of dwellings dropped in 2021/22. Both housing repairs and housing quality were affected by Covid related access issues and subsequent delays in carrying out key safety, inspection, and maintenance services. Work to clear the backlog of electrical testing from 2021/22 (and those which were due in 22/23) progressed well, and this was reflected in the reported figures for 2022/23 which showed an increase from 58.1% to 79.2%. The Council has maintained this level with 79% meeting standards in 2023/24.

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	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Average time taken to complete non-emergency repairs	15.8	14.5	9.5	53%	22 (↑3)



Indicator Description

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

























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

Performance Context


The Housing Repairs and Relets Plan was approved by the Neighbourhood Regeneration, Housing and Estate Management Committee on the 13th of May 2024. The plan was initially focused on tackling a backlog of almost 5000 repairs within the system. This included using overtime to catch up on the backlog, subcontracting works packages and a recruitment drive to grow the workforce because we know there is a shortage of skilled trades people across the board. As a result, there has been improvement between 2022/23 and 2023/24, and this is reflected in the improved national ranking from 25th to 22nd.

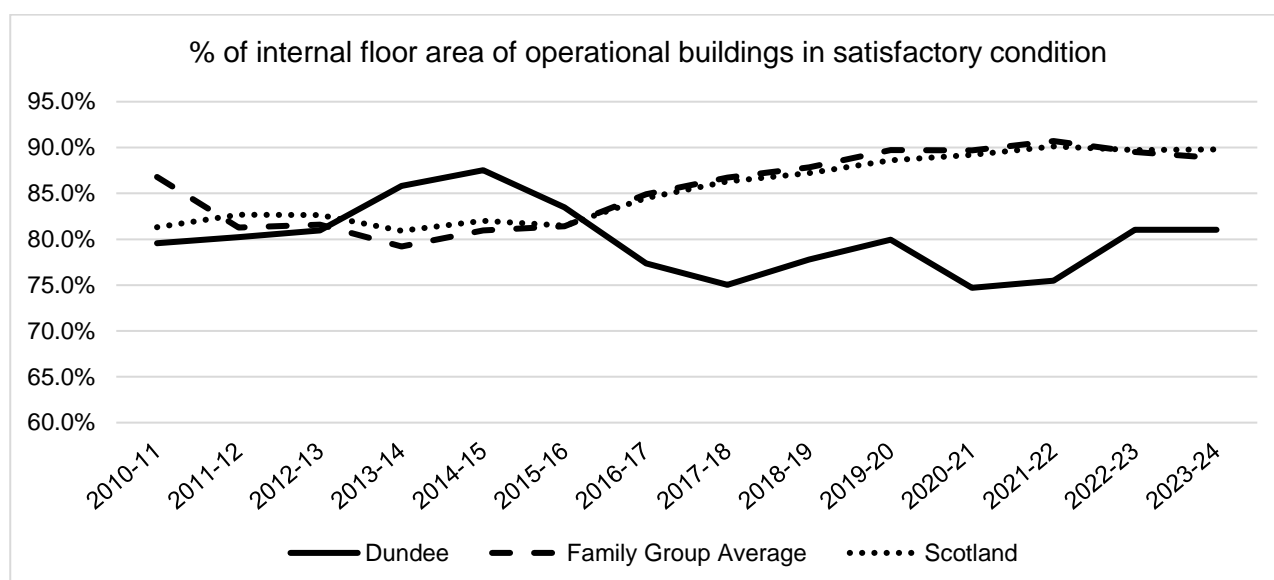
Alongside the delivery of the proposed programme to remove the repairs and relet backlog, work to modernise the design and delivery of the repairs programme to deliver greater levels of customer satisfaction and value for money continues, and there has been an improving trend with this indicator in recent months. Further improvements will include a repair by appointment service to give tenants morning or afternoon slots for work to be done, as well improving communication through text reminders of appointment times and providing a quicker response.

DESIGN A MODERN COUNCIL INDICATORS

	PI Short Name	-2 Year	-1 Year	Current Value	Family Group Average	Difference	Short Term Trend	Long Term Trend	Scottish Relative Position	Lead Service
	Proportion of internal floor area of operational buildings in satisfactory condition	75.5%	81.0%	81.0%	88.9%	-9%			30 (=)	CD
	Proportion of operational buildings that are suitable for their current use	83%	86.1%	86.2%	85.6%	1%			20 (↓3)	CD
	Sickness absence days per employee (non-teacher)	14.7	16.2	17.5	14.2	23%			30 (=)	CS
	Sickness absence days per teacher	4.8	6.1	7.9	7.3	8%			17 (↓8)	CF
	Gender pay gap	1.1%	0.3%	-1.2%	1%	-220%			2 (↑4)	CS
	Actual outturn as a percentage of budgeted expenditure	96.4%	97.8%	101.6%	99.9%	2%			5 (↑14)	CS
	Total useable reserves as a % of council annual budgeted revenue	22.4%	19.2%	19.7%	22.7%	-13%			22 (↑3)	CS
	Uncommitted General Fund Balance as a % of council annual budgeted net revenue	2.6%	2.2%	2.1%	2.2%	-5%			16 (↑4)	CS

% of internal floor area of operational buildings in satisfactory condition

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Proportion of internal floor area of operational buildings in satisfactory condition	81.0%	81.0%	88.9%	-9%	30 (=)



Indicator Description

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

Performance Context

There was a notable improvement in gross internal floor area in satisfactory condition in Dundee City Council's operational buildings between 2021/22 and 2022/23. Dundee has since maintained a level of 81%, however, this remains as an area of improvement as Dundee City Council is still below the benchmark.

A key priority relevant to this indicator sits within the City Development Service Plan 2023/28. This is to continue the Property Rationalisation programme which is intended to improve the overall condition of our estate, to reduce energy consumption and climate emissions, and bring our building footprint down closer to the average of similar Councils across Scotland.

The Property Rationalisation initiative will continue to work and support colleagues across all Services and Leisure and Culture Dundee will 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 this phase of property rationalisation.

Demolitions Completed in 2023/24

- 101 Whitfield Drive
- Marchbanks weigh bridge office and wash bay
- Camperdown Sawmill, Camperdown Park
- Law Nursery
- Camperdown Golf Starter Box planned for demolition in 2024/25
- Emergency demolition 2023/24

The planned demolition of Clepington Road Depot MOT side building is on hold awaiting a decision from Contracts Services on their future building planning.

Community Facilities, green spaces and affordable housing are planned for development on many of the above sites.

Fairbairn Street has seen significant improvements and there are plans for a new young person house to replace the existing facility.


Future Demolition programmed for:

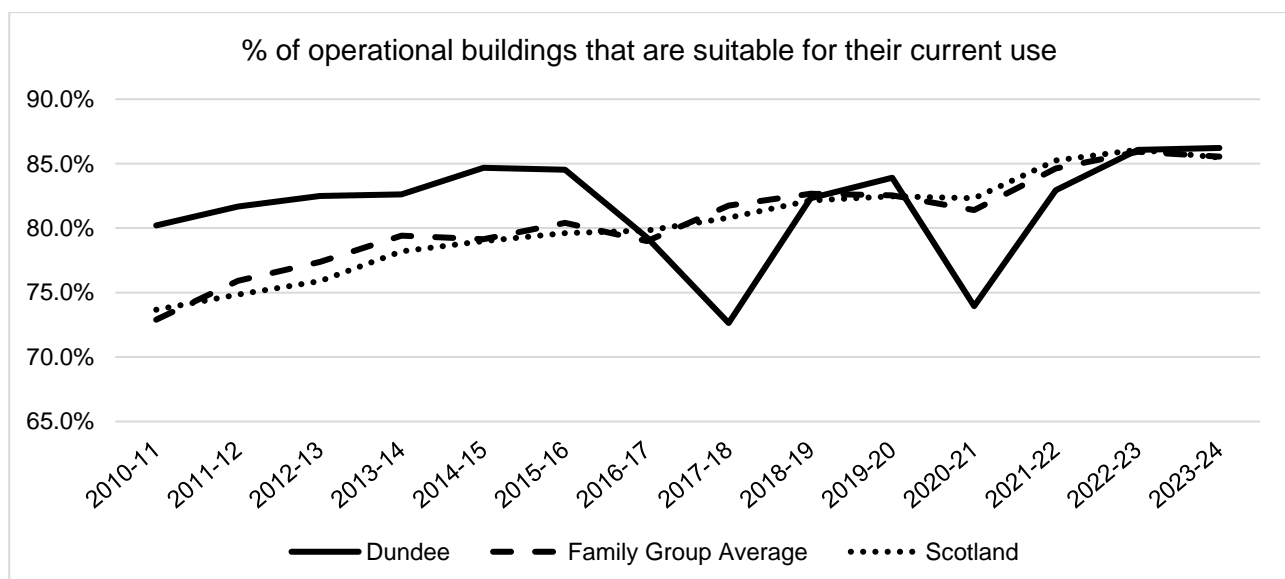
Craigie High School (Programmed for 2025/26 financial year demolition)

Braeview Academy (Programmed for 2025/26 financial year demolition)

The opening of Greenfield Academy in August 2025 will see the merger of Braeview Academy and Craigie High School resulting in the demolition of the old school buildings. The East End Community Campus will be officially named the Drumgeith Community Campus.

% of operational buildings that are suitable for their current use

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Proportion of operational buildings that are suitable for their current use.	86.1%	86.2%	85.6%	1%	20 (↓3)



Indicator Description

This indicator measures the proportion of operational buildings that are suitable for their current use. "Operational accommodation" is all property used for the delivery of services. It includes schools and temporary buildings but excludes rented housing stock and properties available for commercial let. "Suitable for its current

use” means assessed 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.

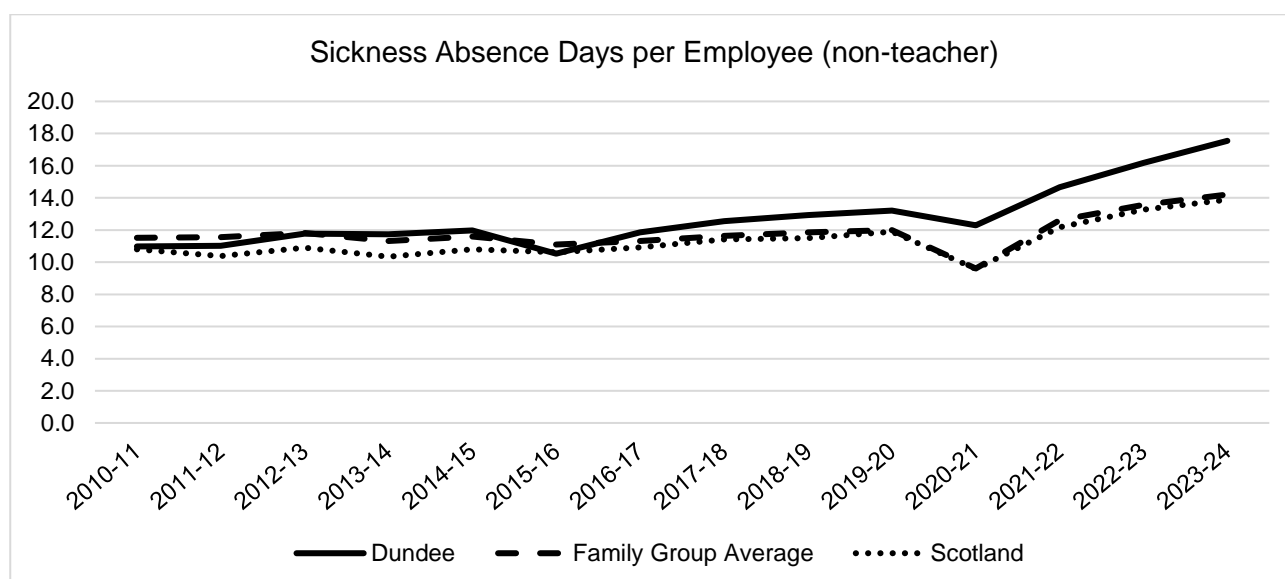
Performance Context

Dundee City Council’s proportion of operational buildings in satisfactory condition has improved over previous years, since a low in 2020/21. Increasing from 74% in 2020/21 to 86.1% 2022/23 and maintaining at 86.2% in 2023/24, Dundee is now higher than both the national and family group average for the first time since 2019/20.

This level of performance provides assurance that the Council is delivering on a key priority of property rationalisation programme, and future focus on this will ensure that this proportion increases further.

Sickness absence days per employee (non-teacher)

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Sickness absence days per employee (non-teacher)	16.2	17.5	14.2	23%	30 (=)



Indicator Description

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

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

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.

Performance Context

Sickness absence days per employee (non-teacher) increased in Dundee City Council between 2022/23 and 2023/24. This also follows an increase between 2021/22 and 2022/23, meaning that in the last two years, Sickness absence days per employee (non-teacher) has increased from 14.7 days in 2021/22 to 17.5 days in 2023/24. While this follows a similar trend to the national and 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:

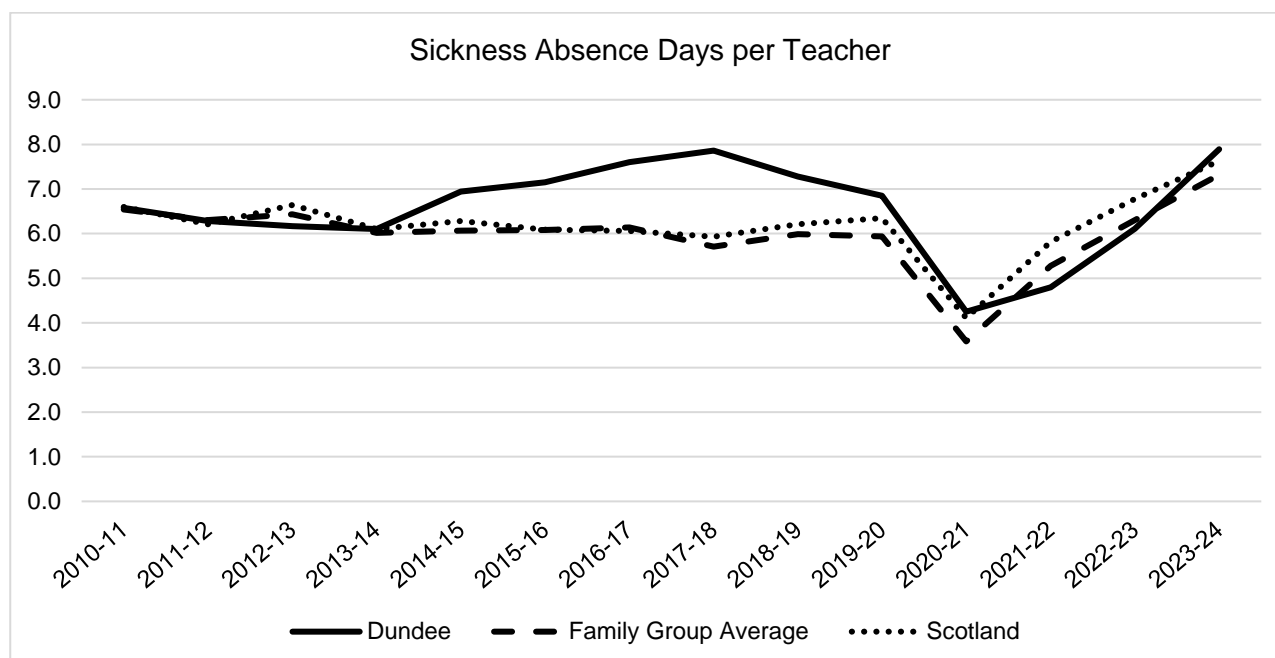
- An explicit Meaningful Employee Journey being developed.
- Quality Conversations and surveys to engage and inform our workforce regularly.
- Modernise workforce practices, change and policies. Market our competitive edge in the Employer of Choice arena and employee offer/experience. Modernising terms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

- 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	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Sickness absence days per teacher	6.1	7.9	7.3	8%	17 (↓8)



Indicator Description

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

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

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.

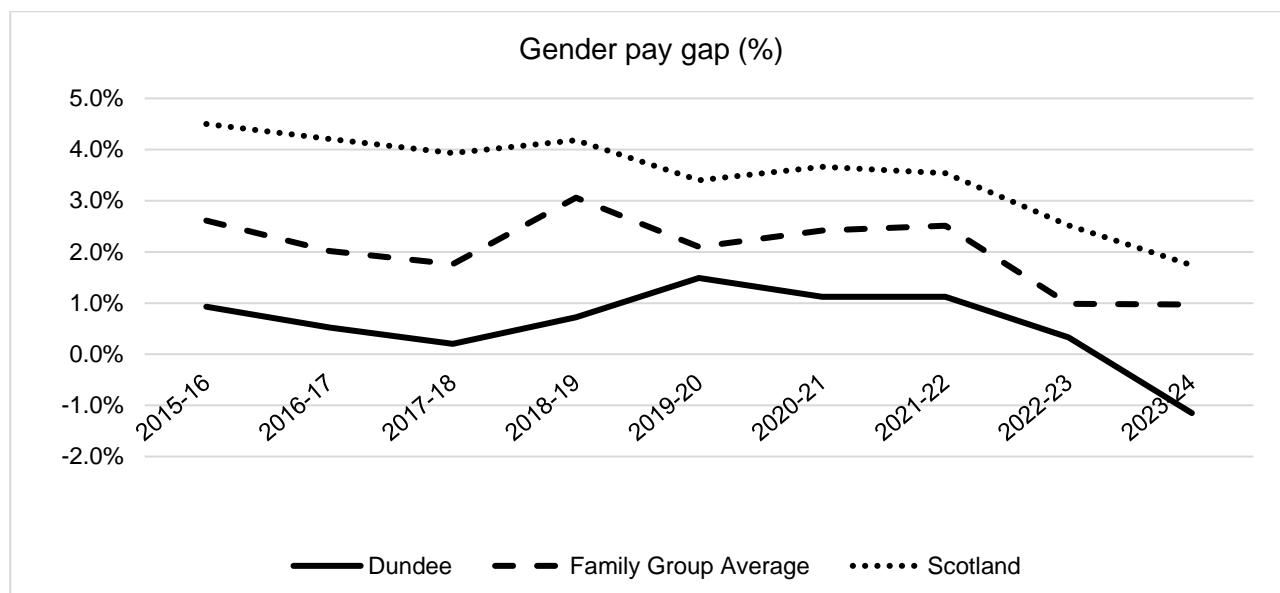
Councils return this data direct to the Improvement Service.

Performance Context

Sickness absence days per employee (teacher) continues to increase in Dundee City Council. This also follows the rising trend nationally and within the family group. Sickness absence days per employee (teacher) has increased from 6.1 days in 2022/23 to 7.9 days in 2023/24, an increase of 29.2%. Dundee is now higher than the benchmark with an 8% difference compared the family group average, meaning this is an area of improvement for the Council.

The gender pay gap (%)

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Gender pay gap	0.3%	-1.2%	1%	-220%	3 (↓3)



Indicator Description

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.

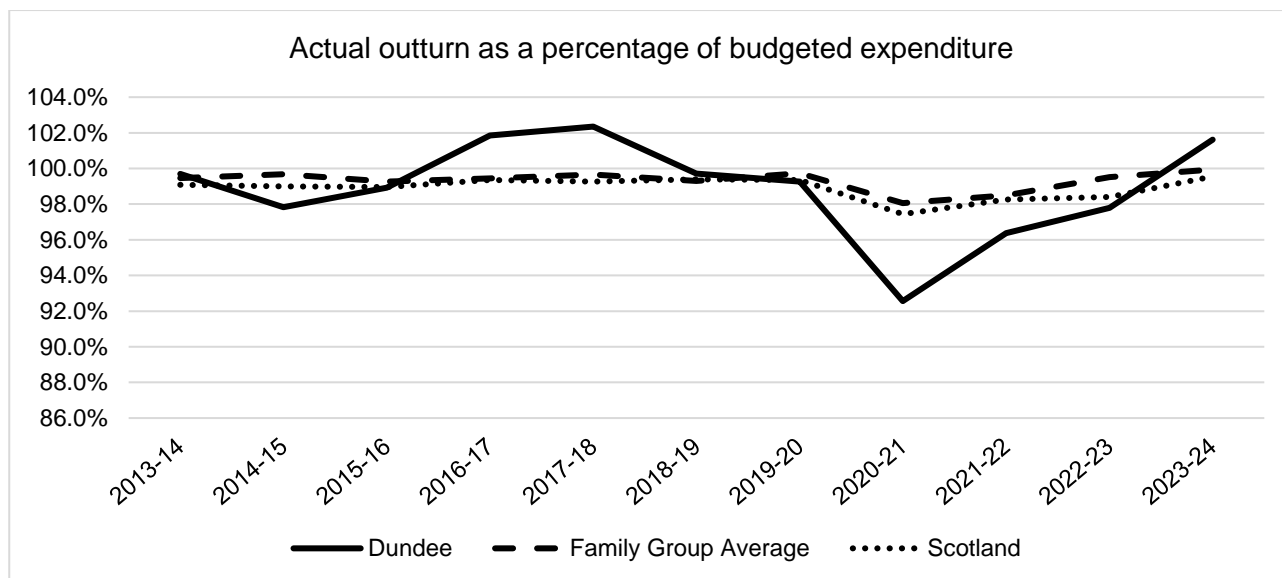
Performance Context

The gender pay gap in Dundee City Council has decreased from 1.5% in 2019/20 to -1.2% in 2023/24. Dundee has consistently performed well for this indicator compared to the Family Group and Scottish averages, indicating that Dundee City Council is fulfilling its commitments for equal opportunities.

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

Actual outturn as a percentage of budgeted expenditure

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
✓	Actual outturn as a percentage of budgeted expenditure	97.8%	101.6%	99.9%	2%	5 (↑14)



Indicator Description

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


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

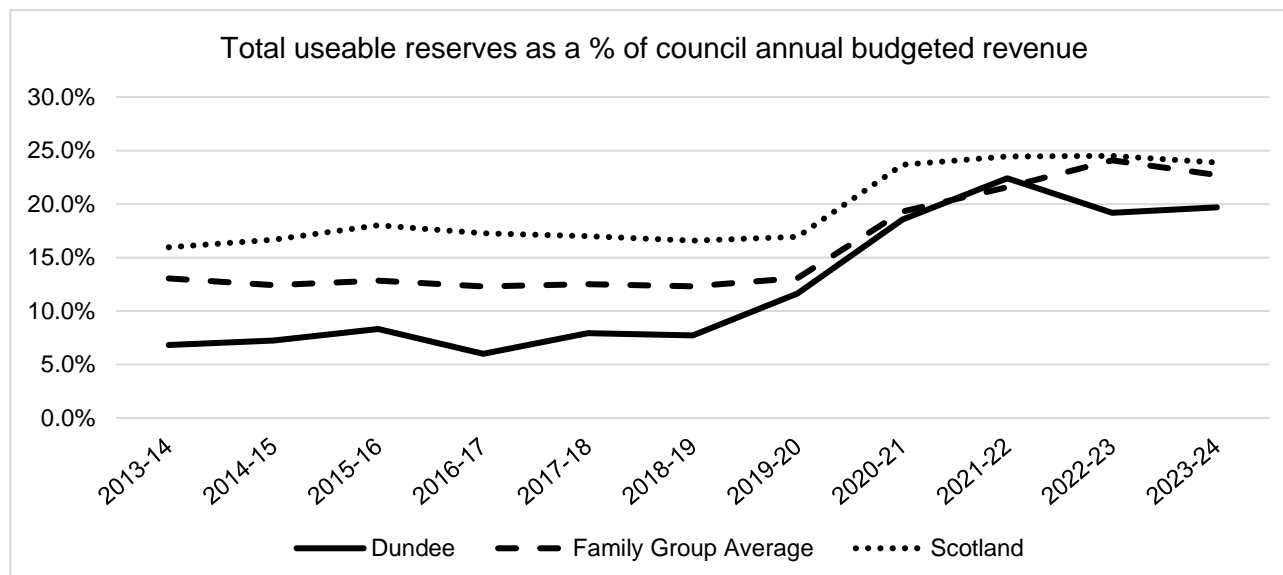
Performance Context

Dundee City Council's actual outturn as a percentage of budgeted expenditure had been improving year on year since 2017/18 moving from overspends to under but closer to 100%. The Council's internal target is 99%. This is evidencing a commitment to sound financial management and regular budget monitoring to Elected Members. Maintaining spend within budget over the last few years has been challenging and is evidence the Council is committed to its transformation programme to being lean and efficient with a clear set of priorities that deliver for Dundee citizens and communities, focusing resources where they can make the biggest difference.

However, national budget performance trends also indicate a system under pressure with close to 100% spend compared to budget. The National Benchmarking Overview Report for 2024 advises that whilst there will always be transient or one-off issues and savings during each financial year which can mask budget and actual trends, being so close to 100% in the most recent year is indicative of a system under great strain. In recent years, it is likely that unbudgeted income from Covid grants, and the use of other fiscal flexibilities has created a more positive picture of how councils are coping with overall pressures on budgets. The most recent demonstrates that it is not possible to sustain this position. In 2023/24, nationally, actual outturn was 99.6% of budgeted expenditure, which is the highest level since reporting began. In 2023/24 the Council's actual outturn was 101.6% of budgeted expenditure which although overbudget is within a manageable range.

Total useable reserves as a % of Council annual budgeted revenue

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Total useable reserves as a % of council annual budgeted revenue	19.2%	19.7%	22.7%	-13%	22 (↑3)



Indicator Description

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

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


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.

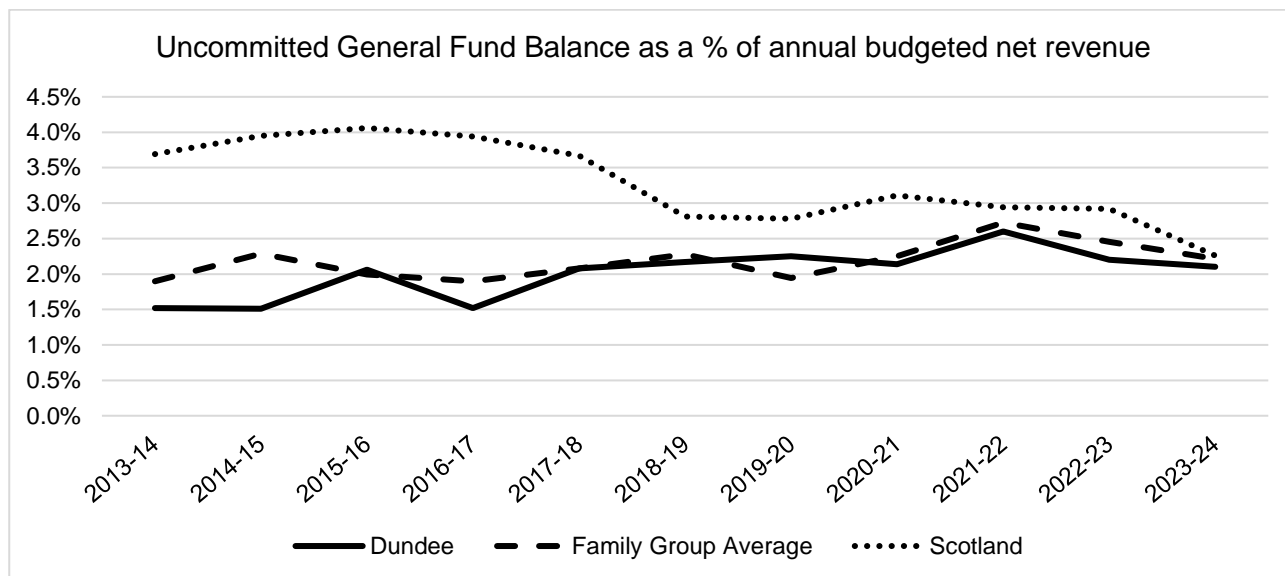
Performance Context

Dundee City Council's total useable reserves as a % of council annual budgeted revenue has risen between 2022/23 and 2023/24. Nationally, councils report a slightly declining reserves position in 2023/24, however, remain significantly higher than pre-pandemic, as is the case in Dundee. A more concerning trend is that less of those reserves are now regarded as uncommitted than at any point in the last 10 years. In 2023/24, the uncommitted general fund balance fell to 2.3% of annual budgeted net revenue, the lowest level since reporting began. That most reserves are already committed for specific purposes highlights the clear plans councils have in place for how they intend to use their reserves to help balance future budgets, to meet severance costs and to fund investment in transformation.

The Council's useable reserves are 19.7% of the annual budgeted revenue. This percentage reflects the council's efforts to maintain a healthy reserve level to manage financial risks and support long-term sustainability.

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

	Performance Indicator	-1 Year	Current Value	Family Group Average	Difference	Scottish Relative Position
	Uncommitted General Fund Balance as a % of council annual budgeted net revenue	2.2%	2.1%	2.2%	-5%	16 (↑4)



Indicator Description

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.

Performance Context

Dundee City Council's uncommitted general fund balance as a % of annual budgeted net revenue has fallen very slightly between 2022/23 and 2023/24. There have been larger deteriorations in the family group and national averages, however Dundee remains below both figures (2.2% and 2.3% respectively).

The Council's long-term financial strategy aims to maintain healthy reserve levels to manage financial risks and support long term sustainability. It outlines measures to manage budget shortfalls, including the use of reserves. The Council continues to retain 2% of revenue budget to ensure financial stability, provide a buffer for unexpected expenditures, revenue shortfalls and to maintain priority service delivery.

ITEM No ...4.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 12 MAY 2025

REPORT ON: TENDERS RECEIVED BY EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 142-2025

1 PURPOSE OF REPORT

- 1.1 This report details tenders received and seeks approval to award the contract.

2 RECOMMENDATION

- 2.1 It is recommended that Committee approve the acceptance of the tenders submitted by the undernoted contractors as set out in the report and approve the award of contract to the top scoring bidder, as set out in Appendix 1.

3 FINANCIAL IMPLICATIONS

- 3.1 The Executive Director of Corporate Services has confirmed that the total cost of the contract awarded will be £1.207m and that funding is available as detailed in Appendix 1 of this report.
- 3.2 The revised contract reflects a reduction in number of devices of circa 11%, further savings would be achievable through increased rationalisation and can be progressed with the incoming contractor. Under the proposed terms of the contract pricing visibility exists to assist budget holders in any decision making.

4 MAIN TEXT

- 4.1 Members approved a sourcing strategy for the tender of multi-functional devices on 10 June 2024 (Report 155-2024 to City Governance Committee 10 June 2024 refers). Bids following a mini-competition exercise with the Scottish Government Framework Agreement (SP-21-046) have now been received from 4 separate contractors.
- 4.2 The Framework evaluation methodology (criterion and weightings) was utilised and the suppliers on the Framework each provide high quality services. The best quotation is selected on the basis of the most economically advantageous Quotation, with regards to price and quality. The recommended contractor is detailed in Appendix 1 to this report.

5 POLICY IMPLICATIONS

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

6 CONSULTATIONS

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

7 BACKGROUND PAPERS

7.1 None.

ANTHONY CARR
HEAD OF DIGITAL AND CUSTOMER SERVICES

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

NM/KM

21 APRIL 2025

DUNDEE CITY COUNCIL
DUNDEE HOUSE
DUNDEE

APPENDIX 1

PROJECT	
PROJECT NUMBER	DCC/IT/394/24 (Framework SP-21-046)
PROJECT INFORMATION	Supply and Maintenance of Multi-Functional Devices
ESTIMATED START AND COMPLETION DATES	1 June 2025 to 31 December 2030
TOTAL COST	£1,207,079.78
FUNDING SOURCE	Revenue Budget
BUDGET PROVISION & PHASING	Provision for these costs are incorporated within service Revenue Budgets over the period 2025/26 to 2030/31. The costs associated with Leisure & Culture Dundee amount to £64,460 and will be met by LACD over the same period.
ADDITIONAL FUNDING	None
REVENUE IMPLICATIONS	A detailed analysis of the cost of the new contract will be undertaken to reflect the impact on service budgets any savings following this exercise will allocated to services from the corporate procurement savings.
POLICY IMPLICATIONS	None

Contractor	Submitted Tender	Quality Score (60%)	Price Score (40%)	Overall Score
HP Inc, UK	£1,207,079.78	1	2	1 top scoring
Canon (UK) Ltd	£1,199,983.11	3	1	2
Xerox (UK) Ltd	£1,407,987.97	2	3	3
Konica Minolta Business Solutions (UK) Ltd	£1,779,929.82	4	4	4

RECOMMENDATION	Award to HP Inc, UK
SUB-CONTRACTORS	None
BACKGROUND PAPERS	None

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REPORT TO: CITY GOVERNANCE COMMITTEE – 12 MAY 2025

REPORT ON: SOURCING STRATEGY FOR SUPPLY AND DELIVERY OF SWIMMING POOL CHEMICALS

REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE

REPORT NO: 148-2025

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to present a summary of the sourcing strategy as outlined in Section 5 of this report and seek approval to secure supply and delivery of swimming pool chemicals.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Committee
- a. approves the Sourcing Strategy as outlined in Section 5 of this report.
 - b. agree to the direct award via a national Framework for the supply and delivery of swimming pool chemicals to Brenntag UK Limited.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The total projected renewal cost is £400,000 over a 5-year contract. Approximately £65,000 per year will be funded by the Leisure and Culture Dundee and £15,000 per year will be covered by the Children and Families Service Revenue Budget.

4.0 BACKGROUND

- 4.1 The current contract arrangements for the supply and delivery of swimming pool chemicals expires on 30 June 2025.
- 4.2 Through the current contract arrangements, the supply and delivery of swimming pool chemicals support the treatment of swimming pool water to achieve the industry standards required within all swimming pools operated across the city within our schools and leisure centre facilities.

5.0 SOURCING STRATEGY

- 5.1 The existing compliant framework sourcing routes for the supply of Swimming Pool Chemicals - YPO (Yorkshire Purchasing Organisation) and ESPO (Eastern Shires Purchasing Organisation) allow for a direct award to Brenntag UK Limited. (refer to Commercial Risk – Section 6 of this report).
- 5.2 The procurement will involve further pricing analysis against the National Frameworks to ensure that best value is maximised from the direct award to Brenntag UK Limited, in respect of the required services.
- 5.3 The Framework call-off will be made in compliance with the Public Contracts (Scotland) Regulation 2015 and the Framework Call-off rules.
- 5.4 The factors associated with the direct award decision are as outlined in Section 6 (Risk Analysis) of this report.

6.0 RISK ANALYSIS

- 6.1 There are four standard risks in any procurement. 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	Probability (L/M/H)	Impact on DCC (L/M/H)	Actions required to manage Risk
Commercial Risk – Either the price objectives are not achieved upfront, or there are other costs that arise during the contract and diminish the overall benefits.	M	H	<p>There are 2 main UK-based suppliers of swimming pool chemicals and Brenntag has resilient supply chain arrangements to ensure the continuous supply of chemicals for swimming pool operations.</p> <p>LACD and DCC arrange ordering for supply in accordance with demand and supplier stocks and logistics. Brenntag have a base in Glasgow and are intending to establish a further based in Tayside.</p> <p>Both YPO and ESPO Frameworks are securing competitive pricing due to their buying power and the economies of scale that this brings.</p> <p>Further Pricing analysis will be carried out to realise best value for the Council.</p>
Technical Risk – This concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the specification.	L	L	Suppliers are required to deliver to the specification with reasonable substitutes should supply scarcity be an issue.
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	M	M	Close contract management is required with a reputable supplier to ensure continuity of supply to prevent service failure.
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.	L	L	Suppliers have been approved by the Framework Owners.
Procurement Risk – where a procurement is found unsound in law, through the public procurement rules	L	L	Regulated procurement from a compliant Framework
Overall Contract Risk			

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 were consulted in the preparation of this report and are in agreement with its content.

9.0 BACKGROUND PAPERS

- 9.1 None

AUDREY MAY
Executive Director of Children and Families Services

April 2025

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REPORT TO: CITY GOVERNANCE COMMITTEE – 12 MAY 2025

REPORT ON: SOURCING STRATEGY FOR A FLEXIBLE WORKFORCE MANAGEMENT SYSTEM

REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE

REPORT NO: 150 – 2025

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to present a summary of the sourcing strategy as outlined in Section 5 of this report and seek approval to secure supply of a flexible workforce management system.

2.0 RECOMMENDATION

- 2.1 It is recommended that the Committee:
- a. approves the Sourcing Strategy as detailed in Section 5 of this report.
 - b. agree to the direct award of a contract to Teacher Booker Limited via Crown Commercial Services Framework for the supply of a flexible workforce management system.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The contract will be for an initial period of 3 years with the option to extend for one year. If the extension is applied the projected total cost across the 4-year contract would be £90,000. The contract will be funded from the Children and Families Revenue Budget (£67,000) with the balance being funded from Dundee Health and Social Care Partnership Revenue Budget (£23,000).

4.0 BACKGROUND

- 4.1 Dundee City Council requires to award a contract for the provision of a supply booking system which fits the needs of services. The system provided will include full technical support, allow further developments within the current system and ensure a compliant and secure booking system for staff and payroll alike.
- 4.2 There is a need for services to occasionally engage casual workers. The current system has facilitated the secure transfer to digital timesheets and has streamlined payroll processes.
- 4.3 The contract will enable Children & Families Service and the Health and Social Care Partnership to provide a suitable supply booking system for the next 4 years. This system can also be utilised by other settings within the council should this be required in the future.

5.0 SOURCING STRATEGY SUMMARY

- 5.1 This direct award of contract will be from an existing compliant supply Framework (Crown Commercial Services Ref: RM6238). Please refer to the Risk Analysis detailed below.

6.0 RISK ANALYSIS

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

Description of Risk	Actions to be taken to manage Risk
Commercial Risk – That either the price objectives are not achieved up front or there are other costs that arise during the contract and diminish the overall benefits.	<p>Low risk – direct award is allowed as part of the Framework rules.</p> <p>Dundee City Council entered into contract with Teacher Booker Ltd in 2023 following a Framework mini-competition exercise. Following the successful roll-out of the software product within schools, it has recently been launched for social care. The provider has worked in partnership with Dundee City Council to tailor functionality of the software platform which has realised efficiency for the service areas.</p> <p>There is a need for a further period of contract which will allow full implementation and review, collection of data, and evaluation of future requirements.</p>
Technical Risk – This concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the specification	Low risk – the direct award is to be made from an established and compliant supply Framework. Bidders were required to demonstrate technical competence as part of the establishment of the Framework.
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	Low risk – a contract management process will continue to be in place as outlined above 'Commercial Risk'.
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.	Low risk – DCC are contractually protected via the Framework contract terms and conditions. The contractor shall be proactively managed during the term of contract.
Legal Risk – where a procurement is found unsound in law, through the public procurement rules	Low risk – this is a compliant route to market.

7.0 POLICY IMPLICATIONS

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

8.0 CONSULTATIONS

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

9.0 BACKGROUND PAPERS

- 9.1 None.

AUDREY MAY
Executive Director of Children and Families Services

April 2025

REPORT TO: CITY GOVERNANCE COMMITTEE – 12 MAY 2025

REPORT ON: SOURCING STRATEGY FOR THE PROVISION OF SCHOOL TO COLLEGE COACH TRANSFER SERVICES

REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE

REPORT NO: 149-2025

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to present a summary of the sourcing strategy as outlined in Section 5 of this report and seek approval to award a tender for the secure provision of school to college coach transfer services.

2.0 RECOMMENDATION

- 2.1 It is recommended that the Committee:

- a) approves the Sourcing Strategy as outlined in Section 5 of this report.
- b) and delegates authority to the Executive Director of Children and Families following an open tender process to award a contract where the tender price is less than £340,000.
- c) notes that if the outcome of the open tender process is greater than 10% above this amount then the outcome will be brought back to committee for consideration.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The award of contract will be for an initial 2-year commitment with the option for an extension for up to a further 2 years. If the extension is applied the projected total cost across the 4-year contract would be £340,000. The contract will be funded from the Children and Families Revenue Budget.

4.0 BACKGROUND

- 4.1 Dundee City Council requires the services of a local coach company to supply coach transfer services for the transportation of school pupils from each of the 8 Dundee secondary schools to Dundee & Angus College, Gardyne Campus and Kingsway Campus, Monday through to Thursday. Each school should be serviced by separate coaches.
- 4.2 As part of the current curriculum offer in all Dundee secondary schools, our young people can choose to attend Dundee & Angus College as part of their core curriculum. Courses run Monday to Thursday from 2pm and therefore pupils require transportation to the college to avoid any disruption in their learning through travel difficulties.

5.0 SOURCING STRATEGY

- 5.1 The procurement will follow an Open Tender competitive procedure in respect of the required services which have been in place across schools for 10 plus years. The procurement will be carried out in compliance with the Public Contracts (Scotland) Regulation 2015.

6.0 RISK ANALYSIS

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

Description of Risk	Actions to be taken to manage Risk
Commercial Risk – That either the price objectives are not achieved up front or there are other costs that arise during the contract and diminish the overall benefits.	Low risk – The procurement will follow an Open Tender competitive procedure in respect of the required services which have been in place across schools for 10 plus years. This will be carried out in compliance with the Public Contracts (Scotland) Regulation 2015.
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 risk – the contract will be tendered through a compliant procedure. Bidders are required to demonstrate technical competence as part of the tender evaluation process.
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	Low risk – a contract management process will take place throughout the lifetime of the contract.
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.	Low risk – DCC are contractually protected via the contract terms and conditions. The contractor shall be proactively managed during the term of contract.
Legal Risk – where a procurement is found unsound in law, through the public procurement rules	Low risk – this is a compliant procurement procedure.

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 has been consulted in the preparation of this report and are in agreement with its content.

9.0 BACKGROUND PAPERS

- 9.1 None.

AUDREY MAY
Executive Director of Children and Families Services

April 2025

REPORT TO: CITY GOVERNANCE COMMITTEE – 12 MAY 2025

REPORT ON: TENDERS RECEIVED BY HEAD OF DESIGN AND PROPERTY

REPORT BY: EXECUTIVE DIRECTOR OF CITY DEVELOPMENT

REPORT NO: 152-2025

1 PURPOSE OF REPORT

- 1.1 This report details the tender received following Sourcing Strategy Report 158-2024 and seeks approval on acceptance thereof.
- 1.2 This report details a tender return above the Sourcing Strategy approved figure of £450k (inclusive of non-contract allowances and fees), as additional works have been added to the project during design development. After further surveys replacement of rooflight windows have been added to ensure gallery investment is protected from potential risk of water penetration. Accordingly, the tender figure has returned higher than set out in the sourcing strategy.
- 1.3 This report has been brought to City Governance Committee to ensure that material and component orders can be placed and programme dates met to align with the DCA programming in order to minimise disruption to their events timetable. The associated gallery closure has been planned for over a year and failure to meet these timescales would present significant challenges for DCA.

2 RECOMENDATION

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

3 SUMMARY OF PROJECTS TENDERED

- 3.1 A tender has been received by the Design and Property Division in relation to the project detailed below.

Architects Projects - Reference and Description	Contractor
23-007 - Dundee Contemporary Arts Centre - Gallery Roof Light, Blind and Lighting Replacement	Robertson Construction Tayside Ltd

4 FINANCIAL IMPLICATIONS

- 4.1 The Executive Director of Corporate Services has confirmed that funding for the above project is available as detailed on the attached sheet. The tender for the above project requires committee approval in accordance with the threshold set within the sourcing strategy report.
- 4.2 Where the Council utilise a national or local framework to procure construction and engineering works, all tenderers that have been assigned to the relevant framework have previously been assessed on a qualitative and cost basis, ensuring a highly competitive benchmark is set for the framework supply chain.

5 BACKGROUND PAPERS

- 5.1 Detailed information relating to the tender is included on the attached appendix. To ensure Best Value, the construction works in this report have been procured using the general guidance contained in the following documents approved by the Council:

a Report: 216-2018 – Corporate Procurement Strategy 2018-2020;

b Report: 356-2009 - Construction Procurement Policy; and

c Standing Orders - Tender Procedures of the Council.

5.2 All tenders are checked by professionally qualified officers of the appropriate construction discipline to ensure that the recommended offers represent Best Value.

6 POLICY IMPLICATIONS

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

7 CONSULTATIONS

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

Neil Martin
Head of Design and Property

Robin Presswood
Executive Director of City Development

Dundee City Council
Dundee House
Dundee

NM/MM/KM

1 May 2025

APPENDIX 1

PROJECT	Dundee Contemporary Arts Centre - Gallery Roof Light, Blind and Lighting Replacement		
PROJECT NUMBER	23-007		
PROJECT INFORMATION	The works comprise the replacement of rooflight windows to the galleries, replacement of associated black-out blinds to support appropriate gallery programming, replacement bespoke gallery lighting, and the localised fire detection system. Utilising a direct award framework provides the council with early access to specialist supplier information and detailed construction planning for this type of environment to minimise disruption for DCA exhibitions.		
ESTIMATED START AND COMPLETION DATES	July 2025 October 2025		
TOTAL COST	Contract		£613,183.07
	Non-Contract Allowances		£30,659.15
	Fees		<u>£70,822.64</u>
	Total		<u>£714,664.86</u>
FUNDING SOURCE	Capital Plan 2025-2030 – Design a Modern Council – Property Lifecycle Development Programme – Structural Improvements & Property Upgrades		
BUDGET PROVISION & PHASING	2023/2024		£4,609.70
	2024/2025		£78,585.46
	2025/2026		£631,469.70
ADDITIONAL FUNDING	None		
REVENUE IMPLICATIONS	None		
POLICY IMPLICATIONS	There are no major issues.		
TENDERS	Direct award through MPF2 - Places for People Procurement HUB Framework		
	Contractor		Cost
	Robertson Construction Tayside Limited		£613,183.07
RECOMMENDATION	Acceptance of offer.		
SUB-CONTRACTORS	None.		
BACKGROUND PAPERS	None.		

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REPORT TO: CITY GOVERNANCE COMMITTEE – 12 MAY 2025

REPORT ON: MEMBERS SALARIES

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 139-2025

1 PURPOSE OF REPORT

To recommend a revised scheme of salaries for elected members to be effective from 1 April 2025 following changes to statutory regulations.

2 RECOMMENDATIONS

- 2.1 It is recommended that Committee approves the members' salaries as set out in Appendix A, effective from 1 April 2025.

3 FINANCIAL IMPLICATIONS

- 3.1 Provision for members' salaries, pensions and expenses is included in the Corporate Services 2025/26 Revenue Budget.

4 BACKGROUND

- 4.1 The Local Governance (Scotland) Act 2004 (Remuneration) Regulations 2007 sets out the framework for members' salaries and The Local Governance (Scotland) Act 2004 (Remuneration) Regulations 2023 details the current rates. Members' expenses are governed by The Local Government (Allowances and Expenses) (Scotland) Regulations 2007.
- 4.2 Following a review by the Scottish Local Authorities Remuneration Committee (SLARC), Councillors Remuneration have been amended. The amended salaries following this review came into effect from 1 April and are detailed in [The Local Governance \(Scotland\) Act 2004 \(Remuneration\) Amendment Regulations 2025](#) and amended in [The Local Governance \(Scotland\) Act 2004 \(Remuneration\) Amendment \(Amendment\) Regulations 2025](#).
- 4.3 Reference is also made to Article V of the minute of the meeting of the Recess Sub Committee of 10 July 2023 when Report 209-2023, which set out the current members' salaries was approved.

5 SALARIES

- 5.1 Under the current regulations, the elected members' salaries for the City Council are as set out below.
- The Leader of the Administration shall receive a salary of £50,063.
 - The Civic Head, i.e. the Lord Provost, shall receive a salary of £37,548.
 - In addition to the Civic Head's remuneration, the Council may pay the Lord Provost a civic allowance of up to £3,000. This allowance shall be reimbursed in respect of receipted expenditure which has been incurred by the Civic Head.
 - The City Council can pay remuneration to up to 13 Senior Councillors.
 - Each local authority shall pay to each of its Senior Councillors an amount to be determined by the authority, but which shall be greater than the basic Councillor's salary.

- The total amount payable to Senior Councillors is determined by a formula set out in the regulations and for the City Council this total sum is £412,940.
- Each Council shall not pay its Senior Councillors any amount of remuneration as the Leader of Administration, the Civic Head or as a basic Councillor.
- The remaining Councillors who are not the Leader of Administration, Civic Head or Senior Councillors shall each be a basic Councillor and will receive remuneration of £25,982 per annum.
- In terms of the Tayside Valuation Joint Board and Tay Road Bridge Joint Board, the Convener shall be paid a total yearly amount of £28,207 (inclusive of any amount payable to the Convener as a Councillor or Senior Councillor), or if greater, the amount payable to the Convener as a Senior Councillor.
- The Vice Conveners of the two Joint Boards referred to immediately above shall be paid a total yearly amount of £26,797 (inclusive of any amount payable to the Vice Convener as a Councillor or Senior Councillor), or if greater, the amount payable to the elected member as a Senior Councillor.
- An elected member cannot receive more than one salary, and they will receive the higher salary of the respective posts they are holding.
- If a member is suspended in terms of the Ethical Standards in Public Life etc (Scotland) Act 2000 for a period more than 2 calendar months, then the member's remuneration shall be reduced by 50%.

5.2 Dundee City Council payments of salaries and expenses will be paid on a calendar monthly basis.

6 POLICY IMPLICATIONS

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

7 CONSULTATIONS

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

8 BACKGROUND PAPERS

None.

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

11 APRIL 2025

APPENDIX A

Members Salaries (as at 1 April 2024 rates)

Appointment	£	£
Council Leader		50,063
Lord Provost		37,548
Senior Councillors		
Depute Lord Provost	-	
Depute Leader of Dundee City Council and Depute Convener City Governance (responsibility for Finance)	33,242	
Lead Member for Health and Social Care	33,242	
Convener, Scrutiny Committee (Leader of Major Opposition Group)	33,242	
Convener, Neighbourhood Regeneration, Housing & Estate Management	33,242	
Convener, Children, Families & Communities	33,242	
Convener, Climate, Environment & Biodiversity	33,242	
Convener, Fair Work, Economic Growth & Infrastructure	33,242	
Convener, Licensing Committee	-	
Convener, Licensing Board	-	
Convener, Planning Committee	33,242	
Depute Convener, Neighbourhood Regeneration, Housing & Estate Management	28,157	
Depute Convener, Children, Families & Communities	28,157	
Depute Convener, Climate, Environment & Biodiversity	28,157	
Depute Convener, Fair Work, Economic Growth & Infrastructure	28,157	
Depute Convener, Planning Committee	28,157	
Total for Senior Councillors		406,721
Basic Councillor Salaries (14 x £25,982)		363,748
Total Salaries		858,080

In view of the timescales involved this report was approved by the Executive Director of Corporate Services in consultation with the Convener of the City Governance Committee, Labour Group Spokesperson, Liberal Democrat Group Spokesperson and the Scottish Conservative & Unionist Party Member.

Paul Thomson

Executive Director of Corporate Services

14th April, 2025

Date

Mark Flynn

Convener of City Governance Committee

14th April, 2025

Date

Kevin Keenan

Labour Group Spokesperson

16th April, 2025

Date

Fraser Macpherson

Liberal Democrat Group Spokesperson

18th April, 2025

Date

Derek Scott

Scottish Conservative & Unionist Party Member

16th April, 2025

Date