Dundee City Council
Corporate Services
CHANGING FOR THE FUTURE

City Chambers
DUNDEE
DD1 3BY

6th November, 2026

Dear Colleague

You are requested to attend a MEETING of the **CITY GOVERNANCE COMMITTEE** to be held in the Council Chamber, City Chambers, City Square, Dundee and also to be held remotely on Monday, 16th November, 2026 following the meeting of the City Council and the Climate, Net Zero and Environment and the City Growth and Infrastructure 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.dundeecity.gov.uk/live or alternatively they may attend in person.

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

Yours faithfully

GREGORY COLGAN

Chief Executive

AGENDA OF BUSINESS

1 DECLARATION OF INTEREST

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

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

2 CITY PLAN FOR DUNDEE 2022/2032 – ANNUAL REPORT FOR 2025/2026 - Page 3

(Report No 239-2026 by the Chief Executive, copy attached).

(This report was deferred at meeting held on 26th October 2026).

3 CHILDREN AND FAMILIES SERVICE PLAN 2023/2027 - Page 81

(Report No 243-2026 by the Executive Director of Children and Families Service, copy attached).

(This report was deferred at meeting held on 26th October 2026).

4 CAPITAL MONITORING 2026/2027

(a) (Report No 231-2026 by the Executive Director of Corporate Services, copy attached). - **Page 115**

(This report was deferred at meeting held on 26th October 2026).

(b) (Report No 249-2026 by the Executive Director of Corporate Services, copy attached). - **Page 129**

5 REVENUE MONITORING 2026/2027

(a) (Report No 230-2026 by the Executive Director of Corporate Services, copy attached). - **Page 143**

(This report was deferred at meeting held on 26th October 2026).

(b) (Report No 248-2026 by the Executive Director of Corporate Services, copy attached). - **Page 157**

6 2025/2026 SCRUTINY AND AUDIT COMMITTEE SELF ASSESSMENT AND ANNUAL REPORT - Page 171

(Report No 207-2026 by the Executive Director of Corporate Services, copy attached).

(This report was deferred at meeting held on 26th October 2026).

7 ANNUAL TREASURY MANAGEMENT ACTIVITY 2025/2026 - Page 179

(Report No 259-2026 by the Executive Director of Corporate Services, copy attached).

8 PREVENT DUTY POLICY - Page 193

(Report No 197-2026 by the Executive Director of Neighbourhood Services, copy attached).

9 DUNDEE INTEGRATION JOINT BOARD – FINANCIAL RECOVERY PLAN 2026/2027 - Page 215

(Report No 264-2026 by the Executive Director, Dundee Health and Social Care Partnership, copy attached).

10 BUDGET CONSULTATION 2027/2028 - Page 221

(Report No 250-2026 by the Executive Director of Corporate Services, copy attached).

11 TENDER APPROVAL FOR DIGITAL TO PHYSICAL MAIL DELIVERY SERVICE - Page 225

(Report No 257-2026 by the Executive Director of Corporate Services, copy attached).

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

12 OUTSIDE BODY

REPORT TO: **CITY GOVERNANCE COMMITTEE – 26 OCTOBER 2026**

REPORT ON: **CITY PLAN FOR DUNDEE 2022-32 – ANNUAL REPORT FOR 2025/26**

REPORT BY: **CHIEF EXECUTIVE**

REPORT NO: **239-2026**

1. PURPOSE OF REPORT

1.1 To present the fourth annual progress report on the City Plan for Dundee 2022-2032 for approval.

2. RECOMMENDATIONS

2.1 It is recommended that the Committee:

a) Notes the progress made since the commencement of the City Plan for Dundee 2022-32.
b) Notes that the Strategic Leadership Groups will review Performance Indicators that have deteriorated and take measures to improve these going forward.
c) Remits the annual report to the Scrutiny and Audit Committee for further consideration.
d) Remits the Council Leadership Team to monitor Dundee City Council's commitment and inputs to delivering actions supporting this plan.
e) Notes the timescale and arrangements for the preparation and approval of the City Plan for 2027-2037.

3. FINANCIAL IMPLICATIONS

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

4. BACKGROUND

4.1 The Community Empowerment (Scotland) Act 2015 gave community planning partnerships (CPPs) a specific duty to improve local priority outcomes and act with a view to tackle inequalities of outcome across communities in that area. CPPs were required to prepare and publish a ten-year local outcomes improvement plan (LOIP) by 1 October 2017. The LOIP is the current term to describe the document previously known as the single outcome agreement. In Dundee, the LOIP is known as the City Plan for Dundee.

4.2 The Dundee Partnership published its first City Plan in late 2017 for the period, 2017 to 2026 and fully reflected the Scottish Government's guidance for doing so. When the first plan was agreed it was also highlighted that the City Plan would run on a five-year rolling basis, while being subject to annual reviews and reporting, and it sits within the duties of the Council, public bodies, and the Scottish Government in relation to Community Planning and Best Value.

4.3 The current City Plan for Dundee 2022-2032 was agreed by the Dundee Partnership in September 2022. The preparation of the next plan is now underway and is expected to be approved by the Dundee Partnership in September 2027 and then endorsed by community planning partners at their respective governance bodies. For this purpose, the City Plan for 2027-2037 will be scheduled for approval at the City Governance Committee in October 2027.

4.4 The next City Plan will be significantly shaped by the views and experience of local people and communities. The focal point for dedicated engagement in the development of the City Plan will be a new iteration of the Engage Dundee survey. This comprehensive public survey utilises the nationally endorsed Place Standard Tool. The tool covers physical and social aspects of life in neighbourhoods such as the build environment, transport, green spaces, work, safety and social contact. The survey has been augmented with further questions relating to wellbeing and the cost of living. Crucial demographic information is being gathered including the Scottish Government's priority family groups so that the results relating to child poverty can be analysed. The survey is being carried out across September and October 2026 and the results will inform the new City Plan priorities and outcomes.

4.5 During the same period, interested community and stakeholder groups will have the opportunity to discuss the Engage Dundee issues at sessions facilitated by the Council's Community Learning and Development team and other strategic leads with links to key groups and networks. This offer will also be made to equality and diversity groups to ensure that the broadest range of perspectives are influencing decisions.

4.6 To ensure that the new City Plan is implemented effectively, the Dundee Partnership Management Group has adopted a new charter that will enhance collective reporting, delivery and accountability and the commitment of all community planning partners. See Appendix 2.

5 PERFORMANCE AND PROGRESS

5.1 The City Plan for 2022-2032 focuses on a small number of priorities and sets targets which are reviewed annually. Monitoring continues in the same way as previously, showing whether they are on or close to target and whether they are showing a long-term improving trend.

5.2 The summary of the City Plan performance by priority theme in the table below shows that overall, 40% of the performance indicators have improved when compared to the previous year, compared to 73% last year. The Plan retains ambitious targets and 14 of the 30 (47%) indicators have met or are within 5% of the target, this is the same as last year.

Priority Theme	On or Within 5% of target	Improved over previous year	Total Indicators
Reduce Child Poverty and Inequalities in Incomes, Education and Health*	4 (33%)	4 (33%)	12
Deliver Inclusive Economic Growth (including Community Wealth Building)	8 (53%)	6 (40%)	15
Tackle Climate Change and reach Net Zero by 2045	2 (67%)	2 (67%)	3
Total	**14 (47%)**	**12 (40%)**	**30**

* Please note 2 of the 12 indicators in this theme are data only indicators and have no targets associated with them

5.3 The purpose of this type of reporting is to ensure focus on delivering the levels of improvement on key measurable outcomes. The Dundee Partnership Management Group reviews all areas to ensure all plans help towards the priority outcomes. Looking across the total number of indicators, the most improved indicators and the areas for improvement are noted below. The areas for improvement will be a focus for the Strategic Leadership Groups during the next year.

5.4 The indicators showing the most improvement so far are:

- % Active Travel (Walking and Cycling) as a proportion of trips to work (69% increase)
- % of young people 16 to 24 who are unemployed (42% reduction)
- Number of workless households in Dundee (16% reduction)
- Rate of emergency hospital admissions where the primary cause of admission was regarding mental health (12% reduction)
- % point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5 (12% reduction)

5.5 The top five performance indicators that are furthest away from target with no improvement on the year before are listed below.

- City Centre retail unit vacancy rate
- % of working age people with no qualifications
- % point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas (provisional figure for 2025/26)
- % point gap in numeracy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas (provisional figure for 2025/26)
- % of Primary 1 children classified as obese or overweight

5.6 Appendix 1, attached, is the full report setting out progress in detail and includes the following sections:

- Introduction (page 3)
- Background (pages 4-6)
- Progress Summary for 2025/26 (pages 7-8)

- Areas for Improvement – progress from 2024/25 and new areas for 2025/26 (pages 9-17)
- Reduce Child Poverty and Inequalities in Incomes, Education and Health (pages 18 to 39)
- Delivery Inclusive Economic Growth (pages 40 to 58)
- Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045 (pages 59 to 68)

6 POLICY IMPLICATIONS

6.1 The content of this report was previously considered in report 255-2022 and remains valid. The original report was subject to an Integrated Impact Assessment. An appropriate senior manager has checked and agreed with this assessment. For progress reports relating to the initial report, a copy of the Integrated Impact Assessment is included as an Appendix to that initial report.

7 CONSULTATIONS

7.1 The Dundee Partnership Management Group, Co-chairs of the Strategic Leadership Groups, and the Council Leadership Team were consulted on the contents of this report.

8. BACKGROUND PAPERS

8.1 None.

GREGORY COLGAN
CHIEF EXECUTIVE

DATE: 5 OCTOBER 2026

DUNDEE PARTNERSHIP

City Plan for Dundee 2022-2032

Annual Progress Report 2025-26



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Introduction

by the Chair of the Dundee Partnership

The Dundee Partnership brings together all the public, private and voluntary organisations who work to shape our city and the lives of people who live, work, learn and visit here. Our City Plan is the document that sets out our vision for Dundee and the action we will take to deliver that.

This is our annual report for 2025/26. It shows that we are continuing to make progress whilst still having some way to go to achieve our ambitions for Dundee. Despite the challenges faced, the Partnership continues to aspire to the challenging but realistic goals we have agreed - to grow our economy in a way that benefits everyone; to reduce the unacceptable levels of child poverty and the other social injustices we see around us; and to make our contribution to slowing down the impact of climate change.
The current City Plan was written in 2022, and the Partnership is fully aware that the passage of time has changed the place where we find ourselves. To reflect this, a new City Plan is under development for 2027 onwards in which our vision and goals will be updated, with a renewed focus on outcomes we need to achieve and the action we will need to take.

In the interim, within this report you will find examples of the excellent work already happening in Dundee as well as the areas where we know improvement is needed. It tells a story of how determined we are to make Dundee a city we can all be proud of and enjoy.



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

Background

The Dundee Partnership acts on the behalf of all the city's communities and the public, private and voluntary organisations committed to making it better. It is where our collective hopes and ambitions for Dundee come together.

The Partnership is well respected locally and across Scotland and has imagined and delivered many acclaimed projects. At the same time, the Partnership is acutely aware that the real success of the city is unequally shared. Too many Dundonians continue to experience inequalities in different aspects of their lives such as health, education and income. We must change that.

We will grow the city and make it more sustainable economically and environmentally, but we also need to continue to grow our city in ways that reduce inequality. Our ambitions are captured in the vision for the city that was agreed by the full Dundee Partnership in summer 2022.

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

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

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



The three strategic priorities provide the framework for our action plans, that reflect both the needs of our population and the aspirations of our communities, with the overall aim of reducing deprivation and inequalities, as follows:



The Partnership works across a great number of agencies and strategic agendas. The diagram below shows the city's three strategic priorities, key responsible groups and main strategic documents that the City Plan 2022-32 builds on and connects to, and how all these fit together. This is undeniably complex, and the Partnership is keenly aware of the need to manage and coordinate the partnership landscape. Collectively the Partnership will endeavour to ensure that partnership arrangements are as streamlined and effective as possible.

As part of the five year review cycle for the current City Plan, the Dundee Partnership will be considering their priorities, actions and measures for the remaining five years of this ten year plan. This work will be undertaken throughout the rest of 2026/27 and will include extensive consultation with partners, communities and other stakeholders before the revised City Plan for Dundee is published in 2027.


Groups and Partners
Alcohol Drug Partnership
Department for Work & Pensions
Discover Work Partnership
Dundee Advice Workers Forum
Dundee Child Poverty Pathfinder Programme Board
Dundee City Council
Dundee City Council NEC Group
Dundee Community Food Network
Dundee Health Social Care Partnership
Dundee Volunteer & Voluntary Action
Fairness Leadership Panel
FE/HE Partners
Local Fairness Initiative Project Board
Living Wage Action Group
Mental Health & Wellbeing Strategic & Commissioning Group
NHS Tayside
Social Security Scotland
Tayside Regional Improvement Collaboration
Third Sector Interface
Key Strategies and Plans
Child Healthy Weight Strategy
Dundee Advice Strategy
Dundee Drug & Alcohol Services Strategic and Commissioning Plan
Dundee Health & Social Care Strategic and Commissioning Plan
Dundee Mental Health & Wellbeing Strategic Plan
Empty Homes Strategy
Local Child Poverty and Fairness Plan
Local Community Plans
Local Housing Strategy
Strategic Housing Investment Plan (SHIP)
Tayside Plan for Children, Young People & Families
Tenant Participation Strategy
REDUCE child poverty and inequalities in incomes, education & health
TACKLE Climate Change and reach Net Zero carbon emissions by 2045
DELIVER Inclusive Economic Growth (including Community Wealth Building)
Key Strategies & Plans
City Centre Investment Plan
Discover Work Strategy and Action Plan
Dundee: A Creative City 2024-2034
Dundee Events Strategy
Tourism Strategy
Lead Groups and Partners
Dundee Climate Hub
Dundee Climate Leadership Group
Dundee City Council
FE/HE Partners
Sustainable Dundee
Lead Groups and Partners
Business Gateway
City Centre Action Group
Cultural Leadership Group
Discover Work Partnership
Dundee & Angus Chamber of Commerce
Dundee City Council
Dundee Cultural Leadership Group
Dundee Partnership Co-ordinating Group
Dundee Port
Dundee Volunteer & Voluntary Action
Eden Project Dundee
FE/HE Partners
Invest in Dundee
Living Wage Action Group
Michelin Scotland Innovation Parc
Scottish Enterprise
Tay Cities Board
Third Sector Interface
Tourism Leadership Group
Key Strategies and Plans
Net Zero Transition Plan
Dundee Climate Action Plan
Dundee Local Area Energy Plan
Dundee Local Development Plan
Dundee Local Heat & Energy Efficiency Strategy
Dundee Sustainable Transport Delivery Plan
Regional Transport Strategy and Delivery Plan
Housing Energy Efficiency and Net Zero Strategy
Strategic Housing Investment Plan (SHIP)

Progress Summary 2025-2026

The table below shows that overall, 47% of the performance indicators in the City Plan are on or within 5% of the target. This is consistent with the 2024/25 annual report where 47% of indicators were also on or within 5% of the target. The table also shows that overall, 40% of performance indicators improved when comparing the latest figures to the previous year. The number of performance indicators showing an improvement when compared to the previous year has decreased when compared to the number reported in last year's annual report. In the 2024/25 report 22 indicators (73%) showed an improvement.

Table 1: City Plan Performance indicators

Priority Theme		On or Within 5% of target	Improved over previous year	Total Indicators
	Reduce Child Poverty and Inequalities in Incomes, Education and Health	4 (33%)	4 (33%)	12
	Deliver Inclusive Economic Growth (including Community Wealth Building)	8 (53%)	6 (40%)	15
	Tackle Climate Change and reach Net Zero Emissions by 2045	2 (67%)	2 (67%)	3
Total		**14 (47%)**	**12 (40%)**	**30**

*Please note two of the twelve indicators in this theme are data only indicators and have no targets associated with them

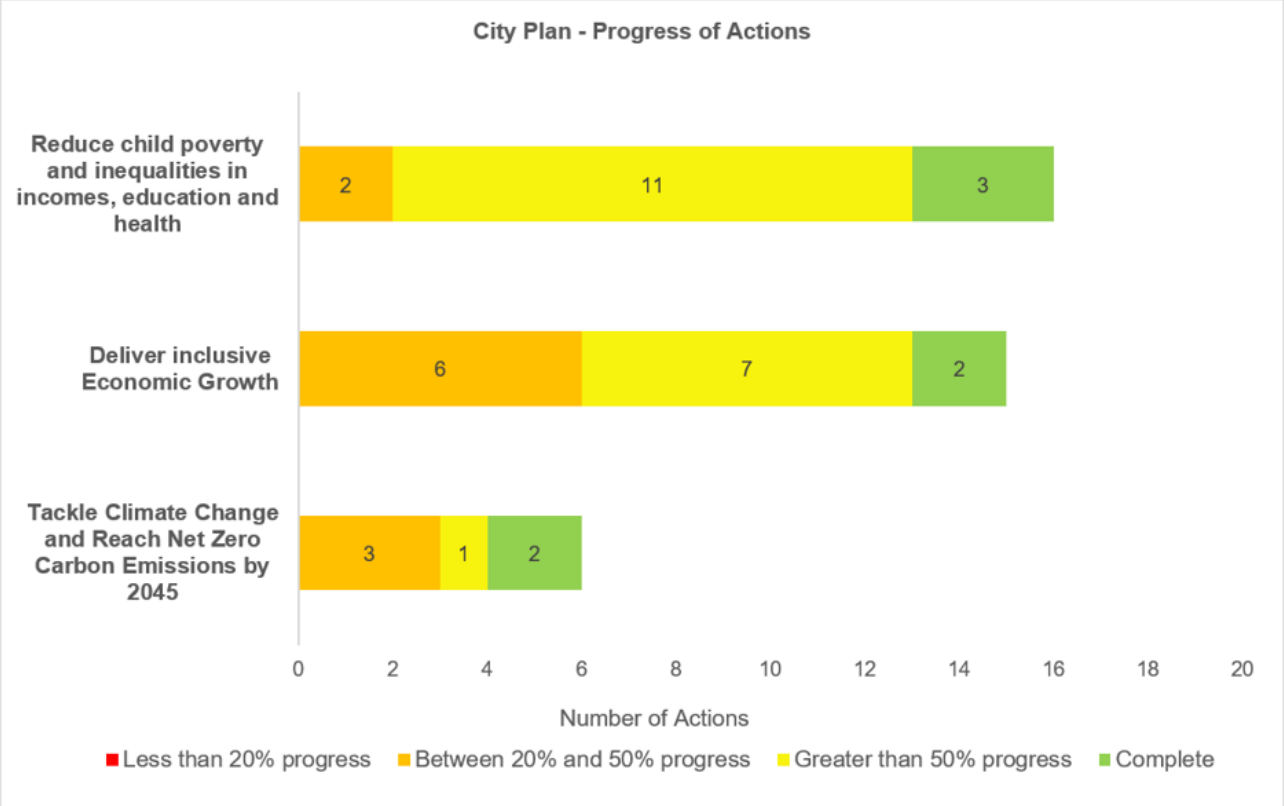
The chart below shows the progress of all the actions contained in the City Plan. The percentage complete is a self-assessment of the progress of the individual actions contained in each theme of the plan. Officers who are assigned each action are advised to use the following guidance when assessing the progress of their action.

%	Definition
20%	The task is defined and agreed by relevant partners/stakeholders
40%	Necessary tasks planned and implementation in early stages
60%	Number of key actions achieved/agreed process or improvement taking shape or in place or underway
80%	Majority of actions achieved/agreed process or improvement largely in place or underway leading to confidence that the overall action will be delivered in full/on schedule
100%	Action has been completed, and objectives have been achieved

City Plan Action Progress

Chart 1 below shows that all the actions are in progress which means someone has been assigned, briefed and already taken steps towards achieving the action. Of the 37 actions in the City Plan, seven (19%) have been completed, with 19 actions (51%) making progress of greater than 50%. Eleven actions (30%) have made progress of between 20% and 50% which is not unexpected four years into a ten-year plan.

Graph 1: City Plan Actions Progress



Areas for Improvement and Improvement Action Plan

The table below outlines progress on previously highlighted areas for improvement, and highlights areas for improvement in the year ahead based on the performance indicators furthest away from the target

Areas for improvement			
Performance Indicator to be improved	**Indicator Performance and Planned Improvement Activity**	**Status**	**Lead**
Number of Workless Households	This indicator was highlighted as an area for improvement in the 2024/25 report Data for this indicator is sourced from the ONS Annual Population Survey and there is a time lag associated with this data. The number of workless households in Dundee City reduced from 14,300 in calendar year 2023 to 12,000 in calendar year 2024. Reducing the number of workless households in the city is a key priority for the Discover Work Employability Service. This is done through addressing the employability needs of individuals and adopting a whole family approach where appropriate and where resources allow. The latest figure exhibits a significant decrease in the number of workless households.	Improvement shown since the 2024/25 report	Inclusive Economic Growth Strategic Leadership Group

Areas for improvement			
Performance Indicator to be improved	**Indicator Performance and Planned Improvement Activity**	**Status**	**Lead**
% Active travel (walking and cycling) as a proportion of trips to work	This indicator was highlighted as an area for improvement in the 2024/25 report The data for this indicator is sourced from the Scottish Household Survey. There is a time lag associated with this data, the most recent data available is taken from the 2024 survey results which were published in late 2025. The survey reported that active travel (walking and cycling) as a proportion of trips to work increased from 13% in the 2023 survey to 22% in the 2024 survey. This increase has been driven by investment in active travel infrastructure projects such as the Broughty Ferry and Monifeith Active Travel Project and the Secure Residential Cycle Storage project. These have been supported by active travel behaviour change work carried out by Dundee Cycle Hub to encourage people to use active travel for everyday journeys and a subsidy to reduce the cost of the secure residential cycle parking spaces to £11 a year.	Improvement shown since the 2024/25 report	Climate Change/ Net Zero Strategic Leadership Group

Areas for improvement			
Performance Indicator to be improved	**Indicator Performance and Planned Improvement Activity**	**Status**	**Lead**
% City Centre retail units vacancy rate	This indicator was highlighted as an area for improvement in the 2024/25 report. This will remain as an area for improvement in this year's report. The Dundee City Council town centre vacancy rate increased from 19.8% in 2024/25 to 20.3% in 2025/26. Like all city centres, town centre vacancy rates are increasing due to national retailers reducing their assets and/or closing and due to a decrease in footfall. The Overgate continues to attract new retailers and plans are in place for Wellgate redevelopment along with £1.5m investment in public realm along Murraygate (Eastern Quarter). The Wellgate Centre has a 35% vacancy rate. The former Debenhams in the Overgate Centre is now occupied, but the Overgate Centre had a unit vacancy rate of 8% at the time of the 2025 survey. We have a commercial buildings grant but to date there has been very little uptake and no empty vacant units in core High Streets have benefited from the grant.	Continues to be an area for improvement	Inclusive Economic Growth Strategic Leadership Group

Areas for improvement			
Performance Indicator to be improved	**Indicator Performance and Planned Improvement Activity**	**Status**	**Lead**
	There has been some positive progress including the introduction of the City Centre Commercial Waste Project. This has significantly reduced the clutter of trade bins on streets and encouraged better recycling. The Business Improvement District (BID) has been approved, with city centre businesses overwhelmingly voting to create a £2.4 million, five-year programme focused on cleaner streets, enhanced maintenance, safety and coordinated events and marketing. These achievements build on to the City Centre Strategic Investment Plan and accelerate momentum and reposition the city centre as a cleaner, safer and more vibrant destination helping attract investment and fill vacant shops.		

Areas for improvement			
Performance Indicator to be improved	**Indicator Performance and Planned Improvement Activity**	**Status**	**Lead**
% of Working Age People with no Qualifications	This is a new area for improvement highlighted in this year's report Data for this indicator is sourced from the ONS Annual Population Survey. The percentage of the working age population with no qualifications in Dundee City increased from 7.2% in calendar year 2024 to 10.2% in 2025. The percentage of people with no qualifications continues to exceed the target and addressing this is a priority for providers of education and employability services within the Council and across the wider Dundee Partnership.	Identified as an area for improvement in this year's report	Inclusive Economic Growth Strategic Leadership Group
% point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas	This is a new area for improvement highlighted in this year's report A provisional 2025/26 figure for this performance indicator as of July 2026 has been provided. This figure is still subject to quality assurance with the final official figure being published in December 2026. Provisional figures show that in 2025/26 the percentage point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas stood at 20.2%. This has increased from 13.9% reported for the period 2024/25. Quality Improvement Education Officers (QIEO) will continue to work with their link schools at the start of session 2026/27 to review and if necessary, update these figures before final submission to the Scottish Government at the end of August 2026. They will then be subject to a further round of quality assurance by Scottish Government statisticians before final official figures are published in December 2026. Once finalised QIEOs, managers and the pedagogy team will use the literacy data to identify schools for targeted support to improve literacy achievement and close the poverty related attainment gap.	Identified as an area for improvement in this year's report	Child Poverty and Inequalities Strategic Leadership Group

Areas for improvement			
Performance Indicator to be improved	**Indicator Performance and Planned Improvement Activity**	**Status**	**Lead**
% point gap in numeracy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas	This is a new area for improvement highlighted in this year's report. A provisional 2025/26 figure for this performance indicator as of July 2026 has been provided. This figure is still subject to quality assurance with the final official figure being published in December 2026. A Provisional figure show that in 2025/26 the percentage point gap in numeracy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas stood at 13.8%. This has increased from 9.6% reported for the period 2024/25. See comments under the literacy PI above for improvement activity that will be undertaken by Quality Improvement Education Officers.	Identified as an area for improvement in this year's report	Child Poverty and Inequalities Strategic Leadership Group

Areas for improvement			
Performance Indicator to be improved	**Indicator Performance and Planned Improvement Activity**	**Status**	**Lead**
	Quality Improvement Education Officers (QIEO) will continue to work with their link schools at the start of session 2026/27 to review and if necessary, update these figures before final submission to the Scottish Government at the end of August 2026. They will then be subject to a further round of quality assurance by Scottish Government statisticians before final official figures are published in December 2026. Once finalised QIEOs, managers and the pedagogy team will use the literacy data to identify schools for targeted support to improve literacy achievement and close the poverty related attainment gap.		
% of Primary 1 children classified as obese or overweight	This indicator was highlighted as an area for improvement in the 2024/25 report. This will remain an area for improvement in this year's report. Latest figures show that the percentage of primary 1 children at risk of obesity or being overweight combined has increased from 25.1% in 2023/24 to 27% in 2024/25. This trend has also been experienced nationally with the Scottish proportion increasing from 22.2% in 2023/24 to 24.4% in 2024/25.	Continues to be an area for improvement	Child Poverty and Inequalities Strategic Leadership Group

Areas for improvement			
Performance Indicator to be improved	**Indicator Performance and Planned Improvement Activity**	**Status**	**Lead**
	The Children and Families Service are leading a multiagency working group to develop a Food and Health Policy for all early years, primary and secondary school settings. The Early Years Policy is completed. The Food and Health Policy for Primary and Secondary Schools is in its final draft stage and will be implemented in schools during 2026/2027. During preparation of the new Children's Services Partnership Plan 2026-29 a commitment has been made to: • Implement the Tayside Child Healthy Weight Strategy • Increase the number of children participating in Active Schools activities (including retention rates for target groups)		
% of Household Waste Recycled	This was highlighted as an area for improvement in the 2024/25 City Plan Report. Performance data for the period 2025/26 is not due to be published until later in 2026. The most recent figures available show that the percentage of household waste recycled or composted in 2024/25 stood at 35.1% this reduced from 36.6% in 2023/24.	Continues to be an area for improvement	Climate Change/ Net Zero Strategic Leadership Group

Areas for improvement			
Performance Indicator to be improved	**Indicator Performance and Planned Improvement Activity**	**Status**	**Lead**
	Improvement in the city's recycling rate has been identified as a key priority following its recent deterioration. In response, the Waste Team has developed and published an updated Waste Strategy and Action Plan for 2026-2030. This strategy outlines a series of key actions, including initiatives linked to the Take Pride in Your City Campaign, aimed at driving improvements and achieving long-term sustainability goals.		

Reduce Child Poverty and Inequalities in Incomes, Education & Health

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

936 families in Linlathen, Midcraigie and Douglas received support through the Fairer Futures Partnership in 2025/26.

(Source: DCC City Development)

2.9

rate of emergency hospital admissions in 2025/26 where the primary cause of admission was regarding mental health.

(Source: Dundee Health and Social Care Partnership 2025/26 figure)

91.3%

of 16-19 year olds in Dundee were participating in education, employment or training.

(Source: Skills Development Scotland – annual participation measure 2025)

Strategic Highlights

- The 2025-26 Fairness and Local Child Poverty Plan Report was agreed by the City Governance Committee in June 2026 following engagement sessions with key services to review the existing actions, assess progress and set new priorities. For more detail the full report can be found **here**.
- The Fairer Futures Partnership (FFP) in Linlathen & Mid Craigie neighbourhoods supported 936 families and helped secure more than £1.2m in additional income and financial gains for them.
- Linlathen is seeing a £10m home insulation programme which will add to the poverty reduction efforts in the area as families will see their utility bills falling.
- 2025-26 saw continued financial gains across the city totalling £17,829,814. This included over £1.5m generated through the ongoing Pension Credit campaign
- Supports for care experienced children and young people have led to fewer entering care, increased school attendance and improved educational attainment. Progress of young people into positive destinations has been maintained, aided by the Career Ready and MCR Pathways programmes.

Actions in progress

Actions in progress for completion 2026/27

There are 0 actions within this theme due for completion by 31st March 2027.

There are 11 actions in this theme which have progress greater than 50%:

- Continue to develop and implement the Child Poverty Pathfinder
- Develop and publish the next Local Child Poverty Action Plan (including wider fairness actions) and track progress to ensure that commitments made are delivered
- Target work to the most disadvantaged communities including focused local fairness initiatives in Linlathen and Stobswell West
- Implement the recommendations of The Promise to deliver the Scottish Government's commitment to care for Scotland's most vulnerable children and give them the best possible childhood
- Ensure maximum take up of all UK and Scottish Welfare Benefits
- Implement the new advice strategy for Dundee and maximise provision
- Ensure that cash first, dignified and sustainable approaches are in places across the city to support those dealing with fuel or food poverty
- Increase the percentage of care experienced young people entering positive destinations
- Improve ongoing participation, in particular for care experienced young people and those from SIMD 1 areas
- Increase the number of opportunities for our young people to gain work experience and paid internships across the public, third and private sectors, through schemes like Career Ready
- Increase the number of mentors across the public, third and private sectors supporting our young people through the MCR Pathways approach

Priorities in Action

Fairer Futures Partnership (FFP)

The Fairer Futures Partnership (formerly called the Child Poverty Pathfinder) continued to provide intensive support to families across Linlathen, Mid Craigie and Douglas through a combination of key worker engagement, outreach activity, door knocking and multi-agency drop-in services.

Across the three areas a total of 936 families have received support, including 861 dependent children. In Linlathen, 325 families with 350 children have engaged with the programme, including 49 larger families with three or more children. In Mid Craigie, the FFP has supported 275 families with 252 children, while 336 families with 259 children have been supported in Douglas.

Families have benefited from tailored key worker support, advocacy, assistance to access services, and ongoing follow-up to ensure needs are met. The Douglas drop-in now brings together a wide range of partners including Dundee City Council Housing, Council Advice Services, Enable Works, Home Energy Scotland, Citizens Advice Bureau, the Health Inclusion Nursing Team, DWP, and Social Security Scotland, strengthening the availability of coordinated support within the community.

In addition to addressing financial hardship, the FFP has supported families experiencing a range of complex challenges, including domestic abuse, mental health crises and food, energy and clothing insecurity. Plans are also being developed with the Community Learning and Development Team to deliver a life skills programme for young people aged 16–19 in Douglas, covering areas such as budgeting, cooking and tenancy sustainment.

The programme has continued to deliver significant financial gains for families. Across the three target areas during 2025/26, families secured over £837,000 in non-benefit financial gains, including earned income, energy support funding and successful applications to grants and trusts. Families also achieved almost £373,000 in additional benefit income, primarily through Scottish Child Payment, Adult Disability Payment, Child Disability Payment, Carer-related benefits, and other entitlements.

The FFP's 'No Wrong Door' approach has also facilitated support for families from across Dundee. During the reporting period, 1,003 families from outside the target areas accessed support through FFP drop-ins. These families secured over £593,000 in non-benefit financial gains and almost £347,000 in additional benefit income, demonstrating growing awareness of and confidence in the service.

Capacity within the FFP has also increased through the successful integration of two new key workers who now lead the Linlathen drop-in. The multi-agency key worker team currently comprises over four Full Time Equivalent (FTE) Dundee City Council staff, alongside dedicated DWP and Social Security Scotland key workers, helping to sustain a joined-up approach to tackling poverty.

Learning from the FFP is increasingly influencing wider service development across the city. The FFP experience has informed work on the co-location of employability services as part of Dundee & Angus College's plans to transform the Wellgate into a new city centre campus. It has also supported the development of the proposed Crichton Street Hub, a city-centre multi-agency service for young people requiring early intervention and support. These examples demonstrate how the FFP continues to shape wider approaches to integrated service delivery and prevention across Dundee.

Fairness and Local Child Poverty Action Plan

Engagement with key services facilitated development of the 2025/26 Fairness and Local Child Poverty Action Plan. This enabled a full review of actions, impact and priorities to take place. Since its publication, work is being aligned with the Scottish Government's new Tackling Child Poverty Delivery Plan 2026–2031: Bringing Hope, Building Futures to ensure local commitments reflect national direction and strengthen our focus on prevention, income maximisation and wider fairness outcomes. The Fairness report was published in June 2026 following Committee approval, in line with statutory requirements. **The full report can be read here**.

Targeting Our Most Disadvantaged Communities

Linlathen, already a focus of the Fairer Futures Partnership has also seen additional targeted action taken through our Local Fairness Initiative (LFI). Alongside figures reported above:

- Distribution of 1,920 food bags saved households a further £59,520
- Affordable childcare has been in place for 95 children from 72 families
- 27 individuals from Linlathen have been assisted into employment
- 31 residents have participated in locally delivered, accredited courses
- 60 volunteers contributed over 6,400 hours, generating more than £81,000 in social value
- There have been 456 visits to the Linlathen Works Drop-in centre
- Over 1,000 attendances at local drop-in sessions
- Delivery of 94 hours of family activities across 47 sessions

Improvements to housing and green spaces were driven by the development of three play trails and a park upgrade, enabled by £262,000 in funding and the involvement of 367 residents in co-design efforts.

A key development within the LFI in Stobswell West has been a subgroup focusing on housing issues in the area. This has primarily been focusing on the private rented sector. A working group has also been established there focusing on increasing opportunities for community engagement. A strategy has been developed by local partners including a range of outreach door knocking, community-based activities and community information.

Work has also started on insulation of homes in Linlathen representing an almost £10m investment in the housing stock in the area. This work will support our Net Zero ambitions in addition to supporting the people of Linlathen financially.

Local Authority figures from the Scottish House Condition Survey for the period 2022-24 estimated that 38% of all households in Dundee City were in fuel poverty. It was also estimated that 23% of all households in Dundee City were in extreme fuel poverty in the period 2022-24. Fuel poverty is known to have a direct impact on health and wellbeing.

A £40,000 investment has been made to install a container at the East Housing Office along with other works being carried out to enable the Linlathen Food Cupboard to run from there following the Hub Library closure.

Dundee: Living Wage City

Dundee continued to demonstrate its commitment to being a Living Wage City through the development of a new three-year Action Plan for 2025–2028. Led by the Dundee Living Wage Action Group, the plan sets out clear priorities to support existing accredited employers and increase uptake. It responds to current economic challenges and aligns with wider Fairness Strategy for the city and the councils **Fair Work First statement**.

The Action Group meets regularly to monitor progress, plan engagement activities, and prepare for key events such as Living Wage Week. The structured approach outlined in the plan ensures that accreditation efforts are targeted, visible and sustained. This work reinforces Dundee's long-term commitment to fair pay and inclusive economic growth, in line with the city's Living Wage ambitions.

As of March 2026, there were 118 accredited employers, uplifting 2,062 workers to the real Living Wage in Dundee. During 2025-26, eight new employers joined the network, collectively uplifting 58 staff. Dundee also now has five Living Hours employers reflecting wider progress on Fair Work.

Implementing 'The Promise' Recommendations

Dundee has continued to make strong progress in delivering The Promise and improving outcomes for care experienced children and young people. The Our Promise Annual Report, approved in October 2025, highlighted significant achievements across the current action plan, with work now underway on all 29 initiatives. To date, 19 actions have been completed, and the remaining actions are progressing well. Activity supported through Whole Family Wellbeing Funding has strengthened six existing services and enabled the development of ten new services aligned to local priorities.

Over the past three years, Dundee has seen a marked reduction in the number of care experienced children and young people, falling from 374 in 2023 to 309 in 2025, a greater improvement than the national trend. At the same time, more children are being supported safely within their families, reflected in an increased use of Compulsory Supervision Orders at home and a continued shift towards family-based care rather than residential placements.

Progress has also been made in improving stability for young people in care. Educational outcomes have improved, with increasing numbers of care experienced pupils achieving recognised qualifications and school attendance rates performing above comparable local authority averages.

Despite this progress, challenges remain. Attendance and attainment levels for some groups of care experienced children and young people continue to be lower than those of their peers, particularly those subject to Compulsory Supervision Orders or in kinship care. Addressing these inequalities will remain a key focus within the next phase of delivery.

Building on the progress achieved to date, Dundee's next three-year Promise Plan will be integrated within the Children's Services Planning Partnership Plan 2026–2029, ensuring that care experienced children and young people remain a central priority. Continued collaboration across partners will focus on sustaining improvements, strengthening family support, and helping all care experienced children and young people achieve positive outcomes.

Improving Benefit Take Up

The Pension Credit Older People take-up campaign began in February 2024 after extensive planning to identify possible likely recipients. During 2025-26, financial gains of £1.5m were made. In total since the start of the campaign, 810 older people households in Dundee have been engaged, with raised benefits totalling £5,175,735 as of mid Apil 2026.

Total Welfare Rights gains for 2025-26 totalled £17,829,814, an increase of 5% on the previous year's gains. Financial gains from Brooksbank and CAB are expected to add a further £6m or so to this overall figure.

Continuing a Cash First Approach

A full programme of cash first assistance is in place at Dundee Foodbank including access to remote advice via the digital platform Attend Anywhere. Where possible, steps are continuing to be made to invite other food organisations and larders to offer similar advice in their settings across the city.

The Connect Team advisors offer access at twelve community venues and the Welfare Advice and Health Partnership offers support with income maximisation, welfare benefits, advice, etc., in twelve GP surgeries across the city. All services actively support a cash first approach which has expanded into the area of fuel poverty support as well as linking into the foodbank for additional emergency support. Partnership with the Fuel Bank and Housing Associations Charitable Trust energy voucher funds, led by Dundee Energy Efficiency Advice Project (DEEAP), has been expanded in 2025/26.

Improving Participation and Positive Destinations for Young People

Dundee demonstrates good overall performance in participation and positive destinations. Within this overall view however, there are areas where targeted improvement is required for identified priority groups. These include:

- For SIMD Quintile 1 leavers, this reduces to 90.2% (Scotland: 93.2%)
- For Care Experienced leavers, outcomes are lower still at 84.0% (Scotland: 86.8%)

Participation data shows a broadly positive and improving picture with August 2025 data showing that 87.3% of Dundee's 16–19 year olds in SIMD Quintile 1 are in positive destinations such as training etc.., comparable to 88.8% nationally. More recent data (March 2026) shows Dundee participation rates at 86.8%, now above the national figure of 85.0%

School attendance trends also indicate progress, particularly for young people in SIMD Quintile 1 with Primary attendance up 0.4% to 91% and Secondary attendance up 1.3% to 84%. For Care Experienced Young People (CEYP), the picture is more variable with Primary attendance down 2.4% to 85% but Secondary attendance up 14.2% to 58%

While Dundee is maintaining broadly comparable or improving performance in participation, the data highlights persistent gaps for care experienced young people and those in SIMD Quintile 1. Strategic improvement will focus on:

- Improving attendance consistency, particularly for CEYP
- Strengthening early intervention and targeted support for identified groups
- Increasing positive and sustained destinations for care experienced leavers
- Maintaining strong participation levels post-school, particularly in areas of deprivation

This data-driven focus will support narrowing the equity gap and improving sustained outcomes for Dundee's most vulnerable children and young people.

Helping Care Experienced Young People (CEYP) into Positive Destinations

Key workers in the youth employability service are continuing to support CEYP across Dundee and support them into positive destinations. The young people referred to the service are offered bespoke 1:1 support to address their needs and aspirations and an action plan is created with them. Action plans address topics such as, CV creation, job applications, college applications, accessing training or preparing for being part of the workforce. When an individual has entered a positive destination, they continue to receive aftercare support from their key worker, which helps them to sustain it.

Increasing the Range of Opportunities for Young People

All secondary schools deliver a universal work experience programme for S3/4 pupils working alongside Dundee City Council's Employability Team. This universal offer makes use of a comprehensive database of various Public and Private companies across Dundee.

All secondary schools continue to engage with Career Ready. This national charity helps to prepare a young person for their future beyond school, the chance to develop employability skills, social skills, confidence/self-esteem in the real world of work, and an increased awareness of jobs and career possibilities.

Dundee City Council provided a four-week paid internship for seven of the cohort of senior phase pupils through the Career Ready mentoring programme. Those pupils committed to work full time (35 hours per week) across several service areas. In total 34 young people graduated from the program this year across all employers. The current cohort for 2026/27 has increased and 37 young people are currently taking part in the programme and are due to graduate next year. Recruitment will soon begin for a further cohort, and the hope will be to offer 60 spaces across all schools.

Increasing the Support to Young People Through MCR Pathways

The number of mentors has been increased, supported by seven MCR Pathway Mentor Coordinators (3 FTE) now working across Dundee secondary schools. To strengthen mentor–pupil matching, training Pupil Support Workers to work alongside Coordinators and support elements of the mentoring service is being explored. This approach aims to ensure effective use of available mentors and enhance consistency of provision.

However, the proposal would require dedicated capacity from Pupil Support Workers, estimated at approximately one to two class periods per week, to undertake these additional responsibilities. Further discussion is needed around targeted focus groups / pupils to ensure there was no caseload cross over and determine whether this model is operationally feasible within existing school staffing and timetable arrangements.

Volunteer mentors from diverse backgrounds continue to give one hour per week to support young people, helping them to build confidence, ambition, and positive future pathways.

During 2025/26 399 young people were supported, including 121 care experienced young people. Nearly all (98%) reported increased confidence and 96% said the mentoring helped them recognise their talents and strengths. Educational attainment was also improved, with 72.4% achieving at least one SCQF Level 5+ qualification compared to 45.6% nationally. This contributed to 88.5% entering into a positive destination post-school. As of March 2026, 146 young people are actively matched with mentors, with a further 18 preparing for mentoring support.

Overall, Dundee City Council and MCR Pathways continue to deliver strong, measurable impacts through mentoring, supporting young people to overcome barriers, achieve qualifications, and progress confidently into positive futures.

Delivering on the Child Healthy Weight Strategy

Child healthy weight remains a significant challenge in Dundee. The latest Primary 1 data for 2024/25 shows that 27% of children are at risk of overweight or obesity, 72% are a healthy weight and 1% are at risk of underweight. Significant inequalities persist, with children in more disadvantaged communities continuing to experience poorer outcomes.

Partners continue to implement the Tayside Child Healthy Weight Strategy, recognising that improving healthy weight requires a long-term, whole-systems approach involving schools, health services, local authorities, communities and families. Progress has been slower than anticipated due to capacity and resource challenges, but work continues to embed healthy weight considerations across local services and policies.

A key area of progress is the development of a Food and Health Policy for early years, primary and secondary school settings. The Early Years Policy has been completed. The Food and Health Policy for Primary and Secondary Schools is in its final draft stage and will be implemented in schools during 2026/2027.

Supporting families experiencing food insecurity remains a priority. During 2025, partners launched the Tayside Infant Food Insecurity Pathway, providing a coordinated, cash-first approach to ensuring parents and carers can access timely and sustainable support when needed.

Work has also continued to improve food and health environments within schools and early years settings. A Food and Health Padlet, developed jointly by Dundee City Council, NHS Tayside and partners, provides practical resources to support a whole-setting approach to food and health. Between August 2024 and February 2025, the resource attracted 450 unique users. **https://dundeecity.pentanarpm.uk/cpmweb/actions/show/4544724**

National developments, including the Good Food Nation (Scotland) Act 2022 and the Population Health Framework published in 2025, are expected to strengthen local efforts to improve diet, reduce obesity and tackle health inequalities. Together, these initiatives provide an important framework for continued progress towards the ambitions of the Tayside Child Healthy Weight Strategy.

Detailed Updates by Priority Theme

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

Performance Indicator Key

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

Action progress symbols and stages explained

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

Performance Scorecard

Priority	PI on Target	PI within 5% of Target	PI not on Target	Total	Improved or the same as last year (% of total)
Reduce Child Poverty and inequalities in Incomes, Education & Health	3	1	6	12	5 (42%)

*The number of drugs death has a target of reduce as opposed to a numerical target so won't be counted within the on target, within the 5%, or not on target columns but is counted in the overall total
Children living in poverty to be reduced by half by 2030, the methodology for this PI has changed and back dated time series data unavailable so this will be a data only indicator this year as there is not enough trend data available to create a meaningful target. Backdated data due to be published March 2027. This indicator won't be counted within the on, within the 5%, not on target columns but will be included in the overall total.

Most Improved PIs	Most Deteriorating PIs
Rate of emergency hospital admissions where the primary cause of admission was regarding mental health	% point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas
% point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5	% point gap in numeracy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas
Children living in poverty to be reduced by half by 2030	% of care experienced school leavers entering positive destinations

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
Data Only Indicator	Children living in poverty to be reduced by half by 2030*	Not Available	17.7%	17.0%	Not Available	Not Available	▲	Not Available	DWP estimated that in Dundee City in 2024/25, 4,106 children aged 0-15 years (17% of the total number) were living in relative low income families after housing costs. This has reduced from 4,271 children aged 0-15 years (17.7%) reported in 2023/24. Previously statistics produced by End Child Poverty populated this indicator, however End Child Poverty have now stopped producing these figures. DWP will now produce figures for this indicator, but they are calculated using a different methodology so are not comparable and prevent us showing trends. As a result, this indicator will be shown as a data only indicator in this year's report with targets and long-term trends being produced when data is released in March 2027.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
✓	% of 16 – 19 year olds participating in Education, Employment or Training**	89.4%	90.5%	91.3%	92%	100%	▲	▲	Skills Development Scotland Published their Annual Participation Measure for 2025 in August 2025. It reported that 91.3% of 16-19 year olds in Dundee were participating in education, employment or training. When looking at this in more detail, 68.4% were in education, 19.7% were employment, and 3.1% were in other training and development.
▲	% of 16 – 19 year olds participating in Education, Employment or Training from SIMD 1**	84.1%	87.3%	87.3%	90%	100%	=	▲	Skills Development Scotland published their participation measure for 2025 in August 2025. This reported that 87.3% of 16-19 year olds in Dundee City living in SIMD Quintile 1 were participating in education, employment or training. The improvement seen between 2023 and 2024 has been maintained.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	% of care experienced school leavers entering positive destinations*	71%	100%	84%	94%	100%			Most care experienced children are in positive destinations. This indicator can fluctuate due to the small number of care experienced children who are 16+. Key workers in the youth employability service are continuing to support Children and Young People across Dundee and support them into positive destinations.
	% gap in attainment tariff average scores between school leavers living in SIMD 1 areas and SIMD 5 areas*	49%	45%	51%	43%	22%			The average tariff score for leavers from SIMD Quintile 5 increased from 1,088 in 2024 to 1,141 in 2025. Over the same period, the average tariff score for leavers from SIMD Quintile 1 declined from 593 to 563. This has widened the poverty related attainment gap on this measure.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	% point gap in literacy in P1-7 between pupils living in SIMD 1	16.6%	13.9%	20.2%**	11.2%	N/A***			The latest figure, which is for the period 2025/26, is a provisional figure as of July 2026. Quality Improvement Education Officers (QIEO) will make their final submission to the Scottish Government at the end of August 2026. Quality assurance will mean final figures will be published in December 2026. Data will then be used to identify schools for targeted support to improve literacy achievement and close the poverty related attainment gap.
	% point gap in numeracy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas	14.3%	9.6%	13.8%**	10%	N/A***			The latest figure, which is for the period 2025/26, is a provisional figure as of July 2026. Quality Improvement Education Officers (QIEO) will make their final submission to the Scottish Government at the end of August 2026. Quality assurance will mean final figures will be published in December 2026. Numeracy data will then be used to identify schools for targeted support to improve numeracy achievement and close the poverty related attainment gap.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	% point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5	4.3	4.2	3.7	3.1	2.2			The attendance gap between pupils from SIMD Quintile 1 and other areas has reduced from 4.2 percentage points (pp) in 2024/25 to 3.7 pp in 2025/26. Official attendance figures will not be published until the end of the year, but interim local data shows improvements in attendance in both the primary and secondary sectors.
	% of Primary 1 children classified as obese or overweight*	23.8%	25.1%	27.0%	21.2%	14.8%			The percentage of primary 1 children at risk of obesity and overweight combined has increased compared with the previous year. This rise has been observed nationally.
Data Only Indicator	Number of drugs deaths****	46	42	47	Reduce	Reduce			National Records of Scotland Drug Related Deaths in Scotland 2025 publication reported that there were 47 drug use deaths in Dundee City in 2025. This has increased from 42 deaths reported in 2024.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
✓	Rate of emergency hospital admissions where the primary cause of admission was regarding mental health	3.58	3.3	2.9	2.9	2.0	▲	▲	There has been a reduction in the rate of emergency hospital admissions where the primary cause of admission was regarding mental health when comparing the figures for 2025/26 to 2024/25. The indicator is also meeting the current target.
✓	Number of people employed by accredited living wage employers in Dundee*****	43,466	43,627	43,578	42,468	N/A	▼	▲	As at March 2026, Dundee has 118 accredited Living Wage employers, covering 43,578 staff under a Living Wage commitment. During 2025/26, eight new organisations joined the network, employing 137 staff and uplifting 58 workers to the real Living Wage.

*Data is a year behind i.e. the latest figure and the target are for 2024/25

**Data is from the 2025 Report. Skills Development Scotland have delayed the publication of their 2026 participation measure report whilst they undertake additional data processing and quality checks. They state that the publication date is to be confirmed

***Current targets are sourced from the Children and Families Stretch Aims which are set for the Scottish Government these targets don't currently go as far as the year 10 period

****The number of drugs deaths is a data only indicator which has a target of reduce as opposed to a numerical target. Latest figures are for 2025 which were published in September 2026.

***** A new Living Wage Plan has been published for the period 2025-2028, therefore the targets in this plan don't currently go as far as the 10 year period

Progress of Actions

Status	Action	Progress %	Due date	Notes	Lead
✓	Increase the uptake of the under 22s free bus travel, ensuring that young people in the most deprived areas are benefitting at comparable levels to those in less deprived areas	100%	31st March 2027	This indicator will continue to be monitored and reported on via the service plan for the Chief Executive's Service.	Dundee City Council NEC Group
✓	Develop and deliver the replacement strategic framework and delivery plan for drug and alcohol recovery services	100%	31st March 2032	In January 2023 the Alcohol and Drug Partnership (ADP) published its new five-year strategic framework and delivery plan. Implementation of the delivery plan has already begun and the ADP will now develop a specific performance framework to monitor the implementation of the plan.	Dundee Health & Social Care Partnership / Alcohol and Drug Partnership
✓	Deliver on the Dundee Mental Health and Wellbeing Strategic Plan 2019-2024	100%	31st March 2032	Strategic plans are in place to deliver mental health and wellbeing services in Primary Care that enable people to access the right support at the right time, in the right place by skilled and knowledgeable staff.	Mental Health and Wellbeing Strategic Commissioning Group

Status	Action	Progress %	Due date	Notes	Lead
▶	Implement the 'Dundee Promise' that offers an apprenticeship to all care experienced children, young people and care leavers	90%	31st March 2032	The Our Promise Annual Report was approved by Elected Members in November 2025 and highlights progress over a range of areas.	Discover Work Partnership
▶	Continue to develop and implement the local fairness initiatives in Linlathen and Stobswell West	85%	31st March 2032	A £10m investment in the energy efficiency of housing stock in Linlathen has been agreed, with work starting in mid-2026. This will reduce fuel poverty for local residents. A container has also been put in place to enable the continued operation of the Linathen Food Cupboard following closure of the building they previously operated out of.	Local Fairness Initiatives Project Board
▶	Increase the number of opportunities for our young people to gain work experience, and paid internships across the public, third and private sectors, through schemes like Career Ready	85%	31st March 2032	All secondary schools deliver a universal work experience programme for S3/4 pupils working alongside Dundee City Council's Employability Team. They also continue to engage with Career Ready, which helps to prepare a young person for their future beyond school. Dundee City Council has also continued its Career Ready mentoring programme.	Discover Work Partnership / Tayside Regional Improvement Collaborative

Status	Action	Progress %	Due date	Notes	Lead
▶	Ensure maximum take up of all UK and Scottish Welfare Benefits	85%	31st March 2032	The Pension Credit Older People take-up campaign has been in operation since February 2024. In the 26 months following its launch 810 older people households have been engaged, raising benefits totalling £5,175,735 by mid-April 2026	Department of Work and Pensions / Social Security Scotland/ Dundee Welfare Rights Forum
▶	Increase the number of mentors across the public, third and private sectors supporting our young people through the MCR pathways approach	90%	31st March 2032	The number of mentors has increased, supported by three FTE MCR Pathway Mentor Coordinators now working across Dundee secondary schools. As of March 2026, 146 young people were actively matched with mentors.	Children and Families
▶	Support closing the gap in positive destinations for 16-19 year olds, in particular those who are care experienced and those from SIMD 1 areas, transitioning from school into work or higher education	80%	31st March 2032	Key workers support care experienced young people (CEYP) across Dundee into positive destinations. Young people referred are offered bespoke 1:1 support with a range of topics. Once a positive destination is achieved, support continues to help sustain it.	Discover Work Partnership / Tayside Regional Improvement Collaborative / FE & HE Partners
▶	Ensure that cash first, dignified and sustainable approaches are in places across the city to support those dealing with fuel or food poverty	80%	31st March 2032	All services actively support a cash first approach which has expanded into the area of fuel poverty support during 2025-26.	Dundee Welfare Rights Forum / Dundee Community Food Network

Status	Action	Progress %	Due date	Notes	Lead
▶	Implement the new advice strategy for Dundee and maximise provision	75%	31st March 2032	The Advice Strategy implementation has helped with Universal Credit migration and escalation routes to Social Security Scotland. Across all organisations involved, over £23.4m gains were made in 2025/26.	Dundee Welfare Rights Forum
▶	Develop and publish the next Local Child Poverty Action Plan (including wider fairness actions) and track progress to ensure that commitments made are delivered	70%	31st March 2032	The 2025/26 Fairness and Local Child Poverty Action Plan Report was published in June 2026. Work is aligned with Scottish Government's Child Poverty Delivery Plan 2026-31.	Dundee City Council/ NHS Tayside
▶	Improve ongoing participation, in particular for care experienced young people and those from SIMD 1 areas	70%	31st March 2032	Dundee demonstrates strong overall performance in participation and positive destinations. Targeted improvement is required for identified priority groups because while Dundee is maintaining broadly comparable or improving performance in participation, the data highlights persistent gaps for care experienced young people and those in SIMD Quintile 1.	Discover Work Partnership / Tayside Regional Improvement Collaborative / FE & HE Partners
▶	Continue to develop and implement the Child Poverty Pathfinder	60%	31st March 2032	The Fairer Futures Partnership (FFP) has supported 182 people into employment and 61 into college. Including participants from outside the target area the FFP has brought an additional £1.43 million in non-benefit gains and £720,000 in benefit gains to families.	Dundee Child Poverty Pathfinder Programme Board

Status	Action	Progress %	Due date	Notes	Lead
▶	Deliver on the Child Healthy Weight Strategy	42%	31st March 2032	Child healthy weight remains a major strategic challenge in Dundee, with 27% of Primary 1 children at risk of overweight or obesity in 2024/25 and persistent socioeconomic inequalities. Progress continues through development of a multi-agency Food and Health Policy for schools and early years settings, although delivery of a whole-systems approach has slowed due to capacity and resource constraints.	Dundee Healthy Weight Partnership (DHWP)
▶	Maintain the commitment to being the Living Wage City	40%	31st March 2032	Dundee maintains strong progress as a Living Wage City, with 118 accredited employers uplifting 2,062 workers to the real Living Wage. The city also has six Living Hours employers, reflecting continued commitment to fair work. The Living Wage Action Group continues to coordinate further accreditation activity.	Living Wage City Action Group

Deliver Inclusive Economic Growth and Community Wealth Building

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

1.38million

visitors to Dundee City in 2025. (Source: DCC City Development)



£676.30

gross weekly pay for full time employees living in the area.



(Source: ONS Annual Survey of Hours and Earnings 2025 – resident analysis – median earnings in pounds for employees living in the area)

71%

of the Dundee City Population who are economically active are in employment.



(Source: NOMIS ONS Annual Population Survey Jan-Dec 2025)

Strategic Highlights

- Launching Community Wealth Building. Dundee approved its Community Wealth Building Strategy and Action Plan, providing a framework for retaining more wealth locally and supporting a wellbeing economy.
- Creating Routes into Employment. Discover Work and All in Dundee expanded employability support, helping residents, young people and parents move towards sustainable employment.
- Championing Fair Work. Dundee continued to strengthen its position as a Living Wage City through a new action plan and ongoing employer engagement.
- Listening to Business. The Dundee Economic Advisory Forum and Economic Summit helped shape the city's future economic vision.
- Investing in Future Growth. Progress continued across the Waterfront, Life Sciences Innovation District and Tay Cities Deal projects.
- Supporting Local Spending and City Centre Renewal. The Dundee Gift Card, Business Gateway support and City Centre investment projects helped strengthen local businesses and communities

Actions in progress

Actions in progress for completion 2025/26

The following actions within this theme are due for completion by 31st March 2027

- Implement the long-term city centre investment plant to deliver a vibrant city centre
- Continue to raise the profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to businesses, investors, developers and visitors
- Continue to grow the number of jobs within Dundee waterfront
- Maximise apprenticeship opportunities within the council and working with schools to promote the council as an employer of choice
- Increase and enhance employment pathways, in particular supporting around 11,000 unemployed or economically inactive people towards job seeking and 16-19 year olds into positive destinations
- Increase the number of start-ups and SMEs in the city and support their expansion

There are 7 actions in this theme which have progress greater than 50%:

- Deliver the Tay Cities Deal and the Dundee projects supported by the programme
- Deliver Michelin Scotland Innovation Parc's vision and business plan to attract more jobs
- Continue to raise the profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to businesses, investors, developers and visitors
- Build on Dundee's Scotland Loves Local Campaign
- Maximise apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice
- Increase and enhance employment pathways, in particular supporting around 11,000 unemployed or economically inactive people towards job seeking and 16-19 year olds into positive destinations
- Increase the number of start-ups and SME's in the city and support their expansion

Priorities in Action

Community Wealth Building

The **Community Wealth Building (CWB)** Strategy development was completed and approved by Committee in June 2025. It includes a refreshed and comprehensive action plan focusing on key activities across the five pillars of CWB.

CWB is a key mechanism for delivering the City Plan's priorities. The CWB Strategy and Action Plan 2025–2030 sets out how DCC and its anchor partners will use their collective influence as employers, purchasers, landowners and investors to retain more wealth within the local economy and ensure that the benefits of economic activity are shared more fairly.

Building on Dundee's strong tradition of partnership working, the strategy focuses on five pillars: spending and procurement, workforce, land and property, finance, and inclusive ownership. Early progress demonstrates the potential of this approach, with 47% of council procurement spend now retained within Dundee, continued growth in Living Wage accreditation, support for Community Asset Transfers, and investment in local climate and community projects. The strategy provides a practical framework for strengthening local supply chains, creating fair employment opportunities, supporting community-led development and promoting generative business models, contributing directly to the delivery of a wellbeing economy for Dundee.

Dundee Waterfront Jobs Development

Throughout 2025, construction of the new James Thomson House continued, with Thorntons Law signing a lease for the top three floors in February 2026. N-Able, a global cyber-security firm, progressed interest in the first and second floors and announced their opening on the 16th of July 2026. Marketing activity has also been taking place for the ground floor commercial units generating interest and viewings.

The BT development on Site 1 was completed with BT taking occupancy of the office component of the development in early 2025. Further Grade A office accommodation on the top floor of the building has been marketed by agents. The Sleeperz hotel has been rebranded as Four Points Flex by Sheraton and is now part of the Marriot Bonvoy group, benefiting from being part of the world's leading hotel loyalty programme.

Maximising Council Apprenticeship Opportunities

Learning and Organisational Development continued to look at ways of promoting apprenticeship and other job opportunities within the Council. Work with schools in exploring 'A Day in Life of a' e.g. a Civil Engineer was piloted and opportunities arranged for young people to visit / immerse themselves in the work of departments across the council.

Work continued with vocational learning advisers to support writing of CVs, completion of application forms, and developing interview techniques with young people. All secondary schools are actively involved in partnering with 'Career Ready' a programme connecting young people aged 15 to 18 to workplace opportunities, which includes a mentoring programme and some paid internships within the local authority.

Discover Work continue to work alongside schools to offer apprenticeship roles within the council, funded through All in Dundee. As of April 2026, recruitment and selection for posts has taken place, which included numerous positions across a variety of Council services. Some of the supported school pupils were successful in taking up these posts. Opportunities offered through CWB were also reviewed regularly, e.g. looking at information regarding any college placements, etc. that come into DCC e.g. SVQ, Foundation Apprenticeships, HNCs and higher level qualifications.

Enhancing Our Employment Pathways

An Employability Review led to a new approach for the delivery of Council employability support. This complemented the vision and goals outlined in the Discover Work Strategy & Action Plan 2022 – 2027. Alongside this, All in Dundee committed to flexibility, with a desire to deliver services in partnership with the Council including the 'Collaborative and Coordinated' aspects of the Challenge Fund.

Elements of All in Dundee's service offer were scaled up during 2025/26 including:

a. An expansion of Individual Placement and Support (IPS) - developed to support people with severe and enduring mental health problems to secure and sustain employment. IPS was delivered in partnership with NHS Tayside, where Enable Works' Employability Key Workers are integrated with clinical health specialists

b. An Alternative Route Collaborative (ARC) designed to support young people who have engaged with Dundee City's offsite provisions. This was developed in direct response to findings of 'A Step Change in Positive Destinations for Young Dundonians'

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

c. Discover Together. Six-month paid placements with NHS Tayside for eight unemployed or underemployed parents. Placements were paid above the Real Living Wage and offered family friendly working patterns to accommodate family commitments

d. Scottish Childminding Association (SCMA) Programme for Scotland's Childminding Futures. A programme to support up to ten new childminders in Dundee with a training and induction package from SCMA, business start-up support from Business Gateway, and a Scottish Government Business Grant

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

An Employability Pathway Steering Group was formed and met three times during the year. The group started by developing a Stakeholder Engagement Plan which defines how organisations across the service will better link on community / customer engagement, referral processes, collaborate when organising sector-based work academies, engage with local employers, and develop the local workforce. The aim is to better align services as part of the broader Discover Work Strategy & Action Plan 2022 – 2027.

Creating and Expanding Start-ups and Small and Medium Enterprises (SME)

The Business Gateway Tayside Service continues to meet or exceed its performance targets. The UK Shared Prosperity Funding (UKSPF) was used in 2025/2026 to provide digital support to SMEs, provide grant support through the Dundee Business Growth and Innovation Grant, and provide SME skills support via D&A College. Two Community Advisers have also been employed using UKSPF to offer outreach support to start-ups and SMEs.

Dundee Gift Card

Part of the Scotland Loves Local campaign, DCC and Dundee and Angus Chamber of Commerce have redesigned the scheme into the Dundee Gift Card. The rebranding and relaunch took place in Spring 2025 supported by social media and press campaigns.The aim is to increase both corporate and consumer spend within this programme and continue to grow the number of businesses taking part. By early April 2026, 230 businesses were signed up to accept the card, and the council is using the card for some employability grants and as an option for long service awards.

Performance Scorecard

Priority	PI on Target	PI within 5% of Target	PI not on Target	Total	Improved or the same as last year (% of total)
Deliver Inclusive Economic Growth (including Community Wealth Building)	3	5	7	15	6 (40%)

Most Improved PIs	Most Deteriorating PIs
% of young people 16 to 24 who are unemployed	% of working age people with no qualifications
Number of workless households in Dundee	% of employees in Dundee earning less than the real living wage
% of the Dundee Workforce in Employment	Median earnings of total resident workers as a percentage of Scottish average

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
▲	% of the Dundee Workforce in employment	63.7%	69.1%	71%	73.5%	78.8%	▲	▲	Actions to grow the economy and support people back into work have been progressed and it is positive to note that in the last years there have been increases in this area, although the current rate remains below target.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	Median earnings of total resident workers as a percentage of Scottish average	88%	91%	87%	96.8%	100%			Median earnings continue to trail the National average by 13 percentage points, reinforcing the need to continue to attract quality jobs and invest in the skills provision needed to enable Dundee residents to compete in the labour market.
	Gross weekly pay for full time employees living in the area	£624.80	£663.20	£676.30	£665.63	£936.61			There has been an increase in the average earnings for full-time employees in the city. The challenge is to ensure that Dundee residents can compete for better paid employment given the gap between residents' earning and those of commuters from neighbouring authorities. This will continue to be a priority for the Discover Work Employability Service and Higher Education and Further Education (HE/FE) organisations in the city.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	% of employees in Dundee earning less than the real living wage	9.8%	12%	13%*	10.3%	7.2%			The provisional proportion of people earning less than the living wage reported in the ONS Annual Survey of Hours and Earnings 2025 was 13% in Dundee. The family group average from these provisional figures is 12.4%, and Dundee is ranked 3rd in the family group (same as last year), and 15th nationally (down from 10th last year).
	Number of living wage accredited employers based or headquartered in Dundee	128	126	118	131	N/A**			As of March 2026, Dundee had 118 accredited Living Wage employers, with 2,062 workers uplifted to the real Living Wage. There are also six accredited Living Hours employers in the city.
	% participation rate of young people from SIMD 1 and 2***	85.3%	87.8%	88%	89.0%	95.4%			Skills Development Scotland published their Annual Participation Measure for 2025 on 26th August 2025. It was reported that 88.0% of those aged 16-19 years living in SIMD Quintile 1 and 2 were participating in Education, Training or Employment.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	Number of workless households in Dundee	10,300	14,300	12,000	8,145	5,688			There is a time lag in the availability of this data via Nomis. The figures are also based on a small sample based survey and should therefore be treated with caution. This latest figure has been taken from Office for National Statistics (ONS) Households by combined economic activity status of household members by local authority. For the period January to December 2024, 12,000 households or 24.5% of households were workless households.
	% of young people 16 to 24 who are unemployed	31.7%	28.9%	16.9%	18.7%	13.1%			Through the Discover Work Employability Pathway the Council and partners have dedicated resources to support young people back into the labour market and will continue to prioritise this alongside delivery of the Step Change for Young Dundonians Youth Participation Improvement Plan.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
▲	Claimant Count 16+	3,920	3,790	3,885	3,738	2,610	▼	▼	There has been a small increase of 95 in the number of claimants between April 2025 and April 2026. The long term trend remains positive with 3,885 claimants in April 2026 compared to 6,800 in April 2021. Support for those seeking work continues to be offered through the Discover Work Employability Pathway.
⬢	16-24 Claimant Count	830	820	825	669	467	▼	=	The long-term trend remains positive with a 41% reduction in youth claimants over the past 5 years. Support continues to be available for young people seeking work through the Discover Work Employability Pathway and there is also ongoing work to improve the rate of young people leaving school without positive destinations.
▲	Claimants as a proportion of economically active residents aged 16+	4.2%	4.0%	3.9%	3.8%	2.6%	▲	▲	The percentage of claimants remains above target but has reduced steadily over the past five years. It remains a priority for the Discover Work Service to support both the unemployed and those further from the labour market to progress towards work

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	% of working age people with no qualifications	7.7%	7.2%	10.2%	5.6%	3.9%			The percentage of people with no qualifications continues to exceed the target and addressing this is a priority for providers of education and employability services across the wider Dundee Partnership.
	Number of Business Gateway start-ups per 10,000 population	15.9	19.5	18.9	19.68	27.69			Number of Business Gateway start ups decreased from 292 in 2024/25 to 284 in 2025/26
	Visitors to Dundee (000's)	1,357	1,418	1,375	752	1,227			Dundee experienced a slight decline in visitor numbers during 2025 during what was recognised as a difficult year by the city's tourism sector. Despite this, the city welcomed 1.38 million visitors, making 2025 the second-highest visitor total on record. While the exceptional growth seen in recent years has levelled off, visitor numbers remain positive and well above pre-pandemic levels.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
	City Centre retail units vacancy rate (%)	17.7%	19.8%	20.3%	11.1%	7.8%			Like all city centres, the town centre vacancy rates are increasing due to national retailers reducing their assets and/or closing and a decrease in footfall. The Overgate (8% vacancy rate) continues to attract new retailers and plans are in place for Wellgate (35% vacancy rate) redevelopment along with £1.5m investment in the public realm along Murraygate. We have a commercial buildings grant but to date there has been very little uptake and no vacant high street units have benefited from the grant.

*Provisional figure for 2024 may be subject to revision by Office for National Statistics

** A new Living Wage Plan has been published for the period 2025-2028, therefore the targets in this plan don't currently go as far as the 10 year period

***Data is from the 2025 Report. Skills Development Scotland have delayed the publication of their 2026 participation measure report whilst they undertake additional data processing and quality checks. They state that the publication date is to be confirmed

Progress of Actions

Status	Actions	Progress %	Due Date	Notes	Lead
✓	Create a Dundee Economic Advisory Group to provide regular engagement with local businesses and political leaders	100%	31st March 2032	This action was completed in October 2024. The Dundee Economic Advisory Forum's vision and action plan are being developed. A successful Economic summit was held in 2025.	Dundee and Angus Chamber of Commerce
✓	Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs	100%	30th Nov 2024	This action was completed in July 2025. A comprehensive action plan focussing on key activities across the five pillars of Community Wealth Building was presented to City Governance Committee in June 2025.	Dundee City Council Community Wealth Building Group and additional partners
▶	Continue to raise the profile of the City through a range of marketing activities, promoting key messages, assets and opportunities to businesses, investors, developers and visitors		31st March 2027	A new marketing campaign "It's a Dundee thing" is underway on Meta and Sky ads promoting the city as a great destination. This will run to July/August 2026.	Invest Dundee / Tourism Leadership Group

Status	Actions	Progress %	Due Date	Notes	Lead
▶	Increase the number of start-ups and SME's in the city and support their expansion	75%	31st March 2027	The Business Gateway Tayside Service continues to meet or exceed performance targets. UK Shared Prosperity Funding (UKSPF) has been used to provide digital support to SMEs, provide grant support (Dundee Business Growth and Innovation Grant) and provide SME Skills support via Dundee & Angus College. Two Community Advisors have been employed using UKSPF to offer outreach support to start-ups and SMEs.	Business Gateway
▶	Build on Dundee's Scotland Loves Local Campaign	70%	31st March 2032	A number of new businesses have been signed up to accept the card which remains around 230 businesses with drop off. The Council is now using the card for dispersal of some employability grants and as an option for long service awards.	Dundee & Angus Chamber of Commerce / Dundee City Council
▶	Increase and enhance employment pathways, in particular supporting around 11,000 economically inactive people towards job seeking and 16-19 year olds onto positive destinations	70%	31st March 2027	Elements of All in Dundee's service offer were scaled up during 2025/26 including an expansion of a specialist service known as Individual Placement and Support (IPS), developed to support people with severe and enduring mental health problems to secure and sustain employment and an Alternative Route Collaborative (ARC) designed to support young people who have engaged with Dundee City's offsite provisions.	Dundee Work Partnership

Status	Actions	Progress %	Due Date	Notes	Lead
▶	Deliver Michelin Scotland Innovation Parc's vision and business plan to attract more jobs	70%	31st March 2032	Angus based textiles company, J&D Wilkie, has become the majority shareholder in MSIP and continues to develop proposals to relocate its manufacturing operations from Kirriemuir and Forfar to Dundee. Under the change in ownership, the MSIP Innovation Campus remains at the core of the parc, with Wilkie proposals to occupy the larger units to the south of the site for its manufacturing operations. Discussions continue with J&D Wilkie and Scottish Enterprise over the required works / investment on site, development work around the Textiles Innovation Centre and the companies move to the Dundee site.	MSiP Board

Status	Actions	Progress %	Due Date	Notes	Lead
▶	Deliver the Tay Cities Deal and the Dundee Projects supported by the programme	60%	31st March 2032	CyberQuarter and Life Sciences Innovation Hub are the major Dundee projects where capital works have been completed. Under the Culture and Tourism Programme, work on Discovery Point Transformed is progressing and the HMS Unicorn Project Safe Haven will bring forward its business case for approval in the next year. Approval has been secured under the Skills Programme for Targeting Hidden Talent, a Dundee led and regionally delivered project offering pre-employability support in some of the region's most deprived communities. This commenced delivery from April 2026. A call for new projects under the Reshaping the Deal workstream closed in March and submissions are in the process of being evaluated.	Tay Cities Board
▶	Maximise apprenticeship opportunities	60%	31st March 2027	All secondary schools are actively involved in partnering with 'Career Ready' a programme connecting young people aged 15 to 18 to workplace opportunities, which includes a mentoring program and paid internships with the council.	Discover Work Partnership

Status	Actions	Progress %	Due Date	Notes	Lead
▶	Continue to grow the number of jobs within Dundee Waterfront	50%	31st March 2027	Construction of the new James Thomson House is now complete. Thorntons Law and N-Able have signed leases, with marketing of the two ground floor commercial units continuing. Interest in the vacant station unit is also progressing.	Dundee City Council / Scottish Enterprise / Dundee and Angus Chamber of Commerce
▶	Continue work with partners to explore options to develop a Life Sciences Innovation District	50%	31st March 2032	A Memorandum of Understanding has been signed by Dundee City Council, Scottish Enterprise and the University of Dundee to formalise the Life Sciences Innovation District Board to provide strategic oversight to development of the District. Priority work areas include promoting the Life Sciences Innovation Hub facilities to potential tenant spin-out and spin-in companies, delivery of a proof of concept fund for potential spin-outs and developing branding, wayfaring and signage for phase 1. In March Chemveda Life Sciences, an international contract research organisation, chose the hub as its European headquarters, with potential to create up to 50 high value jobs.	Dundee City Council / Scottish Enterprise / Dundee and Angus Chamber of Commerce
▶	Attract more skilled green jobs	45%	31st March 2032	Ensuring that local opportunities are identified to provide learning on the sector, the Scottish Offshore Wind Energy Council (SOWEC) skills sub group and Forth & Tay Offshore work together with the Universities and Colleges to provide a range of events / sessions to attract interest.	Dundee City Council / Scottish Enterprise / Dundee Port / MSiP

Status	Actions	Progress %	Due Date	Notes	Lead
▶	Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre	40%	31st March 2027	Key developments in progress include Union Street pedestrianisation works, Murraygate streetscape redesign, and completion of the Bell Street Green Transport Hub, all improvements which will enhance the city's vibrancy.	Dundee City Council / Dundee and Angus Chamber of Commerce
▶	Continue to work with partners to take forward proposals for Eden Scotland	40%	31st March 2032	The Eden Project Scotland (EPS) is a major cultural, environmental, and regeneration initiative proposed for Dundee's former East Dock Street Gasworks site. Developed over the past six years, the project represents a long-term partnership between the Eden Project, Dundee City Council, the University of Dundee, DC Thomson, and a range of regional stakeholders across the Tay Cities area. The development phase of EPS is now largely complete and full planning permission has been granted. Initial land-use and site remediation works have also been completed. For the next stage of EPS, the Project Steering Group has agreed to support Eden in acquiring the land required to deliver the project. Discussions with the landowner are ongoing and are expected to conclude during Summer / Autumn 2026.	Eden Project Dundee

Status	Actions	Progress %	Due Date	Notes	Lead
	Further grow the number of local organisations registered as Living Wage Employers	30%	31st March 2032	Dundee currently has 118 accredited Living Wage employers. There are also six accredited Living Hours employers in the city, demonstrating continued commitment to fair work despite ongoing economic challenges. While new accreditations continue to take place this is being partially offset by an increased number of accredited business closures and the financial pressures currently facing employers.	Living Wage Action Group

Tackle Climate Change and Achieve Net Zero by 2045

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

13,500 users using the Dundee My Bins App (approx)
(Source: DCC Neighbourhood Services)



22% active travel (walking and cycling) as a proportion of trips to work.
(Source: Scottish Household Survey 2024)

7 projects received funding through the Dundee Climate Fund 3.0
(Source: DCC: Neighbourhood Services)

Strategic Highlights

- Delivering Dundee's Net Zero Roadmap. Dundee continued implementation of its Local Area Energy Plan (LAEP), Local Heat and Energy Efficiency Strategy (LHEES) and Net Zero Transition Plan, providing a long-term framework for decarbonising energy, heat and buildings across the city.
- Investing in Sustainable Travel. Progress was made on major sustainable transport projects, including development of new transport corridors and active travel infrastructure. This has contributed to increased levels of walking and cycling for journeys to work.
- Supporting Communities to Take Climate Action. Through the Dundee Climate Fund, Climate Week activities, Urban ReLeaf and other engagement programmes, communities have been supported to take local action on climate change, biodiversity and environmental sustainability.
- Building a More Climate-Resilient City. Work continued to strengthen Dundee's resilience to climate change through Climate Ready Tayside, climate adaptation planning, and investment in nature-based solutions and sustainable infrastructure.
- Reducing Emissions and Improving Resource Efficiency. City-wide carbon emissions continued to fall while a new Waste Strategy and Action Plan, housing energy-efficiency investment and circular economy initiatives supported progress towards Dundee's Net Zero ambitions

Actions in progress

Actions in progress for completion 2026/27

There are 0 actions within this theme due for completion by 31st March 2027.

There is 1 action in this theme which has progress greater than 50%:

- Manage waste sustainably by reducing, reusing, recycling and recovering waste to improve resource efficiency whilst working towards a circular economy.

Priorities in Action

Improve Infrastructure for Walking, Cycling and Wheeling

The Council remains committed to securing external funding to advance public transport projects and initiatives that support the decarbonisation of the transport system, as set out in the **Sustainable Transport Delivery Plan 2024–2034**. Most recently, £745,000 in grant funding was awarded by Transport Scotland to develop design proposals for a new 'sustainable transport corridor' along the Lochee and Arbroath Road arterial routes. This design phase will build upon and integrate earlier concepts focused on enhancing active travel and improving bus priority.

Additionally, an application was submitted to Transport Scotland's Active Travel Infrastructure Fund in February 2026 to secure funding to support the continued design and construction of active travel schemes identified within the Council's Sustainable Transport Delivery Plan

Adapting to Climate Change and Reducing Its Impact

Dundee's Climate Risk and Vulnerability Assessment was updated and approved in April 2025. The recommended options were then appraised with relevant internal stakeholders. Business Continuity Plans were updated mid-2025. A new Regional Adaptation Partnership, 'Climate Ready Tayside' has been established to address regional impacts with larger scale solutions, attract bigger funding and investment opportunities, increase engagement and education and provide feedback to the Scottish Government on the challenges faced.

Climate Ready Tayside has established three working groups:

- Communications, which has developed a plan and hazards booklet to be published Autumn 2026
- Community Health and Resilience, which has held two in person events for Tayside Community Resilience Groups (CRG's)
- Nature Based Solutions, which has undertaken priority mapping and project identification

The partnership will support Water Resilient Dundee engagement and project funding. In addition, Sustainable and Connected Communities have developed a carbon and biodiversity management plan for the Dighty restoration project.

Engage with Communities on the Climate Challenge

Dundee Climate Fund Round 3 was delivered through a participatory budgeting process across the whole of Dundee. Initially six projects received funding, with a seventh able to be added following identification of some underspends from Rounds 1 and 2. The supported projects all took different approaches, including building a communal space for volunteer growers, linking art with nature, helping improve mental health via community garden improvements, a Primary School food growing initiative, and initiating a repair cafe.

A range of other activities have taken place, including:

- Dundee Climate Week (known as ReCity) was delivered with 15 activities taking place. Feedback so far has been positive, and evaluation is in progress
- Sustainable Dundee Network meetings
- Accessibility of the **Sustainable Dundee webpage** has been improved.
- A decarbonisation tool for SMEs is under development

Urban Releaf has recruited a new officer and data collection from the Urban ReLeaf app has been completed. Analysis of the data is underway. The next Urban ReLeaf project will see small air quality sensors installed at North East Campus and Glebelands for school projects to take place, engaging them in discussion of air quality around their places of learning.

With an aim of integrating sustainability into community events, the council participates in the Green Events Code of Practice (GECoP). Part of this was an event with those who organise and deliver community events, including leads within community groups. Overall, the aim is to integrate sustainability into community events more, which will also raise awareness of positive actions to take more broadly. The practice is to be embedded in land booking requests on a voluntary basis.

Reducing, Reusing, Recycling and Recovering Waste – Towards a Circular Economy

The Waste Strategy Team are working on a range of activities of to help reduce waste and increase recycling within the City.

- The mobile app continues to gain traction with householders, with an increase of approximately 2,000 users in the latter half of 2025 to a total of approximately 13,500 users. This is now an established platform for providing updates and information to local residents
- The Waste Strategy Team have published the updated Waste Strategy and Action Plan for 2026 - 2030 in December 2025 and are progressing the action plan as part of the long-term strategy. The strategy also interfaces with the key actions and aspects of the Take Pride Campaign

Implementation of the Dundee Climate Action Plan

The Local Area Energy Plan (LAEP) has now been published and contains the modelled interventions that the city will need to undertake to reach Net Zero by 2045. Work is underway to implement this and the Local Heat & Energy Efficiency Strategy (LHEES). Climate OS, an emissions modelling tool, is being updated with the LAEP interventions to give a more accurate picture of the net zero pathways.

A technical feasibility study for Local Heat Networks is almost complete with the next steps being an options appraisal and stakeholder engagement. Various options for public sector decarbonisation funding are being investigated, and Housing colleagues are working on Net Zero funding applications for housing.

Performance Scorecard

Priority	PI on Target	PI within 5% of Target	PI not on Target	Total	Improved or the same as last year (% of total)
Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045	1	1	1	3	2 (67%)

Most Improved PIs	Most Deteriorating PIs
% Active Travel (Walking and Cycling) as a proportion of trips to work	% of household waste recycled
City Wide Co2 Emissions (Kt Co2)	

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
▲	City-wide $C0_2$ Emissions (Kt $C0_2$)*	626	604	581	569.3	397.6	▲	▲	This data is derived from 'The UK local authority and regional greenhouse gas emissions statistics, 2005 to 2024', which shows UK local authority area greenhouse gas emissions (ktCO2e) allocated on an 'end-user' basis. Since the 2023 dataset, estimates of methane (CH4) and nitrous oxide (N2O) are included as well as CO2.

Status	Indicator	Yr-2	Yr-1	Latest Figure	Current Target	Yr 10 Target	Short Term Trend	Long Term Trend	Notes
✓	% Active Travel (Walking and Cycling) as a proportion of trips to work**	18%	13%	22%	22%	30.9%	▲	▲	The data for this performance indicator is sourced from the Scottish Household Survey. There is a time lag with the latest data available for the period 2024 which was published late 2025. The recent increase has been driven by investment in active travel infrastructure projects such as Broughty Ferry and Monifeith Active Travel Project and the Secure Residential Cycle Storage project. These have been supported by active travel behaviour change work carried out by Dundee Cycle and a subsidy to reduce the cost of the secure residential cycle parking spaces to £11 a year.
■	% of Household Waste Recycled***	35.6%	36.6%	35.1%	40.2%	56.5%	▼	▼	Improvement in the city's recycling rate has been highlighted as a key area for improvement following this deterioration and considering where the current value is in relation to the target.

*There is a two-year time lag on this data. Calendar year data for 2024 is the latest data available which was published in June 2026
**There is a time lag with this data, the latest data is sourced from the 2024 Scottish Household Survey which was published late 2025
*** The latest figures are for the period 2024/25 – figures for 2025/26 not due to be published until later in 2026

Progress of Actions

Status	Actions	Progress %	Due Date	Notes	Lead
✓	Implement the Dundee Climate Action Plan and adopt new emissions modelling tools to inform decision-making	100%	31st March 2032	The Local Area Energy Plan has now been published and further engagement and funding applications are underway.	Dundee Climate Leadership Group
✓	Develop a City Energy Masterplan that takes a whole systems approach to decarbonising, decentralising and digitising heat and energy production	100%	31st March 2027	This action was completed in October 2024. The Local Area Energy Plan (LAEP) was agreed by committee on 23rd September 2024, and the Local Heat and Energy Efficiency Strategy was approved by Committee and published in April 2024.	Dundee Climate Leadership Group
▶	Manage waste sustainably by reducing, reusing, recycling and recovering waste to improve resource efficiency whilst working towards a circular economy	80%	31st March 2032	The Waste Strategy Team have completed and published the updated Waste Strategy and Action Plan for 2026 - 2030 and will progress the action plan as part of the long-term strategy. The Mobile App continues to gain traction with householders with approx. 13,500 users and continues to be a platform for providing updates and information to users. The updated strategy will also interface with the key actions and aspects of the Take Pride Campaign will be included in the updated plan.	Dundee City Council

Status	Actions	Progress %	Due Date	Notes	Lead
▶	Engage with communities about the climate challenge and foster participation and collaboration to enable local action	46%	31st March 2032	A third round of the Dundee Climate Fund made use of the remaining funding. With the late addition of underspends from the first two rounds, an additional project was able to be supported. The Sustainable Dundee website has been substantially improved. A decarbonisation tool for SME's is under development Urban Releaf have a new officer in post. The data collection via the App is complete and the analysis of results is underway. This will be followed with a small air quality project at two schools. DCC now participates in the Green Events Code of Practice. This means that event organisers in the city will be made more aware of the need to integrate sustainability in their plans and encouraged to take positive action.	Sustainable Dundee
▶	Take action to ensure our communities, green networks and infrastructure are adaptable to a changing climate and reduce the risks of vulnerability to unavoidable impacts	45%	31st March 2032	Climate Ready Tayside – the regional adaptation partnership is in its second year. Three working groups have been established - Communications, Community Health and Resilience, and Nature Based Solutions. This partnership will support Water Resilient Dundee engagement and project funding. In addition, Sustainable & Connected Communities have developed a Carbon and biodiversity management plan for the Dighty restoration project.	Dundee City Council

Status	Actions	Progress %	Due Date	Notes	Lead
▶	Support the decarbonisation of transport systems to improve infrastructure for walking, cycling, wheeling and reducing the need to travel	45%	31st March 2032	An application was submitted to the Active Travel Infrastructure Fund in February 2026 to support the continued design and construction of active travel schemes identified within the Council's Sustainable Transport Delivery Plan. Outcome expected in August.	Dundee City Council

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DUNDEE
PARTNERSHIP

For more or additional information please contact

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or visit the website

www.dundeepartnership.co.uk

Design by DCC Comms LV/8/26

APPENDIX 2

The Dundee Partnership Charter: From Discussion to Delivery

A framework for collective leadership, moving beyond individual organisational interests to reduce inequality, based on evidence-based action and community coproduction.

OUR CORE PRINCIPLES



Communities as Equal Partners

Moving from consultation to coproduction, ensuring community voices shape priorities and review progress.



Focus on Reducing Inequality

Directing collective effort and resources toward reducing socioeconomic disadvantage across the city.



Evidence-Informed & Preventative Action

Using data and local insight to prioritise prevention and early intervention over reactive service design.

THE CHARTER IN PRACTICE



Focus on a Small Number of Shared Priorities

Concentrating effort on specific areas where partnership working makes the greatest difference.



Come Prepared to Commit, Not Just Comment

Attending meetings ready to align resources, share expertise, and make decisions on delivery.



Shared Responsibility for Delivery

Embracing mutual accountability to unblock challenges and maintain momentum without attributing blame.

THE ULTIMATE GOAL



From Organisational Interest to Shared Outcomes: Transitioning from individual agendas to a unified focus on shared city outcomes.





From Discussion to Delivery:
Moving from broad agreements to clear, time-limited collective action and measurable success.

What This Charter Means in Practice

This Charter is not simply a statement of shared ambition. It sets out how Dundee Partnership members are expected to work together, make decisions, contribute to delivery and hold each other to account.

In practice, this means partners will:

1. Focus on a small number of shared priorities
We will concentrate collective effort on the priorities where partnership working can make the greatest difference to Dundee's people, places and communities. This means being disciplined about what we take on, avoiding duplication, and focusing on work that has clear purpose, ownership and impact.

2. Come prepared to commit, not just comment
Members are expected to attend meetings ready to contribute actively, make decisions where appropriate, and identify how their organisation can support agreed priorities. This may include aligning existing activity, sharing data or insight, contributing staff time or expertise, using influence, or helping unblock delivery challenges.

3. Put communities at the centre of planning and delivery
Community engagement should not be treated as a one-off consultation exercise. Partners should be able to show how communities, particularly those experiencing inequality or disadvantage, have helped shape priorities, decisions and delivery. We should also be clear with communities about what has changed as a result of their involvement.

4. Use evidence, insight and local knowledge to guide action
Decisions should be informed by data, lived experience, professional judgement and local intelligence. We will use this evidence to understand need, target resources, measure progress and adapt our approach where something is not working.

5. Work through clear delivery arrangements
For each agreed priority or workstream, the Partnership will identify what success looks like, who is leading, what actions are required, what partners will contribute, and when progress will be reviewed. These commitments will be captured through a clear Partnership Work Plan.

6. Share responsibility for delivery
The Partnership is based on collective leadership and mutual accountability. Where progress is not being made, partners should work together constructively to understand the barriers, agree corrective action and maintain momentum. Accountability should be seen as a way of supporting delivery, not attributing blame.

7. Connect partnership activity back into our own organisations
Members are expected to ensure that Dundee Partnership priorities are understood within their own organisations and, where appropriate, reflected in internal planning, governance and decision-making. The Partnership should not sit separately from organisational priorities; it should help align them around shared outcomes for the city.

8. Behave in ways that build trust
Effective partnership working depends on openness, honesty, respect and follow-through. Members should be clear about what they can and cannot commit to, raise issues early, support shared problem-solving, and act in the interests of Dundee as a whole.

In simple terms, this Charter means that Dundee Partnership members are expected to move from discussion to delivery, from individual organisational interest to shared city outcomes, and from broad agreement to clear collective action.

REPORT TO: **CITY GOVERNANCE COMMITTEE – 26 OCTOBER 2026**

REPORT ON: **CHILDREN AND FAMILIES SERVICE PLAN 2023-27**

REPORT BY: **EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE**

REPORT NO: **243– 2026**

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDATIONS

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

3.0 FINANCIAL IMPLICATIONS

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

4.0 BACKGROUND

4.1 The Children and Families Service Plan aligns with the City Plan 2022-32 and Council Plan 2022-27. As such, it outlines 6 strategic priorities which aim to contribute towards reducing child poverty and inequalities in income, education and health.

4.2 The report attached as Appendix 1 provides an update on the actions and performance indicators for each broad priority area. Where required, it offers some context on opportunities and challenges and outlines further activity to fully implement initiatives and achieve targets.

4.3 In relation to the range of activity, out of the 61 actions in the plan a total of 30 have now been completed; 31 are in progress; and all are being progressed within revised timescales set by the service.

4.4 Overall, good progress is therefore being made and as this is the final year of a four-year plan to 2027, the service remains confident of full delivery. Some key updates in relation to activity under each strategic priority are included in this report.

5.0 UPDATE ON SERVICE PRIORITIES

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

5.1 Under this priority, key actions include embedding and scaling What Matters to You (WM2U) and combining learning from the approach with the Linlathen Pathfinder to develop the Whole Family Support initiative approved by the City Governance Committee in December 2025 (Article IX, Report 349-2025 refers). These approaches both won COSLA Excellence Awards in 2025, and some aspects will now include:

- Voice led community and family empowerment through local Community Cafes, engagement and deployment of a Make it Happen Fund designed to enable local leaders to develop their own initiatives.

- Co-location of local multi-disciplinary teams as an easily accessible one-stop-shop providing initial holistic support to families at the first opportunity and targeting additional intensive support where this is required.

5.2 Children and young people also continue to play a growing role in decision-making through city-wide and individual school pupil voice structures, including the Youth Council. It supports rights-based, child-centred planning, co-design and participatory budgeting, ensuring young people's views influence policy and service development. Going forward, developments will be fully aligned with and contribute towards Whole Family Support.

5.3 All schools have also now achieved the Rights Respecting Schools Accredited (RRSA) Bronze Award; 16 have achieved the Silver Award; and 5 have achieved the Gold Award. Going forward, an officer has been trained by UNICEF as a qualified Rights Respecting Schools Silver Assessor, increasing the capacity of the service to support and accredit schools to achieve a Silver Award.

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

5.4 Under this priority, actions include promoting healthy eating through a Child Healthy Weight Strategy, increasing uptake of free school meals, extending the rollout of Planet Youth and strengthening support for care experienced children and young people through a range of extended supports and the development of a multi-disciplinary hub for vulnerable adolescents. Specifically:

- The Eat Well, Play Well programme was delivered to staff across 10 Early Learning and Childcare settings by central officers working collaboratively with NHS Tayside colleagues, strengthening staff knowledge and confidence in promoting healthy eating and positive food related experiences.

- Leading the multi-agency development of a Food and Health Policy which will support all education settings to take a whole setting approach to food and health. A specific Early Years Policy is now being implemented across all settings, with a Primary and Secondary School Policy to be implemented during session 2026-27.

- All seven secondary schools have now participated in the Planet Youth survey, achieving an 86.6% response rate and capturing the views of 2,380 young people. The findings have been used to shape school improvement plans and community initiatives. Going forward, they will similarly be aligned with Whole Family Support.

- Early evidence from the two pilot schools shows overall reductions in smoking, vaping, alcohol use and cannabis use, while a wide range of targeted interventions have been delivered to improve safety, wellbeing, physical activity, sleep, resilience and mental health support.

- Counselling services continue to be delivered in schools and one of the Whole Family Wellbeing Funded projects, Together to Thrive, has been awarded continued funding to March 2027. As such, TTT will continue to embed trauma informed leadership support and build the capability of teams to respond to concerns.

- Additional support to care experienced children and young people includes a new psychology support service for Kinship Carers, a review of Foster Carer fees and development of a Children's House Improvement Plan for all 7 houses, 5 of which are currently graded by the Care Inspectorate as Good or Very Good.

Education: Enhancing educational outcomes and narrowing attainment gaps

5.5 Under this priority, key actions have included shared learning via Every Dundee Learner Matters (EDLM) with Glasgow University, implementation of the new Broad General Education attainment tracking system, expansion of the Digital Schools Award and delivery of targeted support to over 15 schools. The Inclusion and Wellbeing Strategy is now being implemented, and an Inclusion and Wellbeing SharePoint site has been developed.

5.6 In 2024-25, literacy and numeracy attainment in P1, P4 and P7 remained at approximately the same level as 2023-24, with the city ranked 5th for both measures in our Local Government Benchmarking Framework (LGBF) family group. The attainment gap between SIMD 1 and SIMD 5 school leavers (Tariff Points) increased from 45% to 51% and attendance for SIMD 1 pupils remained at 88%.

5.7 This year's initial attainment data demonstrates a generally positive long-term trend across literacy and numeracy measures, with notable improvement from the earlier reporting periods. In P1, attainment decreased slightly from 82% to 81%, while P4 fell marginally from 82% to 80%. However, P7 attainment increased from 82% to 85%, indicating continued improvement in upper primary literacy.

5.8 Going forward, strategic initiatives such as “Read Dundee”, which involves a 10-year partnership developing a place-based Literacy Hub with the National Literacy Trust, will continue to place a key focus on literacy. The “Promoting Presence” attendance policy also continues. These actions are aligned with the wider Inclusion Strategy and the Scottish Attainment Challenge, supporting more equitable and data-informed education system.

5.9 The work of the EDLM programme, which promotes and cross-fertilises improvement within and between school settings, is supported by the Broad General Education tracking system now in all Primary and Secondary Schools to ensure consistency of recording and timely analysis of data. A designated Learning, Teaching and Assessment Group are taking forward this work with Head Teachers, Education Officers and members of the Pedagogy Team.

5.10 Nearly all (94%) of schools/settings have now achieved Digital Schools Award Scotland (DSAS) status. Work towards achieving the Digital Schools Equitable Coding and Wellbeing Awards will now build on the DSAS award in all schools, supported by a Digital Learning Team. Enrolment for the Scottish Digital Educator Award is also being promoted amongst school practitioners to continue to deepen skills in Digital Learning at all levels.

5.11 The Inclusion Strategy has continued to strengthen inclusive practice across Dundee, with a comprehensive audit of the Standard of Inclusive Practice completed across all local authority nurseries and schools, providing a robust evidence base to inform targeted improvements and strategic planning. It is supported by new monthly Inclusion Panel meetings, a Targeted Support Teacher (TST) programme and continued self-evaluation.

Positive Destinations: Supporting sustained positive destinations for young people

5.12 Under this priority, there is a focus under the Step Change in Positive Destinations Framework on ensuring that key categories of pupils such as those living in areas of deprivation or in alternative care arrangements are pro-actively identified by schools as STARS and provided with additional targeted support at an early stage to enable their successful into education, training or employment.

5.13 The participation rate for 16–19-year-olds in SIMD 1 areas reached 86.3%, narrowing the gap with SIMD 5 to 10.4%. Participation in education, training or employment among care leavers receiving Aftercare support rose from 40% to 70%. Whilst positive destinations for care experienced school leavers declined from 100% in 2023-24 to 84% in 2024-25, the small number of around 20 leavers means this measure is highly susceptible to fluctuation.

5.14 Moving towards the end of last session the city was ahead of the national average based on data supplied by Skills Development Scotland and on track to be above the average when all data on the Annual Participation Measure is collated and published in August 2026. Going forward, this work will be further strengthened by several other related initiatives, including work on skills education and expanding mentoring and career education programmes.

Community Justice

5.15 Under this priority, the service has continued to coordinate whole system responses to offending and re-offending through Diversion from Prosecution Schemes, Bail Supervision Programmes, Community Payback Orders, Voluntary Resettlement of Short-Term Prisoners and the Statutory Supervision of some other Short-Term and all Long-Term Prisoners as follows:

- **Diversion from Prosecution –** there has been a continued upward trend in referrals from the Crown Office Procurator Fiscal Service, with 81 new assessments and 41 new starts over the last 6 months. Over 80% of people successfully completed schemes, with others re-referred to COPFS for decisions on whether to prosecute in Court.

- **Bail Supervision –** as the number of people subject to Bail Supervision over the period remained low, the service completed a Care Inspectorate supported self-evaluation, which found that when the Court did impose programmes supervision and enforcement was strong. The service is therefore liaising with the Court on its availability.

- **Community Payback Orders –** over the last 6 months, a total of 144 new CPOs were imposed, and people are currently subject to around 24,000 hours of Unpaid Work due to be carried out at various projects across the city. The feedback from recipients of Unpaid Work continues to be extremely positive.

- **Voluntary Resettlement –** the service contributed towards implementation of the Scottish Government Early Release Scheme, which involved the earlier release of 30 short-term prisoners in 7 tranches between December 2025 and April 2026. Criteria for the scheme excluded violent, sexual and domestic abuse offenders.

- **Statutory supervision of prisoners –** the service continued to provide statutory supervision and throughcare of over 270 people, with 26 Short-Term Prisoners subject to Supervised Release Orders; 44 Long-Term Prisoners subject to License Conditions; and 204 Long-Term Prisoners still serving custodial sentences.

Workforce

5.16 The service continues to promote learning and workforce development both jointly across Early Years, Education and Social Work settings and within individual nurseries, schools and teams. Whole service development sessions have been held; all Nursery, School and Social Work staff have completed Trauma Informed Practice Level 1 and 2 training; and leadership development has been coordinated via various methods.

5.17 Leadership development includes a new HT and DHT induction programme. An Education Scotland accredited Leadership for Equity pilot was a success with representatives from each cluster involved in a pilot and plans to run the course again next session. A new middle leaders' pathway is also being developed. Two Social Work leaders are also currently undertaking the Chief Social Work Officer Post-Graduate Diploma.

6.0 PERFORMANCE INDICATORS

6.1 In relation to the performance indicators 17 out of 30, where data is available, are showing long-term, sustained improvements. The remaining 13 are informing key priorities over the next 6-12 months. For 2025-26, some key improvements across all parts of the service which correspond with priorities and actions in the plan include:

- The percentage take up of free school meals increased albeit very slightly from 59% to 60%.
- The percentage point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5 reduced significantly from 4.2 to 3.7.
- Provisional data indicates the percentage of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy will increase slightly from 74% to 75%.
- Provisional data indicates the percentage of S3 pupils achieving CFE 3rd Level or better in Numeracy will increase significantly from 79% to 84%.
- The percentage of care experienced children and young people living in care settings within Dundee increased from 66% to 69%.
- The number of care experienced children and young people placed in external foster or external residential placements decreased from 91 to 89.
- The percentage of child protection re-registrations within 24 months decreased from 8% to 2%.

- The percentage of Children's Houses which have been inspected and graded as Good or better by the Care Inspectorate increased from 66% to 83%.
- The percentage of care experienced children with more than one placement within the last year decreased from 29% to 21%.
- The percentage of Community Payback Orders completed successfully has increased from 65% to 72%.

6.2 Over the next 6 months, the service will prioritise Whole Family Support; the Curriculum Improvement Cycle; school attendance for at-risk groups; sustainable positive destinations for care leavers up to the age of 26 and other vulnerable young people; raising attainment in the Senior Phase; evaluations in HMIE inspections of early years establishments and schools; inspection grades of Children's Houses; and the Inclusion Strategy.

6.3 Plans will continue to be adapted where needed - for example, by extending work on high-impact priorities and delaying lower-risk actions where this will not affect overall delivery. The service remains confident in achieving the aims of the plan by 2027.

7.0 POLICY IMPLICATIONS

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

8.0 CONSULTATIONS

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

9.0 BACKGROUND PAPERS

9.1 None.

AUDREY MAY
Executive Director of Children and Families Service

October 2026

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APPENDIX 1

Detailed Updates by Priority Theme

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

PERFORMANCE INDICATOR (PI) STATUS EXPLAINED					
Status		**Short Term Trend**		**Long Term Trend**	
	More than 5% away from Target		Improving		Improving
	Close to target		Maintaining		Maintaining
	On Target		Deteriorating		Deteriorating

used within the tables.

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

Voice

Actions

Status	Action	Progress Bar	Due Date	Latest Note
✓	Champions Boards	100%	30-Sep-2025	Champions Boards across Dundee secondary schools are well-established, with pupils actively shaping content around emotional wellbeing, relationships and life skills. Innovative approaches include gender-specific groups, peer mentoring, MOMO training and participation in leadership programmes like Columba 1400. Activities such as volunteering, recreational outings and career-linked experiences (e.g. Young Firefighters) have helped pupils build self-worth and explore positive destinations. Citywide Champions Boards and a “12 Champs” alumni group offer continued connection and support beyond school. The overall impact across Dundee highlights the importance of safe spaces, trusted relationships and pupil voice in empowering care experienced young people to thrive.
✓	Mind of My Own	100%	31-Oct-2025	Mind of My Own implemented across all parts of social work and meetings.
▶	Implement learning from "What matters to you"	90%	31-Mar-2027	An update report was taken to City Governance in January 2026, showing how the partnership with What Matters to You (WM2U) has delivered significant achievements in strengthening voice-led family and community empowerment across Dundee. WM2U has invested over £1million, supporting values-based leadership, place-based cafe conversations and increased community participation in Local Community Planning Partnerships. The Make it Happen Fund has enabled small, community-led groups to access funding through decision-making panels made up entirely of community members, strengthening local leadership and responsiveness. Early learning shows increased confidence, connection and influence among participants, with learning shared locally and nationally. Dundee’s approach has received national recognition, including a COSLA Excellence Award. The approach is now being incorporated into Whole Family Support and community teams will continue to support community-led grant decision-making, with discussions ongoing with independent funders to extend the Make it Happen Fund. Voice-led family empowerment will be mainstreamed within Council and partnership activity, with strategic oversight sitting with the Child Poverty and Income, Attainment and Health Inequalities Board.
▶	Advocacy Arrangements	82%	02-Jul-2027	Who Cares? service continue to provide advocacy and support to children and young people aged 2-26 years, the majority being 6-15 years. There is a strong presence in all six children’s houses, and now Fairnbairn Street.

Status	Action	Progress Bar	Due Date	Latest Note
				Referral numbers have increased since the last update to 21 (previously 13), the total number supported 48. Most referrals come from social work teams and there is no waiting list.
	Rights Respecting Schools	80%	30-Jun-2027	An audit of schools' current position in relation to the Rights Respecting Schools Award (RRSA) has been completed. An officer has been designated to support schools to progress through the Award, with targeted support aligned to the specific stage each school has reached. This officer is currently undertaking training with UNICEF to become an accredited RRSA Assessor and is on track to be able to accredit Dundee schools at Silver level by the end of June 2026. In addition, the Education Service has identified a second member of staff to undertake RRSA Assessor training. This will further strengthen capacity within the service and provide additional assurance that Dundee schools can be accredited at Silver RRSA level locally. Progress across the city has been very strong. All Dundee schools have now achieved the Bronze RRSA Award, with 16 schools achieving Silver and 5 schools achieving Gold. As a result, the Education Service is well on track to achieving its target that all schools will have attained at least the Bronze Award during the forthcoming academic session.
	Team Around the Child	70%	02-Jul-2027	Staff remain committed to ensuring that children, young people, and families are heard and meaningfully involved in developing effective and impactful plans. Early feedback indicates improved experiences in settings where ANEW principles have been applied consistently. To support this development, a Head Teacher lead has designed a four-part training programme, which is now available for wider rollout. Building on this, the Head Teacher lead delivered an input to the Depute Head Teacher (DHT) network on 6 November 2025, focusing on effective and consistent Team Around the Child (TATC) meetings. This session draws directly on learning from CELCIS and ANEW and will support plans to further extend this approach to Principal Teachers. Looking ahead, a refreshed GIRFEC group will coordinate this work to ensure consistency, quality, and sustainability of practice across all settings

Performance Indicators

Status	Indicator	Yr -2 Value	Yr -1 Value	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note
	% of care experienced children and young people giving positive responses about where they live							This question has not been asked of children and young people before and is being incorporated into care experienced children and young people's planning and review meetings from December 2026.
	% of child's plans where the voice of children was recorded	60%	61%	60% (2025/26)	80%			There is a clear correlation between children's views being heard and the age group of the children and young people, with 80% of views included for young people aged 12 and over, 50% of children of primary school age (5-11) and 10% or less for children of pre-school age. This mirrors the limitations in methods available for different age groups such as babies and infants and the service is developing guidance and a suite of resources to enable teams to obtain the views of all from December 2026.
	% where the child's views that were sought were meaningful to the Plan's development							In a recent case file audit in May 2026, 94% of children and young people on a Compulsory Supervision Order at Home (16 out of 17 audited) and 83% for children and young people in Children's Houses (13 out of 15 audited) it could be demonstrated that their views clearly contributed towards the Child's Plan.

Health and Wellbeing

Actions

Status	Action	Progress Bar	Due Date	Latest Note
✓	Emotional Health and Wellbeing	100%	31-Mar-2026	These priorities have been embedded and work in this area continues through other key workstreams - UNCRC, Planet Youth, Inclusion Strategy implementation, curriculum design, relationships and behaviour. Counselling in Schools funding has been extended for a further year.
✓	Free School Meal uptake	100%	30-Jun-2024	The strategy for increasing free school meals uptake has been developed. Work continues with Tayside Contracts and schools to promote free school meals. Menu sampling/taster sessions are in place between April and May. Schools are asked annually to involve young people in menu developments. Secondary schools continue to encourage young people eligible for a free meal to take this free meal. Each primary pupil attending secondary school induction days are provided with a free snack at break and lunch.
✓	Personal and Social Education Review	100%	02-Jul-2027	All recommendations from PSE review have been implemented. A new resource sharing platform is now in use by Guidance teachers in secondary schools. New resources and any relevant data, such as Planet Youth, is shared with schools to help inform curriculum design. New planning approaches have been paused as we await further detail and guidance on the new curriculum following the curriculum improvement cycle.
✓	Connected Tayside	100%	30-Jun-2025	Connected Tayside was launched in November 2023 and the work continues to be implemented within Dundee through several Health and Wellbeing priorities. The TRIC work has ceased and is being replaced with a more localised model through an alliance with NHST and the Children & Families Service, including DEPS.
✓	Planet Youth	100%	30-Jun-2027	Further to the resources made available to schools and Local Community Planning Partnerships, information regarding risk and protective factors has been shared with a wide range of partners. An electronic reporting process has been put in place to gather ongoing feedback on the use and impact of the data shared across schools, LCPPs, services and partners. A city plan based on the key question, 'how does your young person spend their time?' has been developed with partners. The plan comes directly from the risk and protective factors identified from our Dundee data. It aims to increase time spent • in supervised activity

Status	Action	Progress Bar	Due Date	Latest Note
				• with parents/carers at the weekend • attending and engaging with school • doing physical activity • achieving recommended sleep for age Decreasing time spent • on social media • outwith the home after midnight The aim of the plan is to increase protective factors, reduce risk factors and create a more protective environment for children and young people to grow up in. A range of short term measures will be used to evidence short term impact with the next survey due to be delivered to young people in September 2027. Work will be ongoing to embed the Planet Youth model into existing processes and to continue to develop and respond to changing data.
	Whole Family Wellbeing Funding	100%	30-Sep-2025	Final decisions on the allocation of WFWF for 2026-27 were made on 17 March and most providers received continued funding albeit with adjustments in some respects. Unallocated monies are being reserved to enhance opportunities to respond most effectively to the views of local communities in the Northeast and Eastend placed based approach.
	Family-based Care Capacity	100%	31-Mar-2025	A plan is now in place regarding recruitment for foster carers with more creative and innovative methods of advertising and targeting different types of care. Future funding has been identified to increase foster carer fees which will support recruitment and retention of carers. ongoing recruitment campaigns will be a key feature of core business moving forward.
	Care Setting Improvement Plans	100%	31-Dec-2024	All Council managed and delivered care settings, including Kinship Care, Foster Care and Young People's Houses, now have Improvement Plans.

Status	Action	Progress Bar	Due Date	Latest Note
				The teams also oversee specific Individual Placement Agreements with External Residential Care and Secure Care providers.
✓	Approaches Towards Adolescents	100%	30-Sep-2025	Approaches to adolescents are now embedded within child protection processes with all 16-17 yr olds being referred through Children's Services. This includes 16-17yr olds presenting as homeless. The multi-agency Steering Group of the Crichton Street Hub has agreed a partnership approach through colocation at the Crichton Street Hub due to open in September 2026. Multi-agency meetings are now taking place in relation to young people where contextual safeguarding issues have been identified and a Contextual Safeguarding Panel is on the process of being set up. New practice models are currently being piloted and are now incorporated into the action plan for Dundee's Young People Strategic Group which in return reports to both the Children and Adults at Risk Committees.
✓	School Age Childcare	100%	31-Mar-2026	During period until 31/3/26. 116 families are accessing free or subsided school age childcare, and we are working to increase these numbers to reach more households and reduce barriers to childcare access. This involves close collaboration with a wide range of out of school care providers and partners, delivering through a whole family approach. Families are being supported to secure benefits and entitlements they are entitled to including universal credit childcare costs and school clothing grants etc. During period until 31/3/26, one Playworker Academy has been delivered in partnership with the Dundee City Council Adult Employability Team and Department of Working Pensions, to provide training opportunities for those considering a career in school age childcare. Sixteen participants attended and are in the process of attending a two-week work placement. It is hoped that they will secure employment as a result. All attendees who completed the course will attend mock interviews and will be contacted by the team with follow up advice.

Status	Action	Progress Bar	Due Date	Latest Note
	Kinship Care	95%	02-Jul-2027	The kinship team continue to assess and support kinship carers/families, have further developed links with schools and is in the process of creating a joint approach to improving the engagement of kinship children in education.
	Foster Care External Review	95%	02-Jul-2027	The foster and adoption team amalgamated in June 25 with a review of the operation of the service undertaken with a view to creating greater capacity within the team and increasing support to carers. The foster recruitment plan was completed April 2026 and identifies actions and targets to improve the profile, retainment and recruitment of foster carers. The training and learning opportunities for carers have improved and there has been the introduction of topic specific support groups for cares, such as a Teenage Carer Support Group. There has been two foster care consultations and from this several joint working groups with foster carers will be created in 2026. The service has also completed a review of unplanned endings for children/young people and the findings of this will inform future carer training and service development.
	Increase the number of mentors across the public, third and private sectors supporting our young people through the MCR Pathways approach.	90%	31-Mar-2032	The transition to MCR Pathways' revised delivery model for the 2025/26 academic year, which introduced a streamlined coordinator team and a cluster-based approach to school engagement, has had an impact on overall reach across the city. Despite these changes, MCR Pathways Coordinators continue to provide vital mentoring and support services across all mainstream secondary schools and Rockwell Learning Centre. To maximise resources and maintain effective support, schools have been organised into three clusters: • **Cluster 1:** Baldragon Academy and Harris Academy • **Cluster 2:** Grove Academy, Morgan Academy and Greenfield Academy • **Cluster 3:** St Paul's RC Academy and St John's RC High School As of March 2026, MCR Pathways is supporting young people through mentoring and targeted pathway interventions. A total of 146 young people are currently matched with mentors and participating in weekly mentoring sessions. This includes: • 33 pupils in S3

Status	Action	Progress Bar	Due Date	Latest Note
				• 59 pupils in S4 • 43 pupils in S5 • 11 pupils in S6 Pathways Coordinators continue to work closely with school staff and volunteer mentors to support young people approaching key transition points, particularly those expected to leave school at the end of the current academic year. In addition, six mentored young people successfully transitioned from school following the winter break. Alongside mentoring activity, 18 young people are currently engaging with Pathways Coordinators while awaiting a mentor match, and two young people are receiving intensive one-to-one support directly from their Pathways Coordinator. Referrals continue to be primarily from care-experienced young people, with 46 referrals (27.7%) identified as care experienced and 120 referrals (72.3%) coming through other referral pathways. This demonstrates the continued reach of the programme to both care-experienced young people and those facing wider barriers to achieving positive destinations and outcomes.
	Welfare and Debt Advice Provision	70%	30-Jun-2027	As part of our approach to welfare and debt advice, we continue to have a Welfare Officer in 3 Secondary schools - Morgan, Baldragon and the new school, Greenfield Academy offering advice regarding welfare rights and benefits to families in a stigma-free environment. There are now 12 depute head teachers enrolled in the Education Scotland professional learning programme 'Equity: mitigating the impact of poverty' that we are piloting in Dundee. There is at least one representative from each cluster. The intended impact of this programme is to raise awareness of the impact of poverty for children and families and will continue to highlight the need for our Welfare and Debt advice provision in schools.
	Deliver on the Child Healthy Weight Strategy.	44%	31-Mar-2032	The situation remains a significant concern, as levels of childhood obesity remain stubbornly high and are higher than prior to the pandemic. Primary 1 data for 2024/25 (most recent data collection point, published December 2025) highlighted 27.0% of children in Dundee are at risk of overweight or obesity, 72.0% are a healthy weight and 1.0% are at risk of being underweight. Marked socioeconomic inequalities in child healthy weight remain. This trend is similar to the picture at a national level. The Children and Families Service are therefore leading a multiagency working group to develop a Food and Health Policy for all early years, primary and secondary school settings. The Early Years Policy is completed. The Food and Health Policy for Primary and Secondary Schools is in its final draft stage and will be implemented in schools during 2026/2027.

Status	Action	Progress Bar	Due Date	Latest Note
				A new Tayside Infant Food Insecurity Pathway was launched in February 2025 that aims to provide a supportive resource to ensure parents and carers can access timely, sustainable support if they face food insecurity. The pathway prioritises a cash first approach and has been developed in alignment with the Scottish Government 'Guide to Responding to and Preventing Infant Food Insecurity in Scotland'.

Performance Indicators

Status	Indicator	Yr -2 Value	Yr -1 Value	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note
	% of care experienced children and young people in care settings within Dundee postcodes	61%	66%	69.2% (2025/26)	70%			Consistent improvement in figures over the past three years
	Number of children and young people placed in external foster or external residential placements	97	91	89 (2025/26)	n/a			The number of children placed with external (i.e. independent agency) foster carers or in external residential care continues to slowly decrease but whenever there are no places available for children newly entering care, external provision is still being used. The new foster carer recruitment strategy should help to reduce those figures by end of 2026/27.
	Child protection re-registrations within 24 months	1.5%	7.6%	2% (2025/26)	3%			Two out of 99 registrations were for children who had previously been deregistered within 24 months.
	Total number of children in care at any one time	379	398	383 (2025/26)	400			Numbers are now steadily below 400, even if they occasionally fluctuate as children enter or leave care.
	% of case files audited rated overall as good or better	71%	94%	91% (2025/26)	95%			There were two sets of audits totalling 33 files, 18 for children and young people on CSO at Home and 17 for children and young people in residential care. 30 (91%) were graded as Good or better (17 or 94% of those at home and 13 or 87% of those in residential).

Status	Indicator	Yr -2 Value	Yr -1 Value	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note
	% of Young People's Houses inspected with good or better indicators in all areas of inspection	83%	71%	83% (2025/26)	100%			Currently 5 out of 6 houses which have been inspected are graded as Good or better
	% Care Experienced Children with more than one placement within the last year	26.1%	28.8%	21.4% (2024/25)	15%			While this figure is above the target of 15% it is nevertheless an improvement compared to the previous three years when this figure was between 26% and 28%. There will always be some children who have more than one placement during the year, usually either at the beginning when a short term placement may be needed while searching for a suitable longer term placement or seeing if it might be possible for the child to return home; and also at the end of their time in care as a shorter term placement closer to home or a "CSO At Home" is being used (NB CSO at Home is included for the purpose of this count - this means that the child or young person is living with their parent(s) under statutory social work supervision
	The % take up of free school meals	52.5%	58.6%	59.5% (2025/26)	54%			This indicator measures take up of free school meals for all primary pupils and includes the P1-P5 group who have universal entitlement to free meals.
	Percentage of Primary 1 Children Classified as Obese or Overweight	23.8%	25.1%	27% (2024/25)	21.2%			The percentage of primary 1 children at risk of obesity and overweight combined has increased compared with the previous year. This rise has been observed nationally.

Educational Outcomes

Actions

Status	Action	Progress Bar	Due Date	Latest Note
✓	Secondary School Improvement Plan	100%	30-Jun-2025	This project has now been completed and any outstanding or ongoing actions have been taken over by the Learning, Teaching and Assessment Group and the recently renewed Curriculum Collaborative Learning Networks.
✓	College Curriculum Offers	100%	30-Jun-2025	We have an excellent relationship and meet monthly with the college link, Angela Vettriano. She attends working groups linked to DYW as well as our college partnership strategy group, which is now well established, therefore action completed. This has developed the Standard for school and college, the ongoing curriculum review, improved portal for communication, tracking and monitoring of attendance and progress and ongoing improvement discussions.
✓	Secondary School BGE Moderation	100%	30-Jun-2025	Action research project with Education Scotland has been completed and any outstanding or ongoing actions have been taken over by the Learning, Teaching and Assessment Group and the recently renewed Curriculum Collaborative Learning Networks with a focus on moderation at all levels.
✓	ASN Review	100%	30-Jun-2025	ASN Review has completed and Inclusion & Wellbeing Strategy being developed with the vision: To create an inclusive, equitable, and nurturing education system in Dundee where every Dundee child and young person is loved, loveable and loving to thrive, learn, and achieve their full potential—regardless of background, identity, or additional support needs—within their local catchment school. The Inclusion Strategy Oversight Group has been established and the strategy will be delivered through three interlinked workstreams: Policy & Procedures Capacity Building and Implementation Leadership & Quality Assurance

Status	Action	Progress Bar	Due Date	Latest Note
	Digital Schools Award	94%	30-Jun-2027	94% of schools and settings have now achieved at least one Digital Schools Award. This breaks down to 33/33 primary schools, 11/12 Early Years settings, 2/2 special schools and 5/7 secondaries. Extenuating circumstances apply to the three settings still to achieve. Wallacetown NS and St John's HS will attain the award early in the new school session, with the remaining secondary (Greenfield Academy, the newly created merger school) aiming to achieve an award during 26-27.
	Read Dundee – the Literacy Hub	90%	30-Jun-2027	Dundee Reads is in year 4 of a 10 year project. The offer includes community projects, support for schools and nurseries, literacy champions who work with children and families and book gifting events. This session they have hosted a number of author visits to schools and nurseries. Supported schools with the development of their libraries. Set up family book clubs and gifted books. They have worked with other providers to organise community events. Teamed up with other agencies to provide links and create partnerships, such as the Bella Centre creating book bags for schools, and the Boomerang Christmas Fayre. They have also worked with community libraries in most areas of the city, providing books that were part of a Christmas gifting party. Links have been made with D&A college, working with students there on a variety of projects including outdoor storytelling. The literacy champions network has expanded to 30, with the volunteer management system now live.
	Every Dundee Learner Matters	90%	02-Jul-2027	Our Every Dundee Learner Matters (EDLM) strategy continues to strengthen the development of a sustainable, self-improving system, with increasing evidence of effective networked collaboration across nurseries and schools. The EDLM strategy group, comprising key partners, is providing clear strategic direction through coordinated professional learning, including Headteacher Learning Together sessions, and the systematic identification and sharing of effective practice. Evaluation activity undertaken jointly by central officers and school leaders through School Improvement Partnerships highlights improved collaboration, professional dialogue and the spread of evidence-informed approaches to addressing contextual barriers. This is further reinforced by an external evaluative report from the University of Glasgow, which identifies high levels of implementation of EDLM's core design principles, particularly its focus on school-based collaborative inquiry, the effective use of existing practitioner expertise, and increased flexibility for schools to respond to local contexts within a shared framework.

Status	Action	Progress Bar	Due Date	Latest Note
				The report evidences positive impact on learners' presence, participation and progress and highlights the generation of new knowledge across the system. Recent refinement of partnership arrangements, including the allocation of a Quality Improvement Education Officer to each group, is strengthening consistency of challenge and support and enhancing accountability. A continued focus on inquiry-based practice and the development of shared 'accounts of practice' is supporting the effective mobilisation of learning across establishments. The next phase will build on this strong foundation to further embed an impactful networked learning system and ensure that collaborative activity translates into sustained improvements in outcomes for all learners, particularly in closing attainment gaps.
	Attendance Strategy Group	90%	02-Jul-2027	The ongoing programme of work to improve attendance and promote presence continues to progress, with a clear focus on strengthening consistency, clarity and impact across schools. This work is increasingly aligned with the wider *Promoting Presence Policy*, with the aim of developing a more coherent, accessible "one-stop" resource for practitioners. A review of the Attendance Hearing process has highlighted the need for greater consistency in roles, expectations and implementation across settings. Engagement with Head Teachers has been central to identifying both effective practice and operational challenges, which will inform future refinements to ensure the process is proportionate, supportive and impactful. In relation to Locality Support Worker referrals, discussions have focused on current thresholds, timeliness and effectiveness in supporting improved attendance. While examples of strong practice were shared, there is recognition of the need to ensure greater consistency and clarity in referral pathways, alongside opportunities to strengthen early intervention approaches. The Flexible Curriculum Arrangements Policy (2023) continues to support inclusive approaches to meeting learner needs. Feedback suggests that flexible pathways are positively linked to engagement and attendance for some young people, with further consideration required to ensure consistent application and to inform any future policy review. Work has also progressed to improve understanding and consistency in the use of attendance codes. Variability in interpretation remains a challenge, with implications for the accuracy of data and subsequent decision-making. Further guidance and clarity will be developed to support schools in applying codes more consistently. At a strategic level, this work is contributing to a broader review of attendance processes and policy alignment, with feedback from Head Teachers being channelled through to the Attendance Strategy Group to inform next steps and future developments.

Status	Action	Progress Bar	Due Date	Latest Note
				The Promoting Presence Policy is now available via the *Including Every Dundee Learner* SharePoint site, supporting improved access to guidance and resources. Schools have also been encouraged to share materials to support a more collaborative and consistent approach across the authority.
	School Estate Strategy	87%	31-Mar-2027	Since the handover in August 2025 of Drumgeith Community Campus, we remain under the 12 months defects period where snagging items and remedial works are identified and addressed. Work has been completed for the majority of these items, and the remainder are planned during the easter or summer holidays. Demolition work continues to progress on both former Braeview Academy and Craigie High school sites. Work has now been initiated for the Western Gateway primary school and engagement is ongoing with Barrat Homes to co-ordinate the school's delivery alongside the wider housing development, with Robertson appointed the school construction contractor. On 1st December 2025, following a thorough review of the information received from Scottish Ministers, together with additional documentation provided by Dundee City Council, the schools closure review panel refused consent to the proposal to close ST Pius X Roman Catholic Primary School and Nursery class in accordance with section 17C(1) of the 2010 Act.
	Scottish Attainment Challenge Strategy Group	85%	02-Jul-2027	The Strategic Equity Fund plan for 2024-26 has been reviewed to reflect the tapering of the funding and to plan for session 2026/27. In addition, this is the last year of the Strategic Equity Fund as it currently stands, and planning is underway for an exit strategy if required by March 2027 is in progress. The plan continues to be aligned to the service improvement plan and the 3 Ps - Presence, Participation and Progress. There are clearly defined outcomes and measures also aligned to Dundee's stretch aims. The role of the Attainment Adviser from Education Scotland has ceased while Education Scotland undertake a review of their future priorities.
	Reducing Energy Usage	85%	31-Dec-2026	The total school energy consumption decreased by 4.7% in 2023/24 and 4.8% in 2024/25 compared with the previous years due to a roll out in energy efficiency and capital works. There is a higher reduction in the secondary schools with the primary and nursery schools showing a smaller reduction. The total school emissions decreased by 3.4% in 2023/24 and 4.8% in 2024/25. This has been achieved through measures such as incorporating energy management tools, improved energy efficiency measures and in some cases, switching to low carbon heating solutions.

Status	Action	Progress Bar	Due Date	Latest Note
				Recent investment in the secondary estate following the opening of Drumgeith Community Campus will deliver greater improvements in emissions and energy from 2025/26 onwards.
	Estate Expansion	72%	31-Aug-2029	Regular client and design team meetings with Robertson Construction are progressing to develop the Western Gateway primary school and engagement continues with Barratt Homes to align the school's delivery alongside the wider housing development. Annual improvements to the learning estate were undertaken during the summer break All standalone nurseries, special and secondary schools are rated A or B for condition and suitability, and twenty-eight of thirty-three primary schools are rated A or B for condition; all primary schools are rated A or B for suitability. Works to improve current condition "C" schools, Blackness, Craigiebarns, Eastern, St Mary's and St Ninian's primary schools is on track through general works upgrading during the 26/27 session. In 2025/26, total energy consumption in schools decreased by 11% and emissions also decreased by 12% compared with the previous year, primarily due to the closure of Braeview Academy and Craigie High School in June 2025. Energy data for Drumgeith Campus is being monitored and will be updated in the annual report following a full year of operation.
	Support for Targeted Schools	70%	30-Jun-2027	As of April 2026, the Pedagogy Team has supported 8 schools with intensive support and 22 schools with 50 targeted support sessions. We have supported 2 schools through the inspection process. 21 schools have participated in the national improving writing programme led by the team with over 100 staff now trained in using the improvement methodology. The pedagogy team continue to work with 50 provisionally registered teachers (PRTs) providing a suit of learning on pedagogies, Dundee processes and supporting them through the process of gaining GTCS full registration. Networks supporting moderation, assessment, literacy and numeracy continue to provide guidance for staff who are leading in the relevant area. Core support continues to be offered, mainly in the form of e-learning modules. The 20 modules have been undertaken by over 450 staff to date. The Pedagogy Team are supporting school leaders through the implementation of the Curriculum Improvement Cycle, providing presentations and resources that can be used with staff. This is underpinned with work that has

Status	Action	Progress Bar	Due Date	Latest Note
				been undertaken with 16 schools on refining curriculum rationale and with some staff on improving pedagogies such as project based learning.
	Broad General Education Tracking System	65%	02-Jul-2027	The tracking tool was launched at the start of the 2025/26 academic year. All primary and secondary schools are using the tool with their own school interface. The local authority has access to all school data through the tool. Short life working groups have been created to ensure a consistent approach to data collection across the city. Refresher training was provided on the methods of collecting data on attainment and progress. Schools set up 3 data collection campaigns each year with collection points in November, March and June. For year one of the using the tool progress and attainment data will be collected, with the option of using Pupil Tracking for interim and end of year reports. Superusers have been identified for each school, and they have received 3 training sessions on how to set up the school accounts, how to enter the data and then how to view and analyse the data. The Pedagogy Team have created 'How To' guides which can be referenced at any time to demonstrate how to use the different functions in Pupil Tracking. There are also a number of presentations and exemplars that can be drawn upon for support. Work has been undertaken to integrate all parental emails held on Groupcall, this allows schools to send an individual link to all parents which will encourage them to create an account. Once this is made, any data collected and reports can be shared with parents via the tool, cutting down on time and money spent printing end of year reports. Work is on-going to improve the analysis tool for looking at data and to add more information about the learners. The next step is to begin storing the data collected about additional support needs learners and health and wellbeing information. This will mean that all data about pupils is stored and accessible in one place, giving a fuller picture.
	Reducing and Responding to Behaviours of Concern	50%	02-Jul-2027	A short-life working group, in partnership with the trade unions, is implementing an Improvement Plan to strengthen approaches to reducing and responding to behaviours of concern, including violent incidents. A revised electronic recording system has been piloted and refined, with rollout planned to improve the quality of data and enable more targeted support to schools and nurseries. A comprehensive review of CALM training has established clear workforce needs and a monitoring system to ensure consistent staff training and response. In addition, practical resources and professional learning have been developed to support schools in strengthening routines,

Status	Action	Progress Bar	Due Date	Latest Note
				learner engagement and understanding of regulation. Early feedback indicates improved staff confidence, greater consistency in practice, and a shift towards more proactive, relational approaches, supporting a reduction in escalation and improved engagement in learning.
	Support Services Review	40%	02-Jul-2027	A review has now been completed and awaiting approval in September 2026 in advance of consultation with staff.

Performance Indicators

Status	Indicator	Yr -2 Value	Yr -1 Value	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note
	% S3 pupils achieving CFE 3rd Level or better in Literacy	81%	82%	80% (2025/26)	93%			Provisional figure as at July 2026. Still subject to Quality assurance. Final official figure available December 2026.
	% S3 pupils achieving CFE 3rd Level or better in Numeracy	79%	79%	84% (2025/26)	91%			Provisional figure as at July 2026. Still subject to Quality assurance. Final official figure available December 2026.
	School attendance rate for care experienced children and young people at home or in kinship care	n/a	78%	77.3% (2025/26)	88%		n/a	Please note that there is a siginficant difference between the two categories. The 83 pupils on CSO at Home had an average attendance of 72.2%, whereas the 60 pupils in kinship care had an average attendance of 84.4%. There is also a marked difference between primary and secondary school, with attendance in primary school 89% (86&% at home and 92% kinship) dropping at secondary school to an average of 53% for CSO at home and 71% for kinship care. There is a small-scale test of change starting in the new academic year to support families during the transition period and the findings will inform develoments across all schools.
	Average Total tariff SIMD Quintile 1	577	593	563 (2024/25)	660			School leavers' Local Government Benchmarking Framework Tariff scores can be very sensitive to when in the senior phase pupils leave. Highers and Advanced Highers, usually taken in S5 and S6 garner significantly more tariff points than National 4 and 5 awards. Initial indications point to a strong performance by S4 and S5 cohorts in the Qualification Scotland 2026 diet which should lead to improvements in tariff scores.
	% gap in attainment tariff scores between school leavers living in	49%	45%	51% (2024/25)	43%			Average tariff score for leavers from SIMD Quintile 5 increased from 1088 in 2024 to 1141 in 2025. Over the same period, average tariff score for leavers from SIMD Quintile 1 declined from 593 to 563. This has widened the poverty related attainment gap on this measure.

Status	Indicator	Yr -2 Value	Yr -1 Value	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note
	SIMD 1 areas and SIMD 5 areas.							
	% point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5.	4.3	4.3	3.9 (2025/26)	3.1			Improving school attendance has been a key priority for the Children and Families Service and closing the gap between children and young people living in the most deprived areas and other areas will lead to improvements in other education outcomes.
	Improve the overall attendance of all children and young people living in SIMD Quintile 1	87%	87.8%	87.9% (2025/26)	95%			Improvement has been slow in this area, with more progress essential if Dundee is to achieve set target.
	% of P1, P4 and P7 pupils combined achieving expected CFE Level in Literacy	73.8%	73.9%	75.4% (2025/26)	82%			Provisional figure as at July 2026. Still subject to Quality assurance. Final official figure available December 2026.
	% of P1, P4 and P7 pupils combined achieving expected CFE Level in Numeracy	80%	79.6%	80.4% (2025/26)	83%			Provisional figure as at July 2026. Still subject to Quality assurance. Final official figure available December 2026.
	Literacy Attainment Gap (P1,4,7 Combined) - Percentage point gap between the least deprived and most deprived	16.6%	13.9%	20.2% (2025/26)	11.2%			This is a provisional figure as at July 2026. Quality Improvement Education Officers (QIEO) will continue to work with their link schools at the start of session 2026/27 to review and if necessary update these figures before final submission to the Scottish Government at the end of August 2026. They will then be subject to a further round of quality assurance by Scottish Government statisticians before final official figures are published in December 2026.Once finalised QIEOs, managers and the pedagogy team will use the literacy data to identify schools for targeted support to improve literacy achievement and close the poverty related attainment gap.
	Numeracy Attainment Gap (P1,4,7 Combined) - Percentage point gap between the least	14.3%	9.6%	13.8% (2025/26)	10%			This is a provisional figure as at July 2026. Quality Improvement Education Officers (QIEO) will continue to work with their link schools at the start of session 2026/27 to review and if necessary update these figures before final submission to the Scottish Government at the end of August 2026. They will

Status	Indicator	Yr -2 Value	Yr -1 Value	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note
	deprived and most deprived							then be subject to a further round of quality assurance by Scottish Government statisticians before final official figures are published in December 2026.Once finalised QIEOs, managers and the pedagogy team will use the numeracy data to identify schools for targeted support to improve numeracy achievement and close the poverty related attainment gap.

Positive Destinations

Actions

Status	Action	Progress Bar	Due Date	Latest Note
	Metaskills Practitioners' Network	100%	30-Jun-2025	The Meta Skills Mentors network had 5 planned meetings over the course of academic session 2024-25. The Padlet is live, which contains links to resources, support tools and case studies. Uploading to this will continue as new approaches are attempted. The Pedagogy Team will now take this forward with the QAMSO network and this will be linked to the Skills & Profiling group. The network will be amalgamated with the QAMSO network to support the citywide development of meta skills.
	Profiling and Skills	90%	02-Jul-2027	A Quality Improvement Education officer (Tim Beattie) has engaged in discussions and is supporting the development of a National Principles & Practice Paper on Profiling with SDS. This work is part of a refresh regarding Dundee City Councils approach to profiling and skills in schools. An audit has been carried out with all primary and secondary school Senior Leadership Teams and a working group established to develop profiling and skills further. Secondary schools continue to engage with Globalbridge through the central team's end of term Newsletter. All secondary schools are signed up and using the platform increasingly and for all senior phase students alongside MY WOW in the Broad General Education. Cluster chairpersons have been reminded of the use of SDS website for primary pupils to profile their learning and skills. The majority of primary schools are using SDS for middle to upper pupils.
	Improve Participation Rates (sustained positive destinations)	86%	02-Jul-2027	Still ahead of the National Average according to data supplied by SDS. DCC on track to be above the National Average when all data is collated and published in August. My role (R Perry) is due to end in May 2026, as yet there is no plan on how Positive Destinations will be managed in the future.
	Skills Development Scotland	85%	02-Jul-2027	All secondary schools have established ‘Core Implementation Groups’ (CIGs) which have a minimum expectation to meet fortnightly for positive destination meetings, these are now embedded. The SDS participation portal is accessed and provides the key information for these meetings, SDS careers advisors are a key participant of the

Status	Action	Progress Bar	Due Date	Latest Note
				group and plan pathways and source opportunities for the young people. This is leading to a positive impact on participation rates. SDS has a School Partnership Agreement (SPA) with each secondary school. Data is used to inform discussions with pupils and partners, providing a lens on protected groups and characteristics. Careers advisers will work with school partners and pupils to agree the appropriate level and frequency of support based on factors identified and pupil entitlements under the Career Education Standard. A Post school offer in also in place for 15- to 19-year-olds, with SDS careers advisors allocated based on participation status.
	Career Education Standard	75%	30-Sep-2026	Continue to work with Skills Development Scotland and Developing the Young Workforce to offer individual, group and whole class engagement, also to offer a city-wide collaborative approach to ensuring Schools meet the requirements set out in the Career Education Standard. Quality Improvement Education Officer is currently engaged in discussions and is supporting the development of a National Principles & Practice Paper on Profiling with SDS. This work is part of a refresh regarding Dundee City Councils approach to profiling and skills in schools. An audit has been carried out with all primary and secondary school Senior Leadership Teams and a working group established to develop profiling and skills further in line with the Career Education Standard. Partnership with 'Discover Work' is ongoing in implementing the Step Change in Positive Destinations citywide plan which led to the creation of the 'Positive Destinations Framework' for schools with regular meetings taking place in each secondary school and improvements evident in the Annual Participation Measure. Collaborative improvement networks: Curriculum are now in place to review and bring consistency to how aspects of the Career Education Standard should be delivered within Personal and Social Education in schools.
	Volunteer and Modern Apprenticeships	65%	02-Jul-2027	Continue to work with Globalbridge, DYW, SDS and employability services to offer opportunities to young people for work experience and employment. Secondary schools continue to match work experience placements with the skills and interests of young people through Globalbridge and the Participation Portal. The Discover Work team have developed a pilot programme for young people not in positive destinations. This includes an offer of Modern Apprenticeships across a variety of Council services with some school pupils being successful for places on the pilot. Moving forward further plans will be put in place to ensure this opportunity develops and suitable young people are identified for these opportunities.

Performance Indicators

Status	Indicator	Yr -2 Value	Yr -1 Value	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note
		40%	46%	70%	60%			This is a preliminary figure but shows significant improvement due to dedicated person centred support of the young people. 48 (70%) out of 69 young people open to the Throughcare and Aftercare Team were in education, training or employment on 31st July. Out of the 21 young people not in education, training or employment, 9 either had a long term illness/disability or were looking after family. Additionally, 78% of young people who are still looked after and 100% of young people in continuing care open to the team are in employment, training or employment (but these are not included in the national measures)
	% of care-leavers receiving aftercare up to the age of 26 years who are in education, training or employment	40%	46%	70% (2025-26)	60%			This is a preliminary figure but shows significant improvement due to dedicated person-centred support. 48 (70%) out of 69 young people open to the Throughcare and Aftercare Team were in education, training or employment on 31st July. Out of the 21 young people not in education, training or employment, 9 either had a long-term illness/disability or were looking after family. Additionally, 78% of young people who are still looked after and 100% of young people in continuing care are in employment, training or employment (not included in the national measures).
	% of 16-19 Year Olds participating in Education, Training or Employment	89.4%	90.5%	91.3% (2024/25)	92%			Skills Development Scotland Published their Annual Participation Measure for 2025 on 26th August 2025. It reported that 91.3% of 16-19 years olds in Dundee were participating in Education, Employment or Training. It stated that of this 68.4% were in education, 19.7% were in employment and 3.1% were in training or development.
	16 - 19 year olds living in SIMD 1 participating in education, employment or training	84.1%	87.3%	87.3% (2024/25)	90%			Skills Development Scotland published their participation measure for 2025 on 26th August 2025. It was reported that 87.3% of 16-19 year olds in Dundee City living in SIMD Quintile 1 were participating in education, employment or training. This is consistent with the figure reported in 2024.

Community Justice

Actions

Status	Action	Progress Bar	Due Date	Latest Note
✓	Diversion from Prosecution	100%	01-Jun-2025	Over the last 6 months, 81 new assessments have been carried out and 41 people have started schemes, with over 80% completing successfully.
✓	Bail Supervision	100%	31-Mar-2025	The number of people placed on Bail Supervision by the Court has remained low, the service is liaising with the Court on the criteria and focus of the scheme.
✓	Community-based Sentence Options	100%	31-Mar-2025	Over the 6 month period, 144 new Community Payback Orders were imposed with 24,000 hours of Unpaid Work, which continues to be carried out at various locations across the city.
✓	Voluntary and Statutory Support	100%	31-Mar-2025	Over the last 6 months, the focus of voluntary resettlement has been the national Early Release Scheme, which excludes domestic abuse, violent and sexual offences and involved 30 people released earlier.
▶	Pre- and Post-sentence Questionnaires	45%	02-Jul-2027	A revised questionnaire has now been developed with teams and will be implemented at the start and end of Orders in October 2026.

Workforce

Actions

Status	Action	Progress Bar	Due Date	Latest Note
✓	Community HUBs	100%	01-Apr-2026	This action is now being reported on under P2.1 Kirkton Community HUB trial https://dundeecity.pentanarpm.uk/cpmweb/actions/show/4455234#tab_fields
✓	ELC Professional Development	100%	30-Jun-2024	A core programme of CLPL (Career Long Professional Learning) has been developed, planned and is being delivered by the Early Years Team across the academic year. The training materials from the core programme are available as a resource to be utilised as part of separate in-house professional learning sessions. Core CLPL has been delivered to Local Authority and Funded Provider settings through a series of face-to-face sessions, including twilight sessions for Funded Providers in: • Quality Observations in Nursery • Environment as Third Educator • Schematic Play and Learning • ABC and Beyond Plans are in place to deliver the following prior to end of June 2024: • Quality Framework and Self-evaluation • Responsive Planning Understanding the Golden Thread CLPL programme for Senior Early Years Practitioners and Nursery Teachers is being delivered termly. Under 3`s Learning Group Continued work around UNCRC Article 12 within the context of Under Three's provision. Each setting is engaging in professional reading, self evaluation and reflection and providing a range of staff development activities within their own team. Each service is currently carrying out a small case study and plans are in place to share this learning
✓	Trauma-informed Workforce	100%	01-Jun-2024	All nursery and school staff have now completed Trauma training 1 and 2. Level 3 training is reported separately by learning organisational development (Sarah Hart). The Education team support this through the Trauma Strategy Group.

Status	Action	Progress Bar	Due Date	Latest Note
✓	Service Wide Forums	100%	30-Jun-2027	Service-wide forums continue to form a key part of joint Education and Social Work leadership approaches towards addressing inequalities, supporting vulnerable groups and improving attainment.
✓	Robert Owen Centre Professional Learning	100%	30-Jun-2024	The work with Robert Owen Centre has concluded in relation to the establishment of the Every Dundee Learner Matters strategy and the implementation of School Improvement Partnerships across all schools. Every school now has at least one school inquiry group taking forward an area of improvement in the school improvement plan and aligned with the 3 Ps - Presence, Participation and Progress.
✓	Support and Protection Training	100%	31-Mar-2024	There are currently a range of child protection and adult support and protection learning opportunities available to all teams and schools which can be accessed via the **Protecting People Learning Framework** These include training, e-learning and self-directed learning.
✓	Risk Assessment Training	100%	31-Mar-2025	Together with Learning and Organisational Development, Education Psychology and Children and Families, we have created a basic Risk Assessment programme which is run over 2 half days. Following a Pilot, we are now running this programme several times a year, and the intention is for it to be a mandatory course for all C&F workers. We are also looking at creating a 3rd session specifically for C&F Social Workers.
✓	Quality Conversations	100%	31-Oct-2023	Head of People attended Children and Families Service (CFS) SLT, and follow up meeting at Education - SLT. Work been done to ensure that not just HT can undertake LGE staff Quality Conversations (at the moment nobody else can save the QC paperwork other than post-to-post manager). This will reflect on stats.
✓	Leadership and Management Training.	100%	30-Jun-2026	Leadership and management training continues to be provided both formally and informally through service-wide events, practitioner forums, mentoring and accredited courses.
✓	Kirkton Community HUB trial	100%	30-Jun-2025	The Kirkton Governance Group stepped down in 2025 having completed the Kirkton Hubs work. The move of all services has been completed with Kirkton Community Centre being closed to all service users from 28 April 2025. The building is now in the process of being demolished. All Local Management Group activities are using interim or final locations and the remaining finalised locations for all LMG groups are in place. Further DCC have supported Kirkton SCIO towards their ambitions of building a stand alone community run facility as part of the Kirkton Hub locations
▶	ELC ASN Training Programme	80%	30-Jun-2027	The Dundee Early Learning and Childcare Standard for Inclusive Practice is now in use in all 31 early years settings (100%). Two development sessions have been held for Head Teachers and Managers to discuss the Standard and share practice in relation to the agreed commitment to all settings auditing practice and identifying next steps to improve and extend practice. Following the agreed commitment to self-evaluate and audit practice, feedback via a survey of all 31 settings (response rate 75%) has been gathered and will now be collated.

Status	Action	Progress Bar	Due Date	Latest Note
				Next Steps: Analysis of the survey results taken from the collation of next steps to develop and improve practice will provide themes for professional development. Training and professional reading opportunities will be identified that match the common themes for staff to access, as required.
	Regular Audits	50%	30-Jun-2027	The actions related to social work were completed in April 2024 however time allwed for bedding in. The action cannot be completed by me as the remainder of the action relates to education. As such the action remains at 50%
	Climate Change Learning Modules	25%	30-Jun-2027	The completion of climate change modules will be taken forward throughout session 26/27 led by the identified Net Zero Champion in each setting. The target for the service would be to complete the first of the 11 modules to gain a basic understanding of climate change. Those with a keen interest can progress at their own pace with the remaining modules.

REPORT TO: **CITY GOVERNANCE COMMITTEE – 26 OCTOBER 2026**

REPORT ON: **CAPITAL MONITORING 2026/27**

REPORT BY: **EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

REPORT NO: **231–2026**

1 PURPOSE OF REPORT

1.1 To advise Elected Members of the latest projected 2026/27 capital outturn positions.

2 RECOMMENDATION

2.1 It is recommended that the Committee note the information in this report.

3 FINANCIAL IMPLICATIONS

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

4 BACKGROUND

4.1 This report provides service capital monitoring information and explanations of material variances for both General Fund and HRA budgets.

Appendix 1 provides a summary of the overall position for General Services. As at end of August 2026, the projected outturn was £35.438m, a decrease of £5.240m since the previous Capital Monitoring report was approved at City Governance Committee on 21st September 2026 (Report 185-2026, Article II refers). Actual expenditure to 31st August is £7.976m, this equates to 23% of the Revised Budget compared to 50% at the same point last year. The difference in these percentages reflects major capital projects that were underway during the same period last financial year including Greenfield Academy/Drumgeith Community Campus and Bell St Transport Hub.

Appendix 1 shows a Capital Receipts projection of £2.558m for 2026/27, with actuals to date £0.372m. Several potential capital receipts are being considered as sites for affordable housing. The Capital Receipts projection will continue to be monitored throughout the year, and any changes to the projection, will be reflected in future capital monitoring reports.

Appendix 2 details the latest projected outturn for major projects and programmes.

Appendix 3 provides a summary of the overall position for HRA. As at end of August 2026, the projected outturn was £34.646m, a decrease of £0.743m since the previous Capital Monitoring report was approved at City Governance Committee on 21st September 2026 (Report 185-2026, Article II refers). Actual expenditure to 31st August was £7.754m, this equates to 22% of the Revised Budget compared to 18% for the same period last year.

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Appendix 4 provides a summary of the latest position on the Community Regeneration Partnership.

5 GENERAL SERVICES

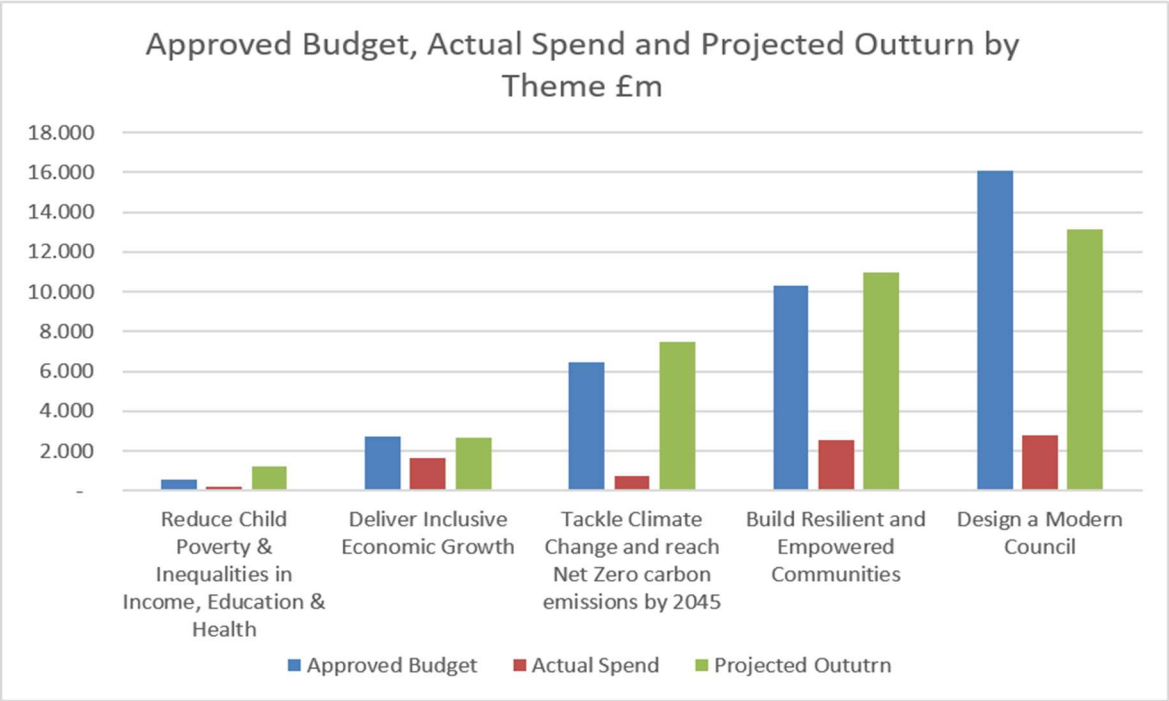
5.1 The net decrease in the projected outturn for 2026/27 reflects additional grant income being awarded to the Council, and project/programmes budgets being reprofiled from 2026/27 into 2027/28. These net movements into 2027/28 will be funded from a combination of borrowing and grants and contributions.
Key variations are as follows and details are provided in the paragraphs below. Other variations are below the £0.250m reporting threshold.

Increases in planned expenditure:

- Transport & Infrastructure -Lochee & Arbroath Rd Sustainable Transport Corridors - £0.250m

Reductions in planned expenditure:

- DCA Lifecyle Plant Replacement Programme – (£1.100m)
- Sports Facilities – DISC 3G Pitch Upgrade – (£0.359m)
- Cladding Remediation – (£0.742m)
- Eastern Quarter – (£1.283m)
- Baldovie Waste Management Facility – (£2.464m)



5.1.1 Transport & Infrastructure – Lochee & Arbroath Road Sustainable Transport Corridors (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045 - Other Projects)
Projection increased by £0.250m. Additional funding from Transport Scotland to continue the design of these arterial routes, to improve bus priority measures and active travel. There will be no impact on the borrowing requirement.

5.1.2 DCA Lifecycle Plant Replacement Programme (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045)
Projection reduced by £1.100m to align the budget with the plant replacement programme timescales, to fit around the building usage. The budget will be required next year, resulting in a reduction in borrowing this year and a corresponding increase next year.

5.1.3 Sports Facilities DISC 3G Pitch Upgrade (Build Resilient and Empowered Communities – Other Projects)
Projection reduced by £0.359m to align the budget with when the works can be carried out to ensure least disruption to service provision at DISC. The budget will be required next year, resulting in a reduction in borrowing this year and a corresponding increase next year.

5.1.4 Cladding Remediation (Build Resilient and Empowered Communities – Other Projects)
Projection reduced by £0.742m. Design work is ongoing with expenditure now anticipated to be incurred in 2027/28 following project development, procurement and delivery timescales. This will result in a reduction in borrowing this year and a corresponding increase next year.

5.1.5 Eastern Quarter - Community Regeneration Partnership/City Improvement Fund & City Investment Fund (Build Resilient and Empowered Communities
Projection reduced by £1.283m. The budget has been rephased to show when the contractor will be starting onsite and reflects what works can be carried out during 2026/27. The budget will be required in 2027/28, resulting in a reduction in borrowing and grants and contribution this year, and a corresponding increase next year.

5.1.6 Baldovie Waste Management Facility (Design a Modern Council)
Projection reduced by £2.464m. The project start date was delayed due to unforeseen circumstances which prevented the contractor from placing early material orders. Although demolition works are now underway, this delay has a knock-on effect on the building works programme, but mitigation measures are being explored. The budget will be required next year, resulting in a reduction in borrowing this year and a corresponding increase next year.

5.2 Projected Total Cost Variations

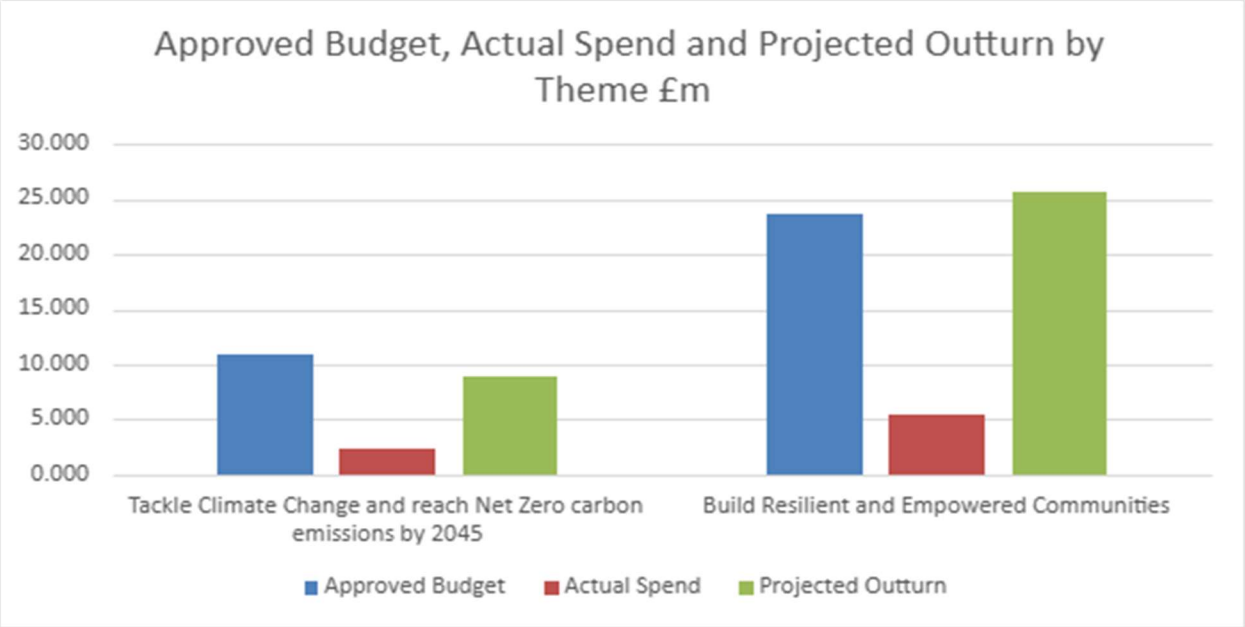
There are no total cost variations to report.

5.3 Completion Date Variations (this compares the estimated date as per the tender acceptance report)

5.3.1 Baldovie Waste Management Facility (Design a Modern Council)
The project start date was delayed due to unforeseen circumstances which prevented the contractor from placing early materials orders. The project was originally scheduled to be complete by end of March 2027 but now anticipated to be July 2027, but mitigation measures are being explored. At this point there is no impact on the total cost of the project.

HOUSING HRA

6.1 The net increase in the projected outturn for 2026/27 are summarised in paragraphs below. Other variations are below the £0.250m reporting threshold.



6.1.1 Energy Efficiency – External Insulation and Cavity Fill (Tackle Climate Change and Reach Net Zero by 2045)
Projection reduced by £2.530m. This is primarily due to the Aberdour Place project being in the design phase, with expenditure being rephased to reflect the latest project timescales. The projection has also reduced as the Linlathen Phase 1 project has been updated to reflect the most recent progress information provided by the contractor.

6.1.2 Free from Serious Disrepair – Windows (Build Resilient and Empowered Communities)
Projection increased by £1.545m as a number of projects have been accelerated and are now expected to progress during the current financial year rather than in future years.

6.1.3 Healthy, Safe and Secure – Smoke Detector Programme (Build Resilient and Empowered Communities)
Projection reduced by £0.500m, reflecting the latest programme delivery timescales and revised estimates for 2026/27.

6.1.4 Miscellaneous – Water Pumps and Tanks (Build Resilient and Empowered Communities)
Projection reduced by £0.300m. Alterations to mains works required further investigation work and updated plans.

6.1.5 Increased Supply of Council Housing - Blackness Road (Build Resilient and Empowered Communities)
Projection increased by £1.345m, reflecting the contractors progress on site which will result in a higher level of expenditure in the current financial year.

6.1.6 Increased Supply of Council Housing - 39 & 41 Beauly Avenue (Build Resilient and Empowered Communities)
Projection reduced by £0.340m, which reflects updated estimates and programme timescales. The project is in the design stage, with a planning application being submitted and is now expected to commence in the next financial year.

6.2 Projected Total Cost Variations
There are no total cost variations to report.

6.3 Completion Date Variations (this compares the estimated date as per the tender acceptance report)

6.3.1 Energy Efficiency – External Insulation and Cavity Fill (Tackling Climate Change and Supporting the Net Zero 2045 Target).
The completion date for the Linlathen Phase 1 project has been revised from August 2026 to April 2027 to reflect the latest progress information provided by the contractor including progress on one-to-one properties in Phase 1.

7 COMMUNITY REGENERATION PARTNERSHIP

7.1 The projects funded from the £20m Community Regeneration Partnership are shown in Appendix 4 and progress continues to be made in the development and delivery of these named projects. There are quarterly meetings between Dundee City Council and the UK Government (Ministry of Housing, Communities and Local Government) where updates are provided on each of the named projects. Internally, progress is reviewed fortnightly by the appointed Community Regeneration Partnership Board, whose membership includes the Executive Directors of Corporate Services and City Development, who have delegated authority to deliver the Programme.

7.2 Following the removal of the Central Waterfront Office Development from the Community Regeneration Partnership Programme due to escalating construction costs rendering the project unviable, £3 million became available for reallocation within the approved programme. In line with UK Government guidance that any available funding should be redistributed to existing approved projects rather than new initiatives, £1.5 million was previously allocated to the Dundee Museum of Transport, leaving a further £1.5 million to be allocated.

The reallocation of the remaining £1.5 million seeks to maximise regeneration, community and economic benefits while ensuring deliverability within programme timescales. The funding would provide a further £0.5m to enhance the exhibition offer at the Dundee Museum of Transport, £0.5m as a contingency to mitigate delivery risks associated with the Kirkton Community Enterprise Centre, and £0.5m to support a further round of the Community Facilities Challenge Fund, building on the strong demand and successful outcomes achieved through the initial programme.

8 POLICY IMPLICATIONS

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

9 CONSULTATION

9.1 The Council Leadership Team have been consulted with the content of this report.

10 BACKGROUND PAPERS

10.1 None.

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES **13 OCTOBER 2026**

2026/27 DUNDEE CITY COUNCIL CAPITAL EXPENDITURE MONITORING TO 31st AUGUST 2026 **Appendix 1**

	Approved Capital Budget 2026/27 £000	Total Budget Adjustments £000	Revised Capital Budget 2026/27 £000	Actual Spend 2026/27 £000	Projected Outturn 2026/27 £000	Variance £000	Actual Spend to 31.8.26 as a % of Revised Budget
GENERAL SERVICES							
Capital Expenditure							
Reduce Child Poverty & Inequalities in Income, Education & Health	563	640	1,203	**216**	**1,203**	0	18%
Deliver Inclusive Economic Growth	2,706	(55)	2,651	**1,643**	**2,651**	0	62%
Tackle Climate Change and reach Net Zero carbon emissions by 2045	6,472	995	7,467	**754**	**7,467**	0	10%
Build Resilient and Empowered Communities	10,314	674	10,988	**2,560**	**10,988**	0	23%
Design a Modern Council	16,115	(2,986)	13,129	**2,803**	**13,129**	0	21%
Capital Expenditure 2026/27	**36,170**	**(732)**	**35,438**	**7,976**	**35,438**	**0**	23%
Capital Resources							
Expenditure Funded from Borrowing	18,674	(6,079)	**12,595**	**953**	**12,595**		
General Capital Grant	12,854	457	**13,311**	**5,817**	**13,311**		
Capital Grants & Contributions - project specific	2,642	4,332	**6,974**	**834**	**6,974**		
Capital Receipts - Sale of Assets	2,000	558	**2,558**	**372**	**2,558**		
Capital Resources 2026/27	**36,170**	**(732)**	**35,438**	**7,976**	**35,438**		
Capital Expenditure as % of Capital Resources	**100%**		**100%**		**100%**		

Appendix 2

REDUCE CHILD POVERTY AND INEQUALITIES IN INCOMES, EDUCATION AND HEALTH

Project/Nature of Expenditure	Approved Budget 2026/27 £000	Total Adjusts £000	Revised Budget 2026/27 £000	Expenditure to 31/08/2026 £'000	Projected Outturn 2026/27 £000	Note 1 Actual Project Cost to 31/08/2026 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS - Reduce Child Poverty and Inequalities										
School Estate Investment-Greenfield Academy (EECC)		352	352	135	352	100,683	100,800	100,900	Jul-25	Aug-25
(Less External Funding)						(100)		(100)		
School Estate Investment - Western Gateway Primary School	350	122	472	57	472	85	25,000	25,000		
(Less External Funding)	(350)	(122)	(472)	(57)	(472)	(85)	(6,992)	(6,992)		
OTHER PROJECTS - Reduce Child Poverty and Inequalities	213	166	379	24	379	902	1,136	1,239		
(Less External Funding)						(50)	(50)	(50)		
Net Expenditure	**213**	**518**	**731**	**159**	**731**	**101,435**	**119,894**	**119,997**		
Receipts	**(350)**	**(122)**	**(472)**	**(57)**	**(472)**	**(235)**	**(7,042)**	**(7,142)**		
Gross Expenditure	**563**	**640**	**1,203**	**216**	**1,203**	**101,670**	**126,936**	**127,139**		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2026-31

Appendix 2

DELIVER INCLUSIVE ECONOMIC GROWTH

Project/Nature of Expenditure	Approved Budget 2026/27 £000	Total Adjusts £000	Revised Budget 2026/27 £000	Expenditure to 31/08/2026 £'000	Projected Outturn 2026/27 £000	Note 1 Actual Project Cost to 31/08/2026 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS - Deliver Inclusive Economic Growth										
Site 6 South Side - Office Development	1,300	(78)	1,222	922	1,222	25,902	26,202	26,202	Feb-25	Sep-25
Demolition of Properties & Remediation Works	1,076	(7)	1,069	739	1,069	2,292	2,622	2,622	Mar-27	Mar-27
OTHER PROJECTS - Deliver Inclusive Economic Growth	330	30	360	(18)	360	638	1,067	1,016		
(Less External Funding)	(290)		(290)		(290)		(341)	(290)		
Net Expenditure	**2,416**	**(55)**	**2,361**	**1,643**	**2,361**	**28,832**	**29,550**	**29,550**		
Netted Off Receipts	**(290)**		**(290)**		**(290)**		**(341)**	**(290)**		
Gross Expenditure	**2,706**	**(55)**	**2,651**	**1,643**	**2,651**	**28,832**	**29,891**	**29,840**		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2026-31

Appendix 2

TACKLE CLIMATE CHANGE AND REACH NET ZERO CARBON EMISSIONS BY 2045

Project/Nature of Expenditure	Approved Budget 2026/27 £000	Total Adjusts £000	Revised Budget 2026/27 £000	Expenditure to 31/08/2026 £'000	Projected Outturn 2026/27 £000	Actual Project Cost to 31/08/2026 £000	Note 1 Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS - Tackle Climate Change and Reach Net Zero Emissions by 2045										
Broughty Ferry to Monifieth Active Travel Improvements		130	130	23	130	17,455	17,479	17,562	Sep-24	Mar-26
(Less External Funding)						(17,314)	(17,314)	(17,314)	Sep-24	Mar-26
Tier 1 Active Travel Infrastructure Fund (formerly known as Cycling, Walking & Safer Routes)		1,241	1,241	127	1,241	127	1,241	1,241	Mar-27	Mar-27
(Less External Funding)		(1,241)	(1,241)	(127)	(1,241)	(127)	(1,241)	(1,241)	Mar-27	Mar-27
DCA Lifecycle plant replacement programme	1,450	(979)	471	63	471	1,378	4,550	4,550	Main Works Tender targeted for approval during 2026/27	
Low Carbon Transport (Green Transport Hub & Spokes - Bell Street)		66	66	9	66	18,557	17,940	18,614	Sep-25	Nov-25
(Less External Funding)						(16,341)	(16,045)	(16,341)	Sep-25	Sep-25
Strathmartine Connections	187	713	900	244	900	630	1,587	1,713	Main Works Tender not yet approved	
(Less External Funding)		(840)	(840)	(244)	(840)	(611)	(367)	(667)	Mar-27	Mar-27
Vehicle Fleet & Infrastructure	2,492	(972)	1,520	154	1,520	242	1,608	1,608	Mar-27	Mar-27
(Less Sale of Vehicles & Equipment)		(20)	(20)	(19)	(20)	(19)	(20)	(20)	Mar-27	Mar-27
OTHER PROJECTS - Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045	2,343	796	3,139	134	3,139	18,123	20,751	21,128		
(Less External Funding)	(484)	(1,266)	(1,750)	(6)	(1,750)	(1,496)	(3,251)	(3,240)		
Net Expenditure	**5,988**	**(2,372)**	**3,616**	**358**	**3,616**	**20,604**	**26,918**	**27,593**		
Receipts	**(484)**	**(3,367)**	**(3,851)**	**(396)**	**(3,851)**	**(35,908)**	**(38,238)**	**(38,823)**		
Gross Expenditure	**6,472**	**995**	**7,467**	**754**	**7,467**	**56,512**	**65,156**	**66,416**		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2026-31

Appendix 2

BUILD RESILIENT AND EMPOWERED COMMUNITIES

Project/Nature of Expenditure	Approved Budget 2026/27 £000	Total Adjusts £000	Revised Budget 2026/27 £000	Expenditure to 31/08/2026 £'000	Projected Outturn 2026/27 £000	Note 1 Actual Project Cost to 31/08/2026 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS - Build Resilient and Empowered Communities										
Road Maintenance Partnership	3,200	(17)	3,183	1,197	3,183	1,197	3,183	3,183	Mar-27	Mar-27
Street Lighting Renewal	1,000		1,000	517	1,000	517	1,000	1,000	Mar-27	Mar-27
City Improvement/Investment Fund	500	(432)	68	48	68	223	743	743	Mar-27	Mar-27
(Less External Funding)		(37)	(37)		(37)	(133)	(500)	(170)	Mar-27	Mar-27
Community Regeneration Partnership	1,288	(304)	984	136	984	643	2,084	2,084	Mar-27	Mar-27
(Less External Funding)	(1,288)	304	(984)	(136)	(984)	(643)	(2,084)	(2,084)	Mar-27	Mar-27
Union Street Infrastructure Improvements	664		664		664	1,173	1,870	1,837	Sep-26	Sep-26
(Less External Funding)						(1,173)	(1,116)	(1,173)	Mar-26	Mar-26
Pride in Place - Camperdown Park		400	400	4	400	4	1,500	1,500		
(Less External Funding)		(400)	(400)	(4)	(400)	(4)	(1,500)	(1,500)		
Parks & Open Spaces	1,120	137	1,257	154	1,257	751	1,965	1,965	Mar-27	Mar-27
(Less External Funding)						(347)	(347)	(347)	Mar-26	Mar-26
OTHER PROJECTS/PROGRAMMES - Build Resilient and Empowered Communities	2,542	890	3,432	504	3,432	2,467	4,818	4,861		
(Less External Funding)	(230)	(710)	(940)	(241)	(940)	(1,779)	(2,506)	(2,528)		
Net Expenditure	**8,796**	**(169)**	**8,627**	**2,179**	**8,627**	**2,896**	**9,110**	**9,371**		
Receipts	**(1,518)**	**(843)**	**(2,361)**	**(381)**	**(2,361)**	**(4,079)**	**(8,053)**	**(7,802)**		
Gross Expenditure	**10,314**	**674**	**10,988**	**2,560**	**10,988**	**6,975**	**17,163**	**17,173**		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2026-31

DESIGN A MODERN COUNCIL

Project/Nature of Expenditure	Approved Budget 2026/27 £000	Total Adjusts £000	Revised Budget 2026/27 £000	Expenditure to 31/08/2026 £'000	Projected Outturn 2026/27 £000	Note 1 Actual Project Cost to 31/08/2026 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS/PROGRAMMES - Design a Modern Council										
Baldovie Waste Management Facility	5,825	(2,325)	3,500	44	3,500	380	6,300	6,300	Mar-27	Jul-27
Depot Rationalisation Programme	29	(2)	27		27	436	3,063	3,063	Service review ongoing - tender will follow once review complete	
Dundee Ice Arena Plant & Upgrade	200	(104)	96	**21**	96	1,298	9,100	9,100	Early stages of development with consultation on-going. Tender report will follow	
Property Lifecycle Development Programme	6,379	(161)	6,218	1,503	6,218	3,503	8,806	8,502	Mar-27	Mar-27
Purchase Computer Equipment	1,248	94	1,342	371	1,342	793	1,764	1,764	Mar-27	Mar-27
Schools Connectivity	47		47	47	47	1,585	2,600	2,726		
OTHER PROJECTS/PROGRAMMES - Design a Modern Council	2,387	(488)	1,899	817	1,899	5,070	6,969	7,093		
Net Expenditure	**16,115**	**(2,986)**	**13,129**	**2,803**	**13,129**	**13,065**	**38,602**	**38,548**		
Netted Off Receipts										
Gross Expenditure	**16,115**	**(2,986)**	**13,129**	**2,803**	**13,129**	**13,065**	**38,602**	**38,548**		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2026-31

Appendix 2

TACKLE CLIMATE CHANGE AND REACH NET ZERO EMISSIONS BY 2045 - HOUSING REVENUE ACCOUNT ELEMENT

Project/Nature of Expenditure	Approved Budget 2026/27 £000	Total Adjusts £000	Revised Budget 2026/27 £000	Expenditure to 31/8/2026	Projected Outturn 2026/27 £000	Note 1 Actual Project Cost to 31/8/2026 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
Energy Efficiency	10,999	(2,090)	8,909	2,351	8,909	2,858	11,839	11,839	Mar-27	Apr-27
Net Expenditure	**10,999**	**(2,090)**	**8,909**	**2,351**	**8,909**	**2,858**	**11,839**	**11,839**		
Receipts										
Gross Expenditure	**10,999**	**(2,090)**	**8,909**	**2,351**	**8,909**	**2,858**	**11,839**	**11,839**		

BUILD RESILIENT AND EMPOWERED COMMUNITIES - HOUSING REVENUE ACCOUNT ELEMENT

Project/Nature of Expenditure	Approved Budget 2026/27 £000	Total Adjusts £000	Revised Budget 2026/27 £000	Expenditure to 31/8/2026	Projected Outturn 2026/27 £000	Note 1 Actual Project Cost to 31/8/2026 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
Free from Serious Disrepair	9,997	2,715	12,712	3,573	12,712	6,725	16,468	16,030	Mar-27	Mar-27
Modern Facilities & Services	2,101	(748)	1,353	231	1,353	264	1,397	1,386	Mar-27	Mar-27
Healthy, Safe and Secure	4,000	(2,103)	1,897	438	1,897	2,736	4,163	4,295	Mar-27	Mar-27
Miscellaneous	2,343	1,389	3,732	451	3,732	1,154	4,774	4,691	Mar-27	Mar-27
Increased Supply of Council Housing	4,689	1,010	5,699	596	5,699	3,075	8,675	8,680	Apr-27	Jul-27
(Less External Funding)	(1,396)		(1,396)		(1,396)	(1,139)	(2,326)	(2,535)	Apr-27	Apr-27
Demolitions	60	(30)	30	11	30	11	30	30	Mar-27	Mar-27
Digital /ICT	292	(178)	114	38	114	631	707	885	Mar-21	TBC
Sheltered Lounge Upgrades	200		200	65	200	65	200	200	Mar-27	Mar-27
Net Expenditure	**22,286**	**2,055**	**24,341**	**5,403**	**24,341**	**13,522**	**34,088**	**33,662**		
Receipts	**(1,396)**		**(1,396)**		**(1,396)**	**(1,139)**	**(2,326)**	**(2,535)**		
Gross Expenditure	**23,682**	**2,055**	**25,737**	**5,403**	**25,737**	**14,661**	**36,414**	**36,197**		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure

DUNDEE CITY COUNCIL CAPITAL EXPENDITURE MONITORING 31 AUGUST 2026

Appendix 3

	Approved Capital Budget 2026/27 £000	Total Budget Adjustments £000	Revised Capital Budget 2026/27 £000	Actual Spend to 31 Aug 2026 £000	Projected Outturn 2026/27 £000	Variance £000	Actual Spend to 31.8.2026 as a % of Revised Budget
Capital Expenditure							
Tackle Climate Change and reach Net Zero carbon emissions by 2045							
Energy Efficiency	10,999	(2,090)	8,909	2,351	8,909	-	26%
Build Resilient and Empowered Communities							
Free from Serious Disrepair	9,997	2,715	12,712	3,573	12,712	-	28%
Modern Facilities and Services	2,101	(748)	1,353	231	1,353	-	17%
Healthy, Safe & Secure	4,000	(2,103)	1,897	438	1,897	-	23%
Miscellaneous	2,343	1,389	3,732	451	3,732	-	12%
Increase Supply of Council Housing	4,689	1,010	5,699	596	5,699	-	10%
Demolitions	60	(30)	30	11	30	-	37%
Digital /ICT	292	(178)	114	38	114	-	33%
Sheltered Lounge Upgrades	200		200	65	200	-	33%
Capital Expenditure 2026/27	**34,681**	**(35)**	**34,646**	**7,754**	**34,646**		22%
Capital Resources							
Expenditure Funded from Borrowing	31,832	(35)	31,797	7,938	31,797	-	
Capital Receipts, Grants & Contributions - project specific							
Scottish Government Grants	1,396		1,396		1,396	-	
Capital Funded from Current Revenue							
Council Tax discount reductions used to fund affordable housing	1,000		1,000		1,000	-	
Capital Receipts, Grants & Contributions							
Receipts from Owners	165		165	(194)	165	-	
Capital Receipts:-							
Sale of Assets - Land	288		288	10	288	-	
Capital Resources 2026/27	**34,681**	**(35)**	**34,646**	**7,754**	**34,646**		
Capital Expenditure as % of Capital Resources	**100%**				**100%**		

CAPITAL MONITORING 2026/27 **APPENDIX 4**

COMMUNITY REGENERATION PARTNERSHIP

Dundee City Council Capital Projects

Note 1

Project	Grant Award £000	Adjustment to Grant Award	Revised Grant Award	Expenditure to 31/08/2026 £000	Comments	Making satisfactory progress
Phase 3 Waterfront Office Development	3,000	- 3,000	-		**The balance of funding has been reallocated from this project to other projects in the programme.**	No
City Centre Masterplanning	200		200	149	**Supporting the City Centre Traffic Modelling study as part of the City Centre Strategic Investment Plan. This work is complete awaiting invoices**	Yes
Eastern Quarter Improvements	1,000		1,000		**Design works for enhancements to Murraygate complete. Project costed. Work due to start Q4 2026/27.**	Yes
Dundee Green Circular Active Travel	500		500	492	**Report 230-2025 approved at Fair Work, Economic Growth & Infrastructure Committee on 18th August, committed £0.5m spend in 25/26 & 2026/27. Project nearing completion.**	Yes
Community Facilities Grant Scheme	304		304	2	**Two rounds of challenge fund approved. £0.985m of the initial £1M allocated to 13 projects, 4 of which are being delivered by DCC (note the balance of grant award within third party projects below).**	Yes
	5,004	- 3,000	2,004	643		

Third Party Capital Projects

Project	Grant Award £000	Adjustment to Grant Award	Revised Grant Award	Expenditure to 31/08/2026 £000	Comments	Making satisfactory progress
Commercial Buildings Enhancement Scheme	1,000		1,000	25	**Scheme is open. Current application status - 1 approved and in delivery. Applications considered from Westport Properties for facade enhancement to 8 properties on Union Street, Castle Street and Exchange Street. Awaiting application for another property on Union Street, the former KFC unit on High Street, Commercial Street. 2 new Expressions of Interest being assessed. Due dliigence being undertaken on 2 applications at present - Whitehall Street and Nethergate.**	Yes
Historic Buildings Renewal Fund	2,000		2,000		**Scheme open. A number of initial enquiries made, with application process in development. Meeting with potential applicant in late September.**	Yes
Community Facilities Grant Scheme	696	500	1,196	485	**Two rounds of challenge fund approved. £0.985m of the initial £1M allocated to 13 projects, 9 of which are being delivered by external bodies. Applications for the additional £0.5m of funding will be made over coming months - award of grant shown under third party for now until split of grant awards known**	Yes
Life Sciences Innovation District	2,000		2,000		**Working with the University of Dundee to deliver the project. Negotiations underway to conclude ongoing lease of building and final specifications for the investment**	Yes
Dundee Waterfront - A Home For LegalTech Education & Innovation	1,100		1,100	796	**Work underway. First 5 claims have been paid and completion date is set for autumn 2026, claim 6 and 7 received.**	Yes
Dundee Museum of Transport	1,200	2,000	3,200	342	**Work is underway on the building with good progress being made.**	Yes
Dundee & Angus College Future Skills	4,500		4,500		**This project has been awarded an extension by UK Government as it is now part of the wider conversation about the redevelopment of the college. Funding secured from Scottish Funding Council to prepare the business case for the larger project.**	Yes
Dundee & Angus College Health Facility	500		500	300	**Work is underway and the facility should be in operation in autumn 2026. First two claims have been paid. Third claim received.**	Yes
Kirkton Community Enterprise Centre	1,500	500	2,000	149	**Revised project scale agreed, design work for project underway. Further £0.5m has been allocated to the project as a contingency on the Contract works. Match funding secured from Scottish Government's Regeneration Capital Grant Fund. Contract requires to be signed by March 2027. SCIO ready to submit planning application.**	Yes
Social Bite Recovery Village	500		500		**Project remains in development, potential site identified. Potential delivery partner taking proposal to Board.**	Under Review
	14,996	3,000	17,996	2,097		

TOTAL	**20,000**	**-**	**20,000**	**2,740**

Note 1 - Expenditure to 31st August 2026 includes current and previous year expenditure

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REPORT TO: **CITY GOVERNANCE COMMITTEE – 16 NOVEMBER 2026**

REPORT ON: **CAPITAL MONITORING 2026/27**

REPORT BY: **EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

REPORT NO: **249–2026**

1 PURPOSE OF REPORT

1.1 To advise Elected Members of the latest projected 2026/27 capital outturn positions.

2 RECOMMENDATION

2.1 It is recommended that the Committee note the information in this report.

3 FINANCIAL IMPLICATIONS

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

4 BACKGROUND

4.1 This report provides service capital monitoring information and explanations of material variances for both General Fund and HRA budgets.

Appendix 1 provides a summary of the overall position for General Services. As at end of September 2026, the projected outturn was £35.318m, a net decrease of £0.120m since the previous Capital Monitoring report was approved at City Governance Committee on 26th October 2026 (Report 231-2026, Article VII refers). Actual expenditure to 30th September is £11.005m, this equates to 31% of the Revised Budget compared to 58% at the same point last year. The difference in these percentages reflects major capital projects that were underway during the same period last financial year including Greenfield Academy/Drumgeith Community Campus and Bell St Transport Hub.

Appendix 1 shows a Capital Receipts projection of £2.558m for 2026/27, with actuals to date £0.372m. The Capital Receipts projection will continue to be monitored throughout the year, and any changes to the projection, will be reflected in future capital monitoring reports.

Appendix 2 details the latest projected outturn for major projects and programmes.

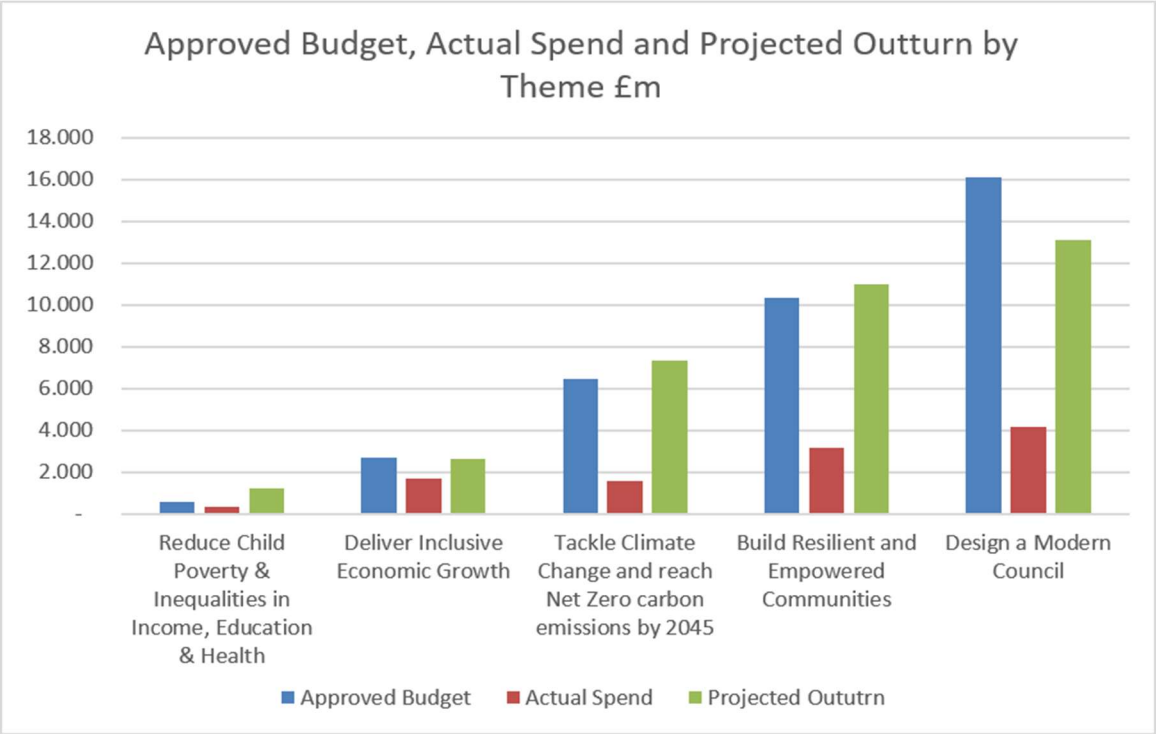
Appendix 3 provides a summary of the overall position for HRA. As at end of September 2026, the projected outturn was £34.540m, a decrease of £0.106m since the previous Capital Monitoring report was approved at City Governance Committee on 26th October 2026 (Report 231-2026, Article VII refers). Actual expenditure to 30th September was £10.553m, this equates to 31% of the Revised Budget compared to 20% for the same period last year.

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Appendix 4 provides a summary of the latest position on the Community Regeneration Partnership.

5 GENERAL SERVICES

5.1 The net decrease in the projected outturn for 2026/27 reflects additional grant income being awarded to the Council, and project/programmes budgets being reprofiled from 2026/27 into 2027/28. These net movements into 2027/28 will be funded from borrowing.
The variations are below the £0.250m reporting threshold.



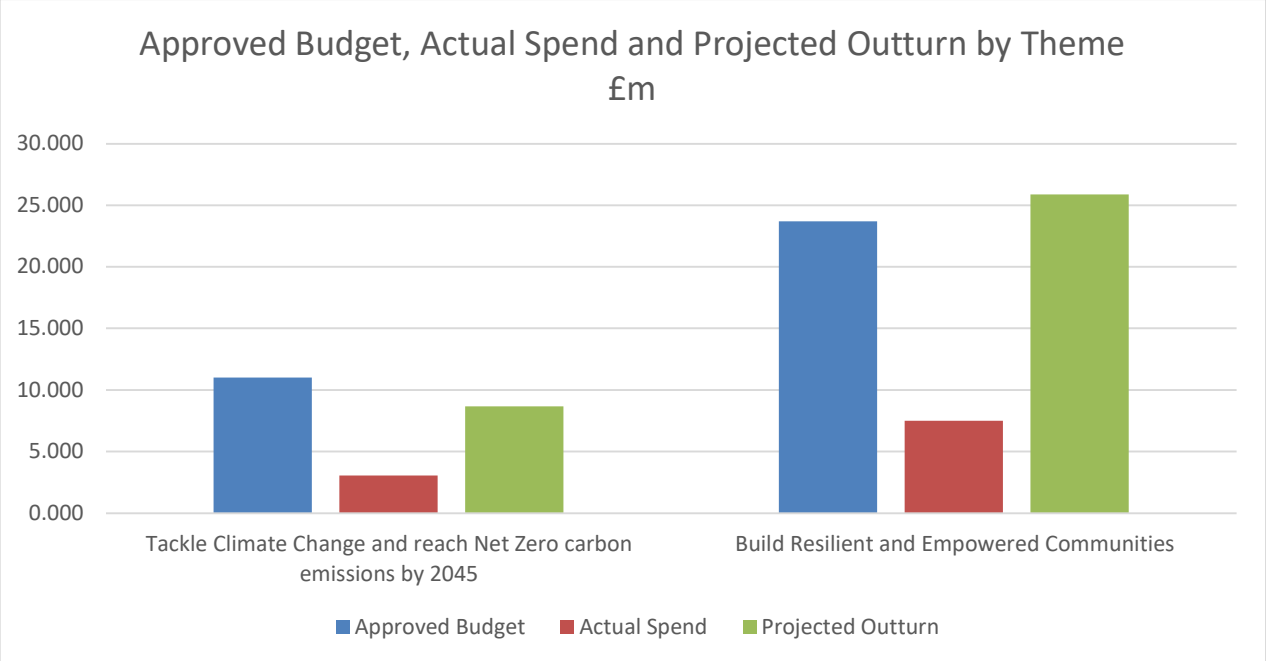
5.2 Projected Total Cost Variations
There are no total cost variations to report.

5.3 Completion Date Variations (this compares the estimated date as per the tender acceptance report)

5.3.1 Union St Infrastructure Improvements (Build Resilient & Empowered Communities
The project in now projected to be completed by January 2027 when the new gateway installations will be installed. The programming for this element of work takes account of the city centre Christmas embargo period and helps to minimise any further disruption to local businesses during the busy festive season.

HOUSING HRA

6.1 The net decreases in the projected outturn for 2026/27 are below the £0.250m reporting threshold.



6.2 Projected Total Cost Variations
There are no total cost variations to report.

6.3 Completion Date Variations (this compares the estimated date as per the tender acceptance report)
There are no completion date variations to report.

7 COMMUNITY REGENERATION PARTNERSHIP

7.1 The projects funded from the £20m Community Regeneration Partnership are shown in Appendix 4 and progress continues to be made in the development and delivery of these named projects. There are quarterly meetings between Dundee City Council and the UK Government (Ministry of Housing, Communities and Local Government) where updates are provided on each of the named projects. Internally, progress is reviewed fortnightly by the appointed Community Regeneration Partnership Board, whose membership includes the Executive Directors of Corporate Services and City Development, who have delegated authority to deliver the Programme.

7.2 Following the removal of the Central Waterfront Office Development from the Community Regeneration Partnership Programme due to escalating construction costs rendering the project unviable, £3 million became available for reallocation within the approved programme. In line with UK Government guidance that any available funding should be redistributed to existing approved projects rather than new initiatives, £1.5 million was previously allocated to the Dundee Museum of Transport, leaving a further £1.5 million to be allocated.

The reallocation of the remaining £1.5 million seeks to maximise regeneration, community and economic benefits while ensuring deliverability within programme timescales. The funding would provide a further £0.5m to enhance the exhibition offer at the Dundee Museum of Transport, £0.5m as a contingency to mitigate delivery risks associated with the Kirkton Community Enterprise Centre, and £0.5m to support a further round of the Community Facilities Challenge Fund, building on the strong demand and successful outcomes achieved through the initial programme.

8 POLICY IMPLICATIONS

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

9 CONSULTATION

9.1 The Council Leadership Team have been consulted with the content of this report.

10 BACKGROUND PAPERS

10.1 None.

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES **04 NOVEMBER 2026**

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2026/27 DUNDEE CITY COUNCIL CAPITAL EXPENDITURE MONITORING TO 30th SEPTEMBER 2026 **Appendix 1**

	Approved Capital Budget 2026/27 £000	Total Budget Adjustments £000	Revised Capital Budget 2026/27 £000	Actual Spend 2026/27 £000	Projected Outturn 2026/27 £000	Variance £000	Actual Spend to 30.9.26 as a % of Revised Budget
GENERAL SERVICES							
Capital Expenditure							
Reduce Child Poverty & Inequalities in Income, Education & Health	563	640	1,203	**341**	**1,203**	0	28%
Deliver Inclusive Economic Growth	2,706	(55)	2,651	**1,704**	**2,651**	0	64%
Tackle Climate Change and reach Net Zero carbon emissions by 2045	6,472	875	7,347	**1,582**	**7,347**	0	22%
Build Resilient and Empowered Communities	10,314	674	10,988	**3,212**	**10,988**	0	29%
Design a Modern Council	16,115	(2,986)	13,129	**4,166**	**13,129**	0	32%
Capital Expenditure 2026/27	**36,170**	**(852)**	**35,318**	**11,005**	**35,318**	**0**	31%
Capital Resources							
Expenditure Funded from Borrowing	18,674	(6,700)	**11,974**	**2,133**	**11,974**		
General Capital Grant	12,854	909	**13,763**	**7,207**	**13,763**		
Capital Grants & Contributions - project specific	2,642	4,381	**7,023**	**1,293**	**7,023**		
Capital Receipts - Sale of Assets	2,000	558	**2,558**	**372**	**2,558**		
Capital Resources 2026/27	**36,170**	**(852)**	**35,318**	**11,005**	**35,318**		
Capital Expenditure as % of Capital Resources	**100%**		**100%**		**100%**		

Appendix 2

REDUCE CHILD POVERTY AND INEQUALITIES IN INCOMES, EDUCATION AND HEALTH

Project/Nature of Expenditure	Approved Budget 2026/27 £000	Total Adjusts £000	Revised Budget 2026/27 £000	Expenditure to 30/09/2026 £'000	Projected Outturn 2026/27 £000	Note 1 Actual Project Cost to 30/09/2026 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS - Reduce Child Poverty and Inequalities										
School Estate Investment-Greenfield Academy (EECC)		352	352	177	352	100,725	100,800	100,900	Jul-25	Aug-25
(Less External Funding)						(100)		(100)		
School Estate Investment - Western Gateway Primary School	350	122	472	74	472	102	25,000	25,000		
(Less External Funding)	(350)	(122)	(472)	(74)	(472)	(102)	(6,992)	(6,992)		
OTHER PROJECTS - Reduce Child Poverty and Inequalities	213	166	379	90	379	968	1,136	1,239		
(Less External Funding)						(50)	(50)	(50)		
Net Expenditure	**213**	**518**	**731**	**267**	**731**	**101,543**	**119,894**	**119,997**		
Receipts	**(350)**	**(122)**	**(472)**	**(74)**	**(472)**	**(252)**	**(7,042)**	**(7,142)**		
Gross Expenditure	**563**	**640**	**1,203**	**341**	**1,203**	**101,795**	**126,936**	**127,139**		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2026-31

Appendix 2

DELIVER INCLUSIVE ECONOMIC GROWTH

Project/Nature of Expenditure	Approved Budget 2026/27 £000	Total Adjusts £000	Revised Budget 2026/27 £000	Expenditure to 30/09/2026 £'000	Projected Outturn 2026/27 £000	Note 1 Actual Project Cost to 30/09/2026 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS - Deliver Inclusive Economic Growth										
Site 6 South Side - Office Development	1,300	(78)	1,222	926	1,222	25,906	26,202	26,202	Feb-25	Sep-25
Demolition of Properties & Remediation Works	1,076	(7)	1,069	796	1,069	2,349	2,622	2,622	Mar-27	Mar-27
OTHER PROJECTS - Deliver Inclusive Economic Growth	330	30	360	(18)	360	638	1,067	1,016		
(Less External Funding)	(290)		(290)		(290)		(341)	(290)		
Net Expenditure	**2,416**	**(55)**	**2,361**	**1,704**	**2,361**	**28,893**	**29,550**	**29,550**		
Netted Off Receipts	**(290)**		**(290)**		**(290)**		**(341)**	**(290)**		
Gross Expenditure	**2,706**	**(55)**	**2,651**	**1,704**	**2,651**	**28,893**	**29,891**	**29,840**		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2026-31

Appendix 2

TACKLE CLIMATE CHANGE AND REACH NET ZERO CARBON EMISSIONS BY 2045

Project/Nature of Expenditure	Approved Budget 2026/27 £000	Total Adjusts £000	Revised Budget 2026/27 £000	Expenditure to 30/09/2026 £'000	Projected Outturn 2026/27 £000	Actual Project Cost to 30/09/2026 £000	Note 1 Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS - Tackle Climate Change and Reach Net Zero Emissions by 2045										
Broughty Ferry to Monifieth Active Travel Improvements		130	130	36	130	17,468	17,479	17,562	Sep-24	Mar-26
(Less External Funding)						(17,314)	(17,314)	(17,314)	Sep-24	Mar-26
Tier 1 Active Travel Infrastructure Fund (formerly known as Cycling, Walking & Safer Routes)		1,285	1,285	269	1,285	269	1,285	1,285	Mar-27	Mar-27
(Less External Funding)		(1,285)	(1,285)	(269)	(1,285)	(269)	(1,241)	(1,241)	Mar-27	Mar-27
DCA Lifecycle plant replacement programme	1,450	(979)	471	69	471	1,384	4,550	4,550	Main Works Tender targeted for approval during 2026/27	
Low Carbon Transport (Green Transport Hub & Spokes - Bell Street)		66	66	14	66	18,562	17,940	18,614	Sep-25	Nov-25
(Less External Funding)						(16,341)	(16,045)	(16,341)	Sep-25	Sep-25
Strathmartine Connections	187	713	900	315	900	701	1,587	1,713	Main Works Tender not yet approved	
(Less External Funding)		(840)	(840)	(300)	(840)	(667)	(367)	(667)	Mar-27	Mar-27
Vehicle Fleet & Infrastructure	2,492	(967)	1,525	622	1,525	710	1,613	1,613	Mar-27	Mar-27
(Less Sale of Vehicles & Equipment)		(25)	(25)	(20)	(25)	(20)	(25)	(25)	Mar-27	Mar-27
OTHER PROJECTS - Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045	2,343	627	2,970	257	2,970	18,246	20,582	20,959		
(Less External Funding)	(484)	(1,266)	(1,750)	(29)	(1,750)	(1,519)	(3,251)	(3,240)		
Net Expenditure	**5,988**	**(2,541)**	**3,447**	**964**	**3,447**	**21,210**	**26,793**	**27,468**		
Receipts	**(484)**	**(3,416)**	**(3,900)**	**(618)**	**(3,900)**	**(36,130)**	**(38,243)**	**(38,828)**		
Gross Expenditure	**6,472**	**875**	**7,347**	**1,582**	**7,347**	**57,340**	**65,036**	**66,296**		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2026-31

Appendix 2

BUILD RESILIENT AND EMPOWERED COMMUNITIES

Project/Nature of Expenditure	Approved Budget 2026/27 £000	Total Adjusts £000	Revised Budget 2026/27 £000	Expenditure to 30/09/2026 £'000	Projected Outturn 2026/27 £000	Note 1 Actual Project Cost to 30/09/2026 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS - Build Resilient and Empowered Communities										
Road Maintenance Partnership	3,200	(17)	3,183	1,352	3,183	1,352	3,183	3,183	Mar-27	Mar-27
Street Lighting Renewal	1,000		1,000	614	1,000	614	1,000	1,000	Mar-27	Mar-27
City Improvement/Investment Fund	500	(432)	68	48	68	223	743	743	Mar-27	Mar-27
(Less External Funding)		(37)	(37)		(37)	(133)	(500)	(170)	Mar-27	Mar-27
Community Regeneration Partnership	1,288	(304)	984	152	984	655	2,084	2,084	Mar-27	Mar-27
(Less External Funding)	(1,288)	304	(984)	(152)	(984)	(655)	(2,084)	(2,084)	Mar-27	Mar-27
Union Street Infrastructure Improvements	664		664	46	664	1,219	1,870	1,837	Sep-26	Jan-27
(Less External Funding)						(1,173)	(1,116)	(1,173)	Mar-26	Mar-26
Pride in Place - Camperdown Park		400	400	16	400	16	1,500	1,500		
(Less External Funding)		(400)	(400)	(16)	(400)	(16)	(1,500)	(1,500)		
Parks & Open Spaces	1,120	137	1,257	170	1,257	767	1,965	1,965	Mar-27	Mar-27
(Less External Funding)						(347)	(347)	(347)	Mar-26	Mar-26
OTHER PROJECTS/PROGRAMMES - Build Resilient and Empowered Communities	2,542	890	3,432	814	3,432	2,616	4,818	4,861		
(Less External Funding)	(230)	(710)	(940)	(433)	(940)	(1,986)	(2,506)	(2,528)		
Net Expenditure	**8,796**	**(169)**	**8,627**	**2,611**	**8,627**	**3,152**	**9,110**	**9,371**		
Receipts	**(1,518)**	**(843)**	**(2,361)**	**(601)**	**(2,361)**	**(4,310)**	**(8,053)**	**(7,802)**		
Gross Expenditure	**10,314**	**674**	**10,988**	**3,212**	**10,988**	**7,462**	**17,163**	**17,173**		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2026-31

DESIGN A MODERN COUNCIL

Project/Nature of Expenditure	Approved Budget 2026/27 £000	Total Adjusts £000	Revised Budget 2026/27 £000	Expenditure to 30/09/2026 £'000	Projected Outturn 2026/27 £000	Note 1 Actual Project Cost to 30/09/2026 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS/PROGRAMMES - Design a Modern Council										
Baldovie Waste Management Facility	5,825	(2,325)	3,500	372	3,500	708	6,300	6,300	Mar-27	Jul-27
Depot Rationalisation Programme	29	(2)	27	**1**	27	437	3,063	3,063	Service review ongoing - tender will follow once review complete	
Dundee Ice Arena Plant & Upgrade	200	(104)	96	**23**	96	1,300	9,100	9,100	Early stages of development with consultation on-going. Tender report will follow	
Property Lifecycle Development Programme	6,379	(161)	6,218	2,278	6,218	4,310	8,806	8,503	Mar-27	Mar-27
Purchase Computer Equipment	1,248	92	1,340	613	1,340	918	1,762	1,762	Mar-27	Mar-27
Schools Connectivity	47	2	49	49	49	1,587	2,600	2,728		
OTHER PROJECTS/PROGRAMMES - Design a Modern Council	2,387	(488)	1,899	830	1,899	5,083	6,969	7,093		
Net Expenditure	**16,115**	**(2,986)**	**13,129**	**4,166**	**13,129**	**14,343**	**38,600**	**38,549**		
Netted Off Receipts										
Gross Expenditure	**16,115**	**(2,986)**	**13,129**	**4,166**	**13,129**	**14,343**	**38,600**	**38,549**		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2026-31

Appendix 2

TACKLE CLIMATE CHANGE AND REACH NET ZERO EMISSIONS BY 2045 - HOUSING REVENUE ACCOUNT ELEMENT

Project/Nature of Expenditure	Approved Budget 2026/27 £000	Total Adjusts £000	Revised Budget 2026/27 £000	Expenditure to 30/9/2026	Projected Outturn 2026/27 £000	Note 1 Actual Project Cost to 30/9/2026 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
Energy Efficiency	10,999	(2,320)	8,679	3,056	8,679	3,563	11,609	11,609	Mar-27	Apr-27
Net Expenditure	**10,999**	**(2,320)**	**8,679**	**3,056**	**8,679**	**3,563**	**11,609**	**11,609**		
Receipts										
Gross Expenditure	**10,999**	**(2,320)**	**8,679**	**3,056**	**8,679**	**3,563**	**11,609**	**11,609**		

BUILD RESILIENT AND EMPOWERED COMMUNITIES - HOUSING REVENUE ACCOUNT ELEMENT

Project/Nature of Expenditure	Approved Budget 2026/27 £000	Total Adjusts £000	Revised Budget 2026/27 £000	Expenditure to 30/9/2026	Projected Outturn 2026/27 £000	Note 1 Actual Project Cost to 30/9/2026 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
Free from Serious Disrepair	9,997	2,842	12,839	4,826	12,839	7,977	16,601	16,286	Mar-27	Mar-27
Modern Facilities & Services	2,101	(748)	1,353	542	1,353	575	1,397	1,386	Mar-27	Mar-27
Healthy, Safe and Secure	4,000	(2,105)	1,895	592	1,895	2,890	4,163	4,292	Mar-27	Mar-27
Miscellaneous	2,343	1,388	3,731	558	3,731	1,271	4,773	4,685	Mar-27	Mar-27
Increased Supply of Council Housing	4,689	1,010	5,699	818	5,699	3,297	8,680	8,680	Apr-27	Jul-27
(Less External Funding)	(1,396)		(1,396)		(1,396)	(1,139)	(2,326)	(2,535)	Apr-27	Apr-27
Demolitions	60	(30)	30	11	30	11	30	30	Mar-27	Mar-27
Digital /ICT	292	(178)	114	57	114	650	707	885	Mar-21	TBC
Sheltered Lounge Upgrades	200		200	93	200	93	200	200	Mar-27	Mar-27
Net Expenditure	**22,286**	**2,179**	**24,465**	**7,497**	**24,465**	**15,625**	**34,225**	**33,909**		
Receipts	**(1,396)**		**(1,396)**		**(1,396)**	**(1,139)**	**(2,326)**	**(2,535)**		
Gross Expenditure	**23,682**	**2,179**	**25,861**	**7,497**	**25,861**	**16,764**	**36,551**	**36,444**		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure

DUNDEE CITY COUNCIL CAPITAL EXPENDITURE MONITORING 30 SEPTEMBER 2026

Appendix 3

	Approved Capital Budget 2026/27 £000	Total Budget Adjustments £000	Revised Capital Budget 2026/27 £000	Actual Spend to 30 Sep 2026 £000	Projected Outturn 2026/27 £000	Variance £000	Actual Spend to 30.9.2026 as a % of Revised Budget
Capital Expenditure							
Tackle Climate Change and reach Net Zero carbon emissions by 2045							
Energy Efficiency	10,999	(2,320)	8,679	3,056	8,679	-	35%
Build Resilient and Empowered Communities							
Free from Serious Disrepair	9,997	2,842	12,839	4,826	12,839	-	38%
Modern Facilities and Services	2,101	(748)	1,353	542	1,353	-	40%
Healthy, Safe & Secure	4,000	(2,105)	1,895	592	1,895	-	31%
Miscellaneous	2,343	1,388	3,731	558	3,731	-	15%
Increase Supply of Council Housing	4,689	1,010	5,699	818	5,699	-	14%
Demolitions	60	(30)	30	11	30	-	37%
Digital /ICT	292	(178)	114	57	114	-	50%
Sheltered Lounge Upgrades	200		200	93	200	-	47%
Capital Expenditure 2026/27	**34,681**	**(141)**	**34,540**	**10,553**	**34,540**		31%
Capital Resources							
Expenditure Funded from Borrowing	31,832	(141)	31,691	10,718	31,691	-	
Capital Receipts, Grants & Contributions - project specific							
Scottish Government Grants	1,396		1,396		1,396	-	
Capital Funded from Current Revenue							
Council Tax discount reductions used to fund affordable housing	1,000		1,000		1,000	-	
Capital Receipts, Grants & Contributions							
Receipts from Owners	165		165	(194)	165	-	
Capital Receipts:-							
Sale of Assets - Land	288		288	29	288	-	
Capital Resources 2026/27	**34,681**	**(141)**	**34,540**	**10,553**	**34,540**		
Capital Expenditure as % of Capital Resources	**100%**				**100%**		

CAPITAL MONITORING 2026/27 **APPENDIX 4**

COMMUNITY REGENERATION PARTNERSHIP

Dundee City Council Capital Projects

Note 1

Project	Grant Award £000	Adjustment to Grant Award	Revised Grant Award	Expenditure to 30/09/2026 £000	Comments	Making satisfactory progress
Phase 3 Waterfront Office Development	3,000	- 3,000	-		**The balance of funding has been reallocated from this project to other projects in the programme.**	No
City Centre Masterplanning	200		200	158	**Supporting the City Centre Traffic Modelling study as part of the City Centre Strategic Investment Plan. This work is complete awaiting invoices.**	Yes
Eastern Quarter Improvements	1,000		1,000	4	**Design works for enhancements to Murraygate complete. Project costed. Work due to start Q4 2026/27.**	Yes
Dundee Green Circular Active Travel	500		500	493	**Report 230-2025 approved at Fair Work, Economic Growth & Infrastructure Committee on 18th August, committed £0.5m spend in 25/26 & 2026/27. Project nearing completion.**	Yes
Community Facilities Grant Scheme	304		304	4	**Two rounds of challenge fund approved. £0.985m of the initial £1M allocated to 13 projects, 4 of which are being delivered by DCC (note the balance of grant award within third party projects below).**	Yes
	5,004	- 3,000	2,004	659		

Third Party Capital Projects

Project	Grant Award £000	Adjustment to Grant Award	Revised Grant Award	Expenditure to 30/09/2026 £000	Comments	Making satisfactory progress
Commercial Buildings Enhancement Scheme	1,000		1,000	25	**Scheme is open. Current application status - 1 approved and in delivery. Applications considered from Westport Properties for facade enhancement to 8 properties on Union Street, Castle Street and Exchange Street. Applications received for another property on Union Streert and the former KFC unit on High Street. 2 new Expressions of Interest have been assessed, one applicant sent the full application form. Due diligence being undertaken on 2 applications at present - Union Street and a number of properties on Union Street/Castle Street/Exchange Street.**	Yes
Historic Buildings Renewal Fund	2,000		2,000		**Scheme open. A number of initial enquiries made, with application process in development. First application received. To be assessed.**	Yes
Community Facilities Grant Scheme	696	500	1,196	485	**Two rounds of challenge fund approved. £0.985m of the initial £1M allocated to 13 projects, 9 of which are being delivered by external bodies. Applications for the additional £0.5m of funding will be made over coming months - award of grant shown under third party for now until split of grant awards known**	Yes
Life Sciences Innovation District	2,000		2,000		**Working with the University of Dundee to deliver the project. Negotiations underway to conclude ongoing lease of building and final specifications for the investment**	Yes
Dundee Waterfront - A Home For LegalTech Education & Innovation	1,100		1,100	1,057	**Work underway. First 7 claims have been paid and completion date is set for autumn 2026.**	Yes
Dundee Museum of Transport	1,200	2,000	3,200	342	**Work is underway on the building with good progress being made.**	Yes
Dundee & Angus College Future Skills	4,500		4,500		**This project has been awarded an extension by UK Government as it is now part of the wider conversation about the redevelopment of the college. Funding secured from Scottish Funding Council to prepare the business case for the larger project.**	Yes
Dundee & Angus College Health Facility	500		500	300	**Work is underway and the facility should be in operation in autumn 2026. First two claims have been paid. Third claim received.**	Yes
Kirkton Community Enterprise Centre	1,500	500	2,000	149	**Revised project scale agreed, design work for project underway. Further £0.5m has been allocated to the project as a contingency on the Contract works. Match funding secured from Scottish Government's Regeneration Capital Grant Fund. Contract requires to be signed by March 2027. SCIO ready to submit planning application.**	Yes
Social Bite Recovery Village	500		500		**Project remains in development, potential site identified. Potential delivery partner taking proposal to Board.**	Under Review
	14,996	3,000	17,996	2,358		

TOTAL	**20,000**	**-**	**20,000**	**3,017**

Note 1 - Expenditure to 30th September 2026 includes current and previous year expenditure

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REPORT TO: CITY GOVERNANCE COMMITTEE – 26 OCTOBER 2026

REPORT ON: REVENUE MONITORING 2026/2027

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 230-2026

1 PURPOSE OF REPORT

1.1 To advise Elected Members of the latest projected 2026/2027 revenue outturn position for both General Fund and HRA budgets and its impact on the Council's overall reserves.

2 RECOMMENDATIONS

2.1 It is recommended that the Committee:

a) note the information in this report including the latest forecasts of an overspend of £3.363m for the General Fund and an underspend of £0.045m for HRA as at 31 August 2026, as detailed in sections 5 and 6 of this report;

b) agree the General Fund budget adjustments totalling £2.438m detailed in the second column of Appendix A and the HRA budget adjustments detailed in Appendix B;

c) note the Executive Director of Corporate Services, in consultation with Council Leadership Team, will continue to take the necessary steps, outlined in paragraph 5.1, to ensure in year spend reduces in line with the respective approved budgets, through the implementation of a financial recovery plan and report the impact of these recovery actions to future committee meetings as part of this report.

3 FINANCIAL IMPLICATIONS

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

4 BACKGROUND

4.1 This report provides service revenue monitoring information and explanations of material variances for both General Fund and HRA budgets.

4.2 The forecast position is shown in more detail as follows:

Appendix A shows the variances between budget and projected outturn for each service of the Council.

Appendix B provides more detailed explanations for the key variances against adjusted budget for each strategic service area.

5 GENERAL FUND

5.1 The Revenue Budget approved by City Governance Committee on 5 March 2026 totals £502.932m and is detailed in Appendix A. Based on the information available to date it is projected this will overspend by £3.363m. The Executive Director of Corporate Services, in consultation with Council Leadership Team, will continue to take the necessary steps to ensure this reported position reduces in line with the respective approved budgets, through the implementation of a financial recovery plan. These steps will include:

a) services will limit recruitment of vacancies to posts that are considered essential or where not filling these posts would place the Council at significant risk. All recruitment requests will be monitored through the Establishment Control Board.

b) non-contractual overtime will be restricted to essential areas only and will only be approved where considered essential or where not undertaking overtime would place the Council at significant risk. All requests for overtime will not be granted without approval from Heads of Service.

c) the Head of Corporate Finance is undertaking a review of earmarked balances to ascertain whether these can be utilised to offset in year pressures.

d) services will seek to implement any planned efficiencies for financial year 2027/28 earlier where this is practical.

e) services will restrict discretionary expenditure and ensure that such expenditure is only incurred where essential.

The impact this would have on the balances is outlined below:

General Fund	**Opening Balance 1 April 2026** **£m**	**(Surplus) / Deficit for the Year** **£m**	**Projected Balance 31 March 2027** **£m**
Earmarked Carry-forwards	0.803	0.803	0.000
Organisational Change Fund	1.890	0.023	1.867
Covid cost related pressures	0.850	0.700	0.150
Service change initiatives	4.851		4.851
Roof Remedial Works	0.741	0.561	0.180
Other earmarked Funds	7.165	0.455	6.710
Service concessions flexibility	39.773		39.773
Total earmarked funds	**56.073**	**2.542**	**53.531**
Unallocated Balance	8.680	3.363	5.317
Total General Fund	**64.753**	**5.905**	**58.848**

5.2 The key movements together with any explanations are detailed in appendices A and B of this report. Further additional information on other variances and other key risks is provided below.

5.3 Children & Families (Projected to Breakeven)

Increasing demand and costs associated with third-party payments in Children's Social Work and Early Years Services continue to place pressure on this budget. In respect of Early Years specifically, the service is projecting an overspend of £1.5m due to the number and children and volume of hours of care that are currently being funded. A detailed review of this area is being undertaken by the service further details will be provided in due course. In the meantime, and in line with the financial strategy approved by members, these pressures will be managed through the reduction of non-essential expenditure and the careful control of recruitment, with vacancies only being filled where this is necessary to mitigate operational and service delivery risks.

5.4 Dundee Health & Social Care Partnership (DHSCP) (£0.700m overspend)

The latest financial monitoring report for 2026/27 presented to Dundee IJB projects an overspend of £2.104m for the financial year (utilising actual info to end June), with this information presented to Dundee IJB at its meeting on 19 August 2026. The projected overspend reflects the continuing financial challenges faced by Dundee IJB. However, it also demonstrates progress towards delivering the £11.8 million savings programme for 2026/27 and supporting the organisation's return to a sustainable financial position.

The IJB approved the requirement to remain in Financial Recovery with existing controls and actions remaining in place and a further Financial Recovery Plan report is to be presented to the IJB's October 2026 meeting. Following submission and approval of the Plan by Dundee IJB, this will also be presented to the City Governance Committee.

DHSCP is continuing to respond to significant operational challenges in demand and demographics (notably in community and Care at Home provision to help support discharge without delay from hospital, minimise unnecessary hospital admissions, reduce social care unmet need and reduce Care Home beds); complexity of needs for adults with physical disabilities, learning disabilities or mental health issues; staffing challenges (both recruitment and retention, sickness absence and premium cost of essential back-fill cover) and increasing acuity of needs in both inpatient / residential and community settings. Operational managers and finance team continue work to explore ways of mitigating the overspend through efficiencies, cost reduction, whole system working, transformation, prioritisation and savings opportunities against current year and recurring budgets with any impact of these being reported to the IJB.

Under the risk sharing arrangement reflected in the Integration Scheme, the Integration Joint Board (IJB) retains any underspend within its reserve balances for investment in integrated health and social care services in future years, however any shortfall (after utilising reserves and implementing the Financial Recovery Plans) would be shared proportionately between the Partner Bodies. Officers continue to work with Council (and NHS Tayside) colleagues to monitor and mitigate the financial implication.

The Council's estimated share of the current projected Dundee IJB's residual financial deficit is £0.700m. This amount is included within the overall projections presented in this report.

5.5 City Development (£0.116m overspend)

The Service is seeking to manage budget overspend by ensuring that staffing expenditure is beneath budgeted as far as possible. Off-street car parking income has not returned to budgeted levels since the pandemic, and the Executive Director of City Development is

undertaking a review of the Council's car parking strategy to inform future budget planning. Further details will be reported to Elected Members in due course.

5.6 Corporate Services (£0.335m underspend)

The key movements and explanations for this are detailed in Appendix B of this report.

Under-recovery of income, mainly as a result of neighbouring local authorities no longer using Scientific Services, together with reduced usage of the underground garage, continue to present risks for the service. A national review of options for delivering a more sustainable Public Analyst Services model is currently being undertaken. No timescale has yet been confirmed by the Scottish Government for concluding this review.

It is intended that issues relating to the underground garage will be considered as part of the wider car parking review. Members will be updated on the progress of both reviews in due course. In the meantime, these financial pressures will be managed through reductions in non-essential expenditure and careful control of recruitment, with vacancies being filled only where necessary to mitigate operational and service delivery risks.

5.7 Corporate Property (£0.853m overspend)

The service continues to face a significant underlying expenditure pressure within the Council's corporate property portfolio, partly driven by unplanned repairs and maintenance works, increasing property compliance requirements, rising inspection contract costs, and the high level of remedial works identified through property inspections. These costs can be unavoidable and are necessary to ensure that Council properties remain safe, compliant, operational and fit for purpose. Failure to undertake such works could expose the Council to increased health and safety, statutory compliance, operational and asset management risks.

In addition, there remains a risk of further expenditure associated with ongoing works at Dundee House, including mechanical services replacement and upgrades, the full financial implications of which are still being assessed. As a result, the gross overspend position remains a significant area of concern and the forecast remains subject to a degree of volatility, reflecting the uncertain nature and timing of unplanned property repairs and compliance-related works that may arise during the remainder of the financial year.

The forecast position has however improved by £0.417m since the previous month, reflecting the recognition of additional commercial rental income. While this additional income helps offset a proportion of the expenditure pressures noted above, it does not reduce the underlying cost risk facing the service, which remains exposed to fluctuations in demand for reactive maintenance and other unforeseen property-related expenditure.

To manage these pressures, officers continue to progress the Council's property rationalisation strategy and will review opportunities to defer non-essential works where this can be achieved without compromising statutory compliance, health and safety obligations, or service delivery. In addition, officers will assess whether any significant expenditure meets the criteria for capitalisation, allowing qualifying costs to be funded through the Council's capital programme rather than placing further pressure on the revenue budget. Further updates will be provided to members in due course.

5.8 Corporate Fleet (£0.972m overspend)

The cost of the Council's corporate fleet remains a budget pressure primarily due to increased external vehicle repair costs. A recruitment exercise for mechanics is in progress to reduce the reliance on external repairs. In addition, the Council is undertaking a wider review of how it

procures and finances the replacement of fleet and vehicles to ensure this is undertaken in the most optimum way and further details will be provided to members in due course.

5.9 Contingencies (£1.100m overspend)

Elected Members previously approved a saving of £4.4m to be delivered over a two-year period that would result in the deletion of circa 100 posts from general fund service budgets. These savings were anticipated to be generated through a combination of voluntary retirements or redundancies and the non-filling of vacancies that arise. Good progress has been made in delivering these savings although the approved 2027/28 budget assumed a balance of approximately £2.2m remains outstanding to be allocated. Whilst several service reviews are ongoing, there remains a risk that some of these savings will not be delivered in full this financial year. To date we anticipate only £1.1m will be achieved resulting in the above shortfall.

5.10 Housing Benefit Subsidy (£0.754m overspend)

The projected overspend has increased by £0.454m since the previous monitoring period following a more detailed officer review.

The Council is unable to fully recover the costs associated with the use of hotels and bed and breakfast accommodation for homeless households and the use of specified accommodation to house vulnerable citizens through Department for Work and Pensions funding. Owing to continued high demand for temporary accommodation, the Council must still make use of this type of provision to meet its statutory duties towards people experiencing homelessness. The Council has a legal duty to support homeless people to enable them to move into mainstream housing.

Action is being taken through the Council's Local Housing Strategy and associated Action Plan to reduce reliance on hotels and bed and breakfast accommodation and updates of progress will be provided to members in due course.

5.11 Capital Financing Costs (£0.247m underspend)

Capital Financing Costs are projected to underspend by £0.247m, primarily due to lower interest costs from the use of temporary borrowing in place of higher cost long-term debt, together with reduced loan repayment requirements resulting from capital programme slippage.

6 HOUSING REVENUE ACCOUNT

6.1 The HRA Revenue Budget approved by City Governance Committee on 19 January 2026 amounts to £69.241m and is detailed within Appendix B. Based on the information available to date it is projected this will underspend by £0.045m. The impact this would have on the HRA Renewal & Repair Balances is outlined below:

HRA Renewal and Repair Fund	August £m
Opening Balance as at 1 April 2026	1.861
Add: Projected underspend	0.045
Projected Balance as at 31 March 2027	**1.906**

6.2 The key movements and explanations for this are detailed in Appendix B of this report. Monitoring will continue throughout the year with the aim of delivering an outturn at or below the adjusted HRA Revenue Budget and further updates will be provided to Elected Members throughout the year.

7 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 CONSULTATION

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

9 BACKGROUND PAPERS

9.1 None.

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES **13 OCTOBER 2026**

DUNDEE CITY COUNCIL

2026/2027 REVENUE OUTTURN MONITORING

PERIOD 1 APRIL 2026 - 31 AUGUST 2026

	Approved Revenue Budget 2026/27	Total Budget Adjustments	Adjusted Revenue Budget 2026/27	Projected Outturn 2026/27	Projected Variance Over/(under) spend	Previous Month Projected Variance	Movement Since Previous Month
	£m	£m	£m	£m	£m	£m	£m
General Fund Services:							
Children & Families	248.281	0.030	248.311	248.311	0.000	0.000	
Dundee Health & Social Care Partnership	121.964	(0.107)	121.857	122.557	0.700	0.700	
City Development	6.220	0.803	7.023	7.139	0.116	0.016	0.100
Neighbourhood Services	26.816	0.253	27.069	26.554	(0.515)	(0.426)	(0.089)
Chief Executive	14.665	0.102	14.767	14.811	0.044	0.035	0.009
Corporate Services	37.293	0.126	37.419*	37.084	(0.335)	0.000	(0.335)
Construction Services	0.000	0.561	0.561	0.561	0.000	0.000	
	455.239	1.768	457.007	457.016	0.010	0.325	(0.315)
Capital Financing Costs / Interest on Revenue Balances	31.203		31.203	30.956	(0.247)	0.000	(0.247)
Contingencies:							
- General	0.500	(0.030)	0.470	0.470	0.000	0.000	
- Budget growth/Pay Pressures	0.363	0.421	0.784	0.784	0.000	0.000	
- Unallocated Corporate Savings	(2.463)	0.457	(2.006)	(0.906)	1.100	1.100	
- New monies	0.042	0.003	0.045	0.045	0.000	0.000	
Tayside Contracts surplus	(0.232)		(0.232)	(0.232)	0.000	0.000	
Corporate Fleet	4.811		4.811	5.783	0.972	0.866	0.106
Corporate Property	16.555	(0.181)	16.374	17.227	0.853	1.270	(0.417)
Housing Benefit Subsidy	0.000		0.000*	0.754	0.754	0.300	0.454
Miscellaneous Items	(8.609)		(8.609)	(8.609)	0.000	0.000	
Discretionary Non Domestic Rates (NDR) Relief	0.392		0.392	0.379	(0.013)	(0.013)	(0.001)
Supplementary Superannuation Costs	2.867		2.867	2.802	(0.065)	(0.065)	
Tayside Valuation Joint Board	1.216		1.216	1.216	0.000	0.000	
Empty Property Relief Devolution	1.048		1.048	1.048	(0.000)	0.000	(0.000)
Total Expenditure	502.932	2.438	505.370	508.733	3.363	3.783	(0.420)
Sources of Income							
General Revenue Funding	(349.326)	(0.596)	(349.922)	(349.922)			
Contribution from National Non Domestic Rates (NNDR) Pool	(72.776)		(72.776)	(72.776)			
Council Tax	(76.647)		(76.647)	(76.647)	0.000	0.000	
Use of Balances -							
Committed Balances c/f	0.000	(0.803)	(0.803)	(0.803)			
Earmarked funds	0.000	(1.016)	(1.016)	(1.016)			
Service concessions	(4.183)		(4.183)	(4.183)			
Change Fund	0.000	(0.023)	(0.023)	(0.023)			
R&R Fund	0.000		0.000	0.000			
(Surplus)/Deficit for the year	0.000	0.000	0.000	3.363	3.363	3.783	(0.420)
(Surplus)/Deficit for Housing Revenue Acct	0.000	0.000	0.000	(0.045)	(0.045)	(0.014)	(0.031)

*Corporate Services and Housing Benefit Subsidy budgets have been realigned

DUNDEE CITY COUNCIL **Service: Children & Families**

2026/2027 REVENUE OUTTURN MONITORING

PERIOD 1 APRIL 2026 - 31 AUGUST 2026

	Approved Revenue Budget 2026/27	Total Budget Adjustments	Adjusted Revenue Budget 2026/27	Projected Outturn 2026/27	Projected Variance (Note 1)	Previous Months Projected Variance	Movement Since Previous Month (Note 2)
	£m	£m	£m	£m	£m	£m	£m
Staff	178.775	(2.203)	176.572	175.072	(1.500)	0.000	(1.500)
Property Costs	15.780	(0.443)	15.337	15.337	0.000	0.000	0.000
Supplies & Services	15.852	5.012	20.864	20.864	0.000	0.000	0.000
Transport	1.072	0.041	1.113	1.113	0.000	0.000	0.000
Transfer Payments	0.333	0.000	0.333	0.333	0.000	0.000	0.000
Third Party Payments	56.512	0.723	57.235	58.735	1.500	0.000	1.500
Income	(20.043)	(3.101)	(23.144)	(23.144)	0.000	0.000	0.000
(Surplus)/Deficit for the year	**248.281**	**0.030**	**248.311**	**248.311**	**0.000**	**0.000**	**0.000**

Note 1 - Key reasons for variance from adjusted budget to projected outturn:

Further details are provided in paragraph 5.3 of the report.

Note 2 - Reasons for main movements from the previous month:

Further details are provided in paragraph 5.3 of the report.

DUNDEE CITY COUNCIL — **Service: City Development**

2026/2027 REVENUE OUTTURN MONITORING — **(excluding Corporate Fleet and Corporate Property)**

PERIOD 1 APRIL 2026 - 31 AUGUST 2026

	Approved Revenue Budget 2026/27	Total Budget Adjustments	Adjusted Revenue Budget 2026/27	Projected Outturn 2026/27	Projected Variance (Note 1)	Previous Months Projected Variance	Movement Since Previous Month (Note 2)
	£m	£m	£m	£m	£m	£m	£m
Staff	16.593	0.584	17.177	17.164	(0.013)	(0.013)	0.000
Property Costs	1.457	(0.170)	1.287	1.287	0.000	0.000	0.000
Supplies & Services	2.977	(0.186)	2.791	2.791	0.000	0.000	0.000
Transport	0.081	0.000	0.081	0.070	(0.011)	(0.011)	0.000
Third Party Payments	6.170	0.394	6.564	6.704	0.140	0.040	0.100
Support Services	(0.109)	0.169	0.060	0.060	0.000	0.000	0.000
Income	(20.949)	0.012	(20.937)	(20.937)	0.000	0.000	0.000
(Surplus)/Deficit for the year	**6.220**	**0.803**	**7.023**	**7.139**	**0.116**	**0.016**	**0.100**

Note 1 - Key reasons for variance from adjusted budget to projected outturn:

No significant variance.

Note 2 - Reasons for main movements from the previous month:

The main movement from the previous month is an increase in the projected overspend of £0.100m within Third Party Payments, relating to bus shelter repair costs. This is under service review.

DUNDEE CITY COUNCIL **Service: Neighbourhood Services**

2026/2027 REVENUE OUTTURN MONITORING

PERIOD 1 APRIL 2026 - 31 AUGUST 2026

	Approved Revenue Budget 2026/27	Total Budget Adjustments	Adjusted Revenue Budget 2026/27	Projected Outturn 2026/27	Projected Variance (Note 1)	Previous Months Projected Variance	Movement Since Previous Month (Note 2)
	£m	£m	£m	£m	£m	£m	£m
Staff	27.687	0.201	27.888	26.588	(1.301)	(1.117)	(0.184)
Property Costs	1.116	0.000	1.116	1.338	0.221	0.175	0.046
Supplies & Services	2.668	0.086	2.754	3.276	0.522	0.327	0.195
Transport	0.044	0.076	0.120	0.087	(0.033)	(0.039)	0.006
Transfer Payments	0.000	0.000	0.000	0.000	0.000	(0.022)	0.022
Third Party Payments	13.574	(0.010)	13.564	13.239	(0.325)	(0.311)	(0.014)
Income	(18.273)	(0.101)	(18.374)	(17.974)	0.400	0.561	(0.161)
(Surplus)/Deficit for the year	**26.816**	**0.253**	**27.069**	**26.554**	(0.515)	(0.426)	(0.089)

Note 1 - Key reasons for variance from adjusted budget to projected outturn:

Overall, the service is continuing to forecast an underspend position, driven primarily by a staff underspend of £1.301m. The staff underspend reflects a number of vacant posts across the service, as well as purchases of additional annual leave and a reduction in paid overtime. Recruitment to fill the vacant positions is ongoing, with roles being aligned to future service delivery requirements and operational priorities. In addition, internal promotions have resulted in workforce movement and created consequential vacancies that require backfilling. The service remains committed to filling vacancies where appropriate and continues to progress recruitment activity in line with workforce planning requirements.

Within third party payments, whilst it's early in the financial year, the projection is gate fees for the waste to energy plant may underspend but caution is advised as this can vary month to month.

These underspends are partly offset by projected income shortfalls within Waste Management and Streetscene & Land Management (SLM). The SLM variance mainly relates to lower than anticipated landscape contract income, based on actual income levels achieved in the previous year. The Waste Management shortfall is largely attributable to reduced trade waste income and lower income from recyclates, reflecting ongoing pressures on commercial waste activity and market conditions. These adverse variances are partly offset by additional income from service charges for temporary accommodation as demand is greater than the budgeted level.

Note 2 - Reasons for main movements from the previous month:

No significant movements.

DUNDEE CITY COUNCIL **Service: Chief Executive**

2026/2027 REVENUE OUTTURN MONITORING

PERIOD 1 APRIL 2026 - 31 AUGUST 2026

	Approved Revenue Budget 2026/27	Total Budget Adjustments	Adjusted Revenue Budget 2026/27	Projected Outturn 2026/27	Projected Variance (Note 1)	Previous Months Projected Variance	Movement Since Previous Month (Note 2)
	£m	£m	£m	£m	£m	£m	£m
Staff	2.839	0.000	2.839	2.816	(0.023)	(0.022)	(0.001)
Property Costs	0.021	(0.021)	0.000	0.000	0.000	0.000	0.000
Supplies & Services	2.160	0.023	2.183	2.250	0.067	0.057	0.010
Transport	0.027	0.000	0.027	0.027	0.000	0.000	0.000
Third Party Payments	11.864	0.000	11.864	11.864	0.000	0.000	0.000
Income	(2.246)	0.100	(2.146)	(2.146)	0.000	0.000	0.000
(Surplus)/Deficit for the year	**14.665**	**0.102**	**14.767**	**14.811**	**0.044**	**0.035**	**0.009**

Note 1 - Key reasons for variance from adjusted budget to projected outturn:

None.

Note 2 - Reasons for main movements from the previous month:

None.

DUNDEE CITY COUNCIL **Service: Corporate Services**

2026/2027 REVENUE OUTTURN MONITORING

PERIOD 1 APRIL 2026 - 31 AUGUST 2026

	Approved Revenue Budget 2026/27	Total Budget Adjustments	Adjusted Revenue Budget 2026/27	Projected Outturn 2026/27	Projected Variance (Note 1)	Previous Months Projected Variance	Movement Since Previous Month (Note 2)
	£m	£m	£m	£m	£m	£m	£m
Staff	33.101	0.228	33.329	32.427	(0.902)	0.000	(0.902)
Property Costs	0.137	0.000	0.137	0.136	(0.001)	0.000	(0.001)
Supplies & Services	6.267	0.027	6.294	6.682	0.388	0.000	0.388
Transport	0.023	0.000	0.023	0.019	(0.004)	0.000	(0.004)
Transfer Payments	6.097	0.001	6.098	6.098	0.000	0.000	0.000
Third Party Payments	0.517	0.052	0.569	0.594	0.025	0.000	0.025
Income	(8.849)	(0.182)	(9.031)	(8.872)	0.159	0.000	0.159
(Surplus)/Deficit for the year	**37.293**	**0.126**	**37.419**	**37.084**	**(0.335)**	**0.000**	**(0.335)**

Note 1 - Key reasons for variance from adjusted budget to projected outturn:

The service is projected to underspend by £0.335m for the year, primarily due to staff vacancies resulting in a projected staffing underspend of £0.902m. This position is partially offset by overspends within Supplies and Services of £0.388m, mainly arising from increased computing costs, postage, bank charges and fees. Income is forecast to be £0.159m below budget, reflecting a £0.483m shortfall within Democratic and Legal Services, primarily due to lower than anticipated income from Scientific Services, the underground car park and Registrars. The shortfall is partly mitigated by additional income generated within Customer Services and IT from statutory additions and diligence.

Note 2 - Reasons for main movements from the previous month:

The movement from the previous month is the recognition of the overall underspend of £0.335m, following a more detailed officer review primarily in staffing.

DUNDEE CITY COUNCIL **Service: Housing Revenue Account**

2026/2027 REVENUE OUTTURN MONITORING

PERIOD 1 APRIL 2026 - 31 AUGUST 2026

	Approved Revenue Budget 2026/27	Total Budget Adjustments	Adjusted Revenue Budget 2026/27	Projected Outturn 2026/27	Projected Variance (Note 1)	Previous Months Projected Variance	Movement Since Previous Month (Note 2)
	£m	£m	£m	£m	£m	£m	£m
Staff	7.136	(0.465)	6.671	6.451	(0.220)	(0.173)	(0.047)
Property Costs	32.558	0.553	33.111	34.127	1.016	0.386	0.630
Supplies & Services	5.156	0.364	5.520	5.556	0.036	0.000	0.036
Transport	0.044	0.000	0.044	0.041	(0.003)	(0.006)	0.003
Third Party Payments	0.034	(0.001)	0.033	0.033	0.000	0.000	0.000
Support Services	3.920	(0.300)	3.620	3.620	0.000	0.000	0.000
Capital Financing Costs	20.393	0.000	20.393	19.498	(0.895)	0.000	(0.895)
Income	(69.241)	(0.151)	(69.392)	(69.371)	0.021	(0.221)	0.242
(Surplus)/Deficit for the year	**0.000**	**0.000**	**0.000**	**(0.045)**	**(0.045)**	**(0.014)**	**(0.031)**

Note 1 - Key reasons for variance from adjusted budget to projected outturn:

Overall, the HRA is forecast to remain broadly in line with budget. The main pressure relates to rental void losses of £0.791m, reflecting a higher number of void properties than assumed in the budget, together with additional repairs and maintenance costs of £0.268m. These pressures are largely offset by staffing savings arising from delays in filling vacant posts and savings in loan interest costs.

Note 2 - Reasons for main movements from the previous month:

The projected overspend on Property Costs has increased by £0.630m since the previous month, primarily due to higher repairs and maintenance costs, increased rental void losses and cost of relets. These pressures are offset by savings in loan interest costs, resulting in no material change to the forecast outturn position.

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ITEM No …5(b)……..

REPORT TO: CITY GOVERNANCE COMMITTEE – 16 NOVEMBER 2026

REPORT ON: REVENUE MONITORING 2026/2027

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 248-2026

1 PURPOSE OF REPORT

1.1 To advise Elected Members of the latest projected 2026/2027 revenue outturn position for both General Fund and HRA budgets and its impact on the Council's overall reserves.

2 RECOMMENDATIONS

2.1 It is recommended that the Committee:

a) note the information in this report including the latest forecasts of an overspend of £4.165m for the General Fund and breakeven position for HRA as at 30 September 2026, as detailed in sections 5 and 6 of this report;

b) agree the General Fund budget adjustments totalling £2.724m detailed in the second column of Appendix A and the HRA budget adjustments detailed in Appendix B;

c) note the Executive Director of Corporate Services, in consultation with Council Leadership Team, will continue to take the necessary steps, outlined in paragraph 5.1, to ensure in year spend reduces in line with the respective approved budgets, through the implementation of a financial recovery plan and report the impact of these recovery actions to future committee meetings as part of this report.

3 FINANCIAL IMPLICATIONS

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

4 BACKGROUND

4.1 This report provides service revenue monitoring information and explanations of material variances for both General Fund and HRA budgets.

4.2 The forecast position is shown in more detail as follows:

Appendix A shows the variances between budget and projected outturn for each service of the Council.

Appendix B provides more detailed explanations for the key variances against adjusted budget for each strategic service area.

5 GENERAL FUND

5.1 The Revenue Budget approved by City Governance Committee on 5 March 2026 totals £502.932m and is detailed in Appendix A. Based on the information available to date it is projected this will overspend by £4.165m. The Executive Director of Corporate Services, in consultation with Council Leadership Team, will continue to take the necessary steps to ensure this reported position reduces in line with the respective approved budgets, through the implementation of a financial recovery plan. These steps will include:

a) services will limit recruitment of vacancies to posts that are considered essential or where not filling these posts would place the Council at significant risk. All recruitment requests will be monitored through the Establishment Control Board.

b) non-contractual overtime will be restricted to essential areas only and will only be approved where considered essential or where not undertaking overtime would place the Council at significant risk. All requests for overtime will not be granted without approval from Heads of Service.

c) the Head of Corporate Finance is undertaking a review of earmarked balances to ascertain whether these can be utilised to offset in year pressures.

d) services will seek to implement any planned efficiencies for financial year 2027/28 earlier where this is practical.

e) services will restrict discretionary expenditure and ensure that such expenditure is only incurred where essential.

The impact this would have on the balances is outlined below:

General Fund	**Opening Balance 1 April 2026** **£m**	**(Surplus) / Deficit for the Year** **£m**	**Projected Balance 31 March 2027** **£m**
Earmarked Carry-forwards	0.803	0.807	(0.004)
Organisational Change Fund	1.890	0.023	1.867
Covid cost related pressures	0.850	0.700	0.150
Service change initiatives	4.851		4.851
Roof Remedial Works	0.741	0.561	0.180
Other earmarked Funds	7.165	0.455	6.710
Service concessions flexibility	39.773		39.773
Total earmarked funds	**56.073**	**2.546**	**53.527**
Unallocated Balance	8.680	4.165	4.515
Total General Fund	**64.753**	**6.711**	**58.042**

5.2 The key movements together with any explanations are detailed in appendices A and B of this report. Further additional information on other variances and other key risks is provided below.

5.3 Children & Families (£1.0m overspend)

Increasing demand and costs associated with third-party payments in Children's Social Work and Early Years Services continue to place pressure on this budget. In respect of Early Years specifically, the service is projecting an overspend of £1.5m due to the number of children and volume of hours of care that are currently being funded. In addition, cost pressures are increasing in Children's Social Work, with projected costs increasing by £0.4m in September reflecting the current demand for care placements. A detailed review of the Early Years overspend is being undertaken by the service further details will be provided in due course.

In line with the financial strategy approved by Elected Members, these pressures will be managed as far as possible through the reduction of non-essential expenditure and the careful control of recruitment, with vacancies only being filled where this is necessary to mitigate operational and service delivery risks.

5.4 Dundee Health & Social Care Partnership (DHSCP) (£0.730m overspend)

The latest financial monitoring report for 2026/27 presented to Dundee IJB projects an overspend of £4.0m for the financial year (utilising actual info to end August), with this information presented to Dundee IJB at its meeting on 21 October 2026. The projected overspend continues to reflect the substantial financial challenges faced by Dundee IJB. However, it also demonstrates progress towards delivering the £11.8 million savings programme for 2026/27 and supporting the organisation's return to a sustainable financial position.

The IJB previously approved the requirement to remain in Financial Recovery with existing controls and actions remaining in place and an updated Financial Recovery Plan report was also presented to the IJB's October 2026 meeting. The updated Financial Recovery Plan is included as a separate item on the agenda for this meeting (Report No DIJB48-2026 refers). The increased and enhanced scrutiny and controls detailed in the Financial Recovery report indicate there is still likely to be a potential closing residual deficit of £2.2m for 2026/27.

DHSCP continues to respond to significant operational challenges in demand and demographics alongside the priority to ensure individuals are supported and cared for, where safe and appropriate, in their own home or community setting as much as possible (notable pressures in community and care at home provision to help support discharge without delay from hospital, minimise unnecessary hospital admissions, reduce social care unmet need and reduce care home bed requirements); complexity of needs for adults, young people transitioning from children's services and ageing individuals with physical disabilities, learning disabilities or mental health issues; staffing challenges (both recruitment and retention, sickness absence and premium cost of critical back-fill cover) and increasing acuity of needs in both inpatient / residential and community settings. Operational management and finance team continue work together to explore ways of mitigating the overspend through efficiencies, cost reduction, whole system working, transformation, prioritisation and savings opportunities against current year and recurring budgets with any strategic or risk impact of these being reported to the IJB.

Under the risk sharing arrangement reflected in the Integration Scheme, the Integration Joint Board (IJB) retains any underspend within its reserve balances for investment in integrated health and social care services in future years, however any shortfall (after utilising available reserves and implementing the Financial Recovery Plans) would be shared proportionately

between the Partner Bodies. Officers continue to work with Council (and NHS Tayside) colleagues to monitor and mitigate the financial implication.

The Council's estimated share of the current projected Dundee IJB's residual financial deficit is £0.730m. This amount is included within the overall projections presented in this report.

5.5 City Development (£0.033m overspend)

The Service is seeking to manage budget overspend through the reduction of non-essential expenditure and the careful control of recruitment, with vacancies only being filled where this is necessary to mitigate operational and service delivery risks. Off-street car parking income has not returned to budgeted levels since the pandemic, and the Executive Director of City Development is undertaking a review of the Council's car parking strategy to inform future budget planning. Further details will be reported to Elected Members in due course.

5.6 Corporate Services (£0.427m underspend)

The key movements and explanations for this are detailed in Appendix B of this report.

Under-recovery of income, mainly as a result of neighbouring local authorities no longer using Scientific Services, together with reduced usage of the underground garage, continue to present risks for the service. A national review of options for delivering a more sustainable Public Analyst Services model is currently being undertaken. No timescale has yet been confirmed by the Scottish Government for concluding this review.

It is intended that issues relating to the underground garage will be considered as part of the wider car parking review. Members will be updated on the progress of both reviews in due course. In the meantime, these financial pressures will be managed through reductions in non-essential expenditure and careful control of recruitment, with vacancies being filled only where necessary to mitigate operational and service delivery risks.

5.7 Corporate Property (£0.853m overspend)

The service continues to face a significant underlying expenditure pressure within the Council's corporate property portfolio, partly driven by unplanned repairs and maintenance works, increasing property compliance requirements, rising inspection contract costs, and the high level of remedial works identified through property inspections. These costs can be unavoidable and are necessary to ensure that Council properties remain safe, compliant, operational and fit for purpose. Failure to undertake such works could expose the Council to increased health and safety, statutory compliance, operational and asset management risks.

The gross overspend position remains a significant area of concern and the forecast remains subject to a degree of volatility, reflecting the uncertain nature and timing of unplanned property repairs and compliance-related works that may arise during the remainder of the financial year.

To manage these pressures, officers continue to progress the Council's property rationalisation strategy and will review opportunities to defer expenditure where this can be achieved without compromising statutory compliance, health and safety obligations, or service delivery. In addition, officers will assess whether any significant expenditure meets the criteria for capitalisation, allowing qualifying costs to be funded through the Council's capital programme rather than placing further pressure on the revenue budget. Further updates will be provided to members in due course.

5.8 Corporate Fleet (£0.896m overspend)

The cost of the Council's corporate fleet remains a budget pressure primarily due to increased external vehicle repair costs. A recruitment exercise for mechanics is in progress to reduce the reliance on external repairs. In addition, the Council is undertaking a wider review of how it procures and finances the replacement of fleet and vehicles to ensure this is undertaken in the most optimum way. A Procurement Sourcing Strategy outlining further details is being considered as a separate item on the City Growth & Infrastructure Committee agenda for this meeting (Report 260-2026 refers).

5.9 Contingencies (£1.100m overspend)

Elected Members previously approved a saving of £4.4m to be delivered over a two-year period that would result in the deletion of circa 100 posts from general fund service budgets. These savings were anticipated to be generated through a combination of voluntary retirements or redundancies and the non-filling of vacancies that arise. Good progress has been made in delivering these savings although the approved 2027/28 budget assumed a balance of approximately £2.2m remains outstanding to be allocated. Whilst several service reviews are ongoing, there remains a risk that some of these savings will not be delivered in full this financial year. To date we anticipate only £1.1m will be achieved resulting in the above shortfall.

5.10 Housing Benefit Subsidy (£0.754m overspend)

The Council is unable to fully recover the costs associated with the use of hotels and bed and breakfast accommodation for homeless households and the use of specified accommodation to house vulnerable citizens through Department for Work and Pensions funding. Owing to continued high demand for temporary accommodation, the Council must still make use of this type of provision to meet its statutory duties towards people experiencing homelessness. The Council has a legal duty to support homeless people to enable them to move into mainstream housing.

Action is being taken through the Council's Local Housing Strategy and associated Action Plan to reduce reliance on hotels and bed and breakfast accommodation and updates of progress will be provided to members in due course.

5.11 Capital Financing Costs (£0.247m underspend)

Capital Financing Costs are projected to underspend by £0.247m, primarily due to lower interest costs from the use of temporary borrowing in place of higher cost long-term debt, together with reduced loan repayment requirements resulting from capital programme slippage.

6 HOUSING REVENUE ACCOUNT

6.1 The HRA Revenue Budget approved by City Governance Committee on 19 January 2026 amounts to £69.241m and is detailed within Appendix B. Based on the information available to date it is projected this will be a breakeven position. The impact this would have on the HRA Renewal & Repair Balances is outlined below:

HRA Renewal and Repair Fund	September £m
Opening Balance as at 1 April 2026	1.861
Add: Projected breakeven	0.000
Projected Balance as at 31 March 2027	**1.861**

6.2 The key movements and explanations for this are detailed in Appendix B of this report. Monitoring will continue throughout the year with the aim of delivering an outturn at or below the adjusted HRA Revenue Budget and further updates will be provided to Elected Members throughout the year.

7 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 CONSULTATION

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

9 BACKGROUND PAPERS

9.1 None.

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES **04 NOVEMBER 2026**

DUNDEE CITY COUNCIL **Appendix A**

2026/2027 REVENUE OUTTURN MONITORING

PERIOD 1 APRIL 2026 - 30 SEPTEMBER 2026

	Approved Revenue Budget 2026/27	Total Budget Adjustments	Adjusted Revenue Budget 2026/27	Projected Outturn 2026/27	Projected Variance Over/(under) spend	Previous Month Projected Variance	Movement Since Previous Month
	£m	£m	£m	£m	£m	£m	£m
General Fund Services:							
Children & Families	248.281	(0.294)	247.987	248.987	1.000	0.000	1.000
Dundee Health & Social Care Partnership	121.964	(0.107)	121.857	122.587	0.730	0.700	0.030
City Development	6.220	0.803	7.023	7.056	0.033	0.116	(0.083)
Neighbourhood Services	26.816	0.253	27.069	26.577	(0.492)	(0.515)	0.024
Chief Executive	14.665	0.106	14.771	14.814	0.043	0.044	(0.001)
Corporate Services	37.293	0.126	37.419	36.992	(0.427)	(0.335)	(0.092)
Construction Services	0.000	0.561	0.561	0.561	0.000	0.000	
	455.239	1.448	456.687	457.574	0.888	0.010	0.878
Capital Financing Costs / Interest on Revenue Balances	31.203		31.203	30.956	(0.247)	(0.247)	
Contingencies:							
- General	0.500	(0.030)	0.470	0.470	0.000	0.000	
- Budget growth/Pay Pressures	0.363	0.421	0.784	0.784	0.000	0.000	
- Unallocated Corporate Savings	(2.463)	1.063	(1.400)	(0.300)	1.100	1.100	
- New monies	0.042	0.003	0.045	0.045	0.000	0.000	
Tayside Contracts surplus	(0.232)		(0.232)	(0.232)	0.000	0.000	
Corporate Fleet	4.811		4.811	5.707	0.896	0.972	(0.076)
Corporate Property	16.555	(0.181)	16.374	17.227	0.853	0.853	
Housing Benefit Subsidy	0.000		0.000*	0.754	0.754	0.754	
Miscellaneous Items	(8.609)		(8.609)	(8.609)	0.000	0.000	
Discretionary Non Domestic Rates (NDR) Relief	0.392		0.392	0.379	(0.013)	(0.013)	
Supplementary Superannuation Costs	2.867		2.867	2.802	(0.065)	(0.065)	
Tayside Valuation Joint Board	1.216		1.216	1.216	0.000	0.000	
Empty Property Relief Devolution	1.048		1.048	1.048	(0.000)	(0.000)	
Total Expenditure	502.932	2.724	505.656	509.821	4.165	3.363	0.802
Sources of Income							
General Revenue Funding	(349.326)	(0.878)	(350.204)	(350.204)			
Contribution from National Non Domestic Rates (NNDR) Pool	(72.776)		(72.776)	(72.776)			
Council Tax	(76.647)		(76.647)	(76.647)	0.000	0.000	
Use of Balances -							
Committed Balances c/f	0.000	(0.807)	(0.807)	(0.807)			
Earmarked funds	0.000	(1.016)	(1.016)	(1.016)			
Service concessions	(4.183)		(4.183)	(4.183)			
Change Fund	0.000	(0.023)	(0.023)	(0.023)			
R&R Fund	0.000		0.000	0.000			
(Surplus)/Deficit for the year	0.000	0.000	0.000	4.165	4.165	3.363	0.802
(Surplus)/Deficit for Housing Revenue Acct	0.000	0.000	0.000	0.000	0.000	(0.045)	0.045

DUNDEE CITY COUNCIL **Service: Children & Families**

2026/2027 REVENUE OUTTURN MONITORING

PERIOD 1 APRIL 2026 - 30 SEPTEMBER 2026

	Approved Revenue Budget 2026/27	Total Budget Adjustments	Adjusted Revenue Budget 2026/27	Projected Outturn 2026/27	Projected Variance (Note 1)	Previous Months Projected Variance	Movement Since Previous Month (Note 2)
	£m	£m	£m	£m	£m	£m	£m
Staff	178.775	(2.522)	176.253	175.353	(0.900)	(1.500)	0.600
Property Costs	15.780	(0.443)	15.337	15.337	0.000	0.000	0.000
Supplies & Services	15.852	5.038	20.890	20.890	0.000	0.000	0.000
Transport	1.072	0.041	1.113	1.113	0.000	0.000	0.000
Transfer Payments	0.333	0.000	0.333	0.333	0.000	0.000	0.000
Third Party Payments	56.512	0.722	57.234	59.134	1.900	1.500	0.400
Income	(20.043)	(3.131)	(23.174)	(23.174)	0.000	0.000	0.000
(Surplus)/Deficit for the year	**248.281**	**(0.294)**	**247.987**	**248.987**	**1.000**	**0.000**	**1.000**

Note 1 - Key reasons for variance from adjusted budget to projected outturn:

Further details are provided in paragraph 5.3 of the report.

Note 2 - Reasons for main movements from the previous month:

The adverse movement from the previous month relates to additional placements and adjustments to return dates under secure care and residential care, as well as an adjustment to the staff cost projection upon commencement of the academic year starting in August.

DUNDEE CITY COUNCIL — **Service: City Development**

2026/2027 REVENUE OUTTURN MONITORING — **(excluding Corporate Fleet and Corporate Property)**

PERIOD 1 APRIL 2026 - 30 SEPTEMBER 2026

	Approved Revenue Budget 2026/27	Total Budget Adjustments	Adjusted Revenue Budget 2026/27	Projected Outturn 2026/27	Projected Variance (Note 1)	Previous Months Projected Variance	Movement Since Previous Month (Note 2)
	£m	£m	£m	£m	£m	£m	£m
Staff	16.593	0.584	17.177	17.081	(0.096)	(0.013)	(0.083)
Property Costs	1.457	(0.170)	1.287	1.287	0.000	0.000	0.000
Supplies & Services	2.977	(0.186)	2.791	2.791	0.000	0.000	0.000
Transport	0.081	0.000	0.081	0.070	(0.011)	(0.011)	0.000
Third Party Payments	6.170	0.394	6.564	6.704	0.140	0.140	0.000
Support Services	(0.109)	0.169	0.060	0.060	0.000	0.000	0.000
Income	(20.949)	0.012	(20.937)	(20.937)	0.000	0.000	0.000
(Surplus)/Deficit for the year	**6.220**	**0.803**	**7.023**	**7.056**	**0.033**	**0.116**	**(0.083)**

Note 1 - Key reasons for variance from adjusted budget to projected outturn:

No significant variances.

Note 2 - Reasons for main movements from the previous month:

No significant movements.

DUNDEE CITY COUNCIL **Service: Neighbourhood Services**

2026/2027 REVENUE OUTTURN MONITORING

PERIOD 1 APRIL 2026 - 30 SEPTEMBER 2026

	Approved Revenue Budget 2026/27	Total Budget Adjustments	Adjusted Revenue Budget 2026/27	Projected Outturn 2026/27	Projected Variance (Note 1)	Previous Months Projected Variance	Movement Since Previous Month (Note 2)
	£m	£m	£m	£m	£m	£m	£m
Staff	27.687	0.202	27.889	26.498	(1.391)	(1.301)	(0.090)
Property Costs	1.116	0.000	1.116	1.357	0.241	0.221	0.020
Supplies & Services	2.668	0.086	2.754	3.241	0.487	0.522	(0.035)
Transport	0.044	0.076	0.120	0.085	(0.035)	(0.033)	(0.002)
Transfer Payments	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Third Party Payments	13.574	(0.010)	13.564	13.238	(0.326)	(0.325)	(0.001)
Income	(18.273)	(0.101)	(18.374)	(17.841)	0.532	0.400	0.132
(Surplus)/Deficit for the year	**26.816**	**0.253**	**27.069**	**26.577**	(0.492)	(0.515)	0.024

Note 1 - Key reasons for variance from adjusted budget to projected outturn:

Overall, the service is continuing to forecast an underspend position, driven primarily by a staff underspend of £1.391m. The staff underspend reflects a number of vacant posts across the service, as well as purchases of additional annual leave and a reduction in paid overtime. Recruitment to fill the vacant positions is ongoing, with roles being aligned to future service delivery requirements and operational priorities. In addition, internal promotions have resulted in workforce movement and created consequential vacancies that require backfilling. The service remains committed to filling vacancies where appropriate and continues to progress recruitment activity in line with workforce planning requirements.

Within third party payments, whilst it's early in the financial year, the projection is gate fees for the waste to energy plant may underspend but caution is advised as this can vary month to month.

These underspends are partly offset by projected income shortfalls within Waste Management and Streetscene & Land Management (SLM). The SLM variance mainly relates to lower than anticipated landscape contract income, based on actual income levels achieved in the previous year. The Waste Management shortfall is largely attributable to reduced trade waste income and lower income from recyclates, reflecting ongoing pressures on commercial waste activity and market conditions. These adverse variances are partly offset by additional income from service charges for temporary accommodation as demand is greater than the budgeted level.

Note 2 - Reasons for main movements from the previous month:

No significant movements.

DUNDEE CITY COUNCIL **Service: Chief Executive**

2026/2027 REVENUE OUTTURN MONITORING

PERIOD 1 APRIL 2026 - 30 SEPTEMBER 2026

	Approved Revenue Budget 2026/27	Total Budget Adjustments	Adjusted Revenue Budget 2026/27	Projected Outturn 2026/27	Projected Variance (Note 1)	Previous Months Projected Variance	Movement Since Previous Month (Note 2)
	£m	£m	£m	£m	£m	£m	£m
Staff	2.839	(0.000)	2.839	2.815	(0.024)	(0.023)	(0.001)
Property Costs	0.021	(0.021)	0.000	0.000	0.000	0.000	0.000
Supplies & Services	2.160	0.023	2.183	2.250	0.067	0.067	0.000
Transport	0.027	(0.000)	0.027	0.027	0.000	0.000	0.000
Third Party Payments	11.864	0.000	11.864	11.864	0.000	0.000	0.000
Income	(2.246)	0.104	(2.142)	(2.142)	0.000	0.000	0.000
(Surplus)/Deficit for the year	**14.665**	**0.106**	**14.771**	**14.814**	**0.043**	**0.044**	**(0.001)**

Note 1 - Key reasons for variance from adjusted budget to projected outturn:

None.

Note 2 - Reasons for main movements from the previous month:

None.

DUNDEE CITY COUNCIL **Service: Corporate Services**

2026/2027 REVENUE OUTTURN MONITORING

PERIOD 1 APRIL 2026 - 30 SEPTEMBER 2026

	Approved Revenue Budget 2026/27	Total Budget Adjustments	Adjusted Revenue Budget 2026/27	Projected Outturn 2026/27	Projected Variance (Note 1)	Previous Months Projected Variance	Movement Since Previous Month (Note 2)
	£m	£m	£m	£m	£m	£m	£m
Staff	33.101	0.228	33.329	32.348	(0.981)	(0.902)	(0.079)
Property Costs	0.137	0.000	0.137	0.136	(0.001)	(0.001)	0.000
Supplies & Services	6.267	0.027	6.294	6.645	0.351	0.388	(0.037)
Transport	0.023	0.000	0.023	0.019	(0.004)	(0.004)	0.000
Transfer Payments	6.097	0.001	6.098	6.098	0.000	0.000	0.000
Third Party Payments	0.517	0.052	0.569	0.594	0.025	0.025	0.000
Income	(8.849)	(0.182)	(9.031)	(8.848)	0.183	0.159	0.024
(Surplus)/Deficit for the year	**37.293**	**0.126**	**37.419**	**36.992**	**(0.427)**	**(0.335)**	**(0.092)**

Note 1 - Key reasons for variance from adjusted budget to projected outturn:

The service is projected to underspend by £0.427m for the year, primarily due to staff vacancies resulting in a projected staffing underspend of £0.981m. This position is partially offset by overspends within Supplies and Services of £0.351m, mainly arising from increased computing costs, postage, bank charges and fees. Income is forecast to be £0.183m below budget, reflecting a £0.490m shortfall within Democratic and Legal Services, primarily due to lower than anticipated income from Scientific Services, the underground car park and Registrars. The shortfall is partly mitigated by additional income generated within Customer Services and IT from statutory additions and diligence.

Note 2 - Reasons for main movements from the previous month:

No significant movements.

DUNDEE CITY COUNCIL **Service: Housing Revenue Account**

2026/2027 REVENUE OUTTURN MONITORING

PERIOD 1 APRIL 2026 - 30 SEPTEMBER 2026

	Approved Revenue Budget 2026/27	Total Budget Adjustments	Adjusted Revenue Budget 2026/27	Projected Outturn 2026/27	Projected Variance (Note 1)	Previous Months Projected Variance	Movement Since Previous Month (Note 2)
	£m	£m	£m	£m	£m	£m	£m
Staff	7.136	(0.465)	6.671	6.401	(0.270)	(0.220)	(0.050)
Property Costs	32.558	0.553	33.111	34.225	1.114	1.016	0.098
Supplies & Services	5.156	0.364	5.520	5.557	0.037	0.036	0.001
Transport	0.044	0.000	0.044	0.041	(0.003)	(0.003)	0.000
Third Party Payments	0.034	(0.001)	0.033	0.033	0.000	0.000	0.000
Support Services	3.920	(0.300)	3.620	3.620	0.000	0.000	0.000
Capital Financing Costs	20.393	0.000	20.393	19.498	(0.895)	(0.895)	0.000
Income	(69.241)	(0.151)	(69.392)	(69.375)	0.017	0.021	(0.004)
(Surplus)/Deficit for the year	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**(0.045)**	**0.045**

Note 1 - Key reasons for variance from adjusted budget to projected outturn:

Overall, the HRA is forecast to remain in line with budget. The main pressure relates to rental void losses of £0.791m, reflecting a higher number of void properties than assumed in the budget, together with additional repairs and maintenance costs of £0.357m. These pressures are largely offset by staffing savings arising from delays in filling vacant posts and savings in loan interest costs.

Note 2 - Reasons for main movements from the previous month:

No significant movements.

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ITEM No …6……..

REPORT TO: **CITY GOVERNANCE COMMITTEE – 26 OCTOBER 2026**

REPORT ON: **2025/26 SCRUTINY AND AUDIT COMMITTEE SELF ASSESSMENT AND ANNUAL REPORT**

REPORT BY: **CHIEF INTERNAL AUDITOR**

REPORT NO: **207- 2026**

1.0 PURPOSE OF REPORT

To present the Scrutiny and Audit Committee Self-Assessment and Annual Report for 2025/26.

2.0 RECOMMENDATIONS

Members of the Committee are asked to note the Scrutiny and Audit Committee Self-Assessment and Annual Report for 2025/26.

3.0 FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report.

4.0 BACKGROUND

4.1 Guidance published by CIPFA is accepted as best practice for local authority audit committees. The Guidance was updated in 2022 and recommends that all audit committees should "prepare an annual report that provides assurance to all those charged with governance that It fulfils its purpose and can demonstrate its impact". (Audit Committees Practical Guidance for Local Authorities and Police 2022).

5.0 MAIN TEXT

5.1 A self-assessment workshop attended by members of the Committee was held on 15 May 2026 using checklists from the CIPFA guidance as the basis for discussion. The questionnaire responses and discussions confirmed a high level of compliance with the guidance and a good level of impact and effectiveness for the committee. Actions identified from the discussion have been included in the action plan in the report in the Appendix 1.

5.2 The annual report at Appendix 1 has been prepared to inform Dundee City Council of the work undertaken by the Scrutiny and Audit Committee during 2025/26. The Scrutiny and Audit Committee undertakes the role of the Audit Committee for the Council.

5.3 The report concludes:

"The Scrutiny and Audit Committee is satisfied that the Committee complies with the CIPFA Position Statement. The work undertaken by the Committee during 2025/26 fulfils the Committee remit and provides reasonable assurance that, with a few noted exceptions, the Council's control environment, risk management arrangements, and governance framework operated effectively and efficiently during 2025/26. Actions have been put in place to address any weaknesses identified and the Committee will continue to monitor completion of these actions. Significant weaknesses identified have been included in the Annual Governance Statement and Corporate Governance action plan as appropriate."

6.0 POLICY IMPLICATIONS

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

7.0 CONSULTATIONS

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

8.0 BACKGROUND PAPERS

None.

TONY ROSE, CHIEF INTERNAL AUDITOR **DATE: 23 SEPTEMBER 2026**

Appendix 1

Scrutiny and Audit Committee Report to Dundee City Council 2025/26

Introduction

CIPFA guidance recommends that all audit committees should *"*prepare an annual report that provides assurance to all those charged with governance that it fulfils its purpose and can demonstrate its impact.*"* (Audit Committees Practical Guidance for Local Authorities and Police, published by CIPFA in 2022.)

This report has been prepared to inform Dundee City Council of the work carried out by, and the impact of, the Scrutiny and Audit Committee during the period April 2025 to March 2026 for the year to 31 March 2026. It also provides details of the Committee's membership and attendance.

Scrutiny and Audit Committee remit

The Scrutiny and Audit Committee is a key component of the Council's corporate governance framework. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

The purpose of the Scrutiny and Audit Committee is to provide independent assurance to the full Council of the adequacy of the risk management framework and the internal control environment. The Committee provides independent review of Dundee City Council's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

The Committee's remit is set out in Dundee City Council's Standing Orders which were revised and approved in September 2025 by the City Governance Committee. It covers all the core functions of the Committee. The Committee's remit was reviewed and updated as part of the Standing Orders review to ensure it complies with CIPFA's 2022 guidance.

During 2025/26 the Committee meetings remained on-line.

All elements of the Committee's remit, as detailed in the Standing Orders, have been fulfilled if applicable during the year. This has been achieved through information received from internal audit, external audit, other external scrutiny and inspection agencies, and assurances from management. Assurances about and from internal and external audit are summarised below. Other sources of information provided good assurance over the areas in the remit. Minutes of the Committee meetings were presented to Council. No reports other than the Committee's Annual Report were referred to other Committees. The City Governance Committee referred four reports to the Scrutiny and Audit Committee during the year.

Membership and Attendance

Membership of the Committee is set out in Standing Orders at 8. The Committee size is in line with the 2022 guidance recommendation. There are currently no non-elected members of the Committee.

The Committee met formally on five occasions during 2025/26, and all meetings were quorate (at least three members in attendance including a representative from the Administration and the Major Opposition Group).

Scrutiny Committee Attendance 2025/26

Member	Expected attendances	No. of meetings attended	Nominated substitute attended
Depute Lord Provost Nadia El-Nakla	5	1	Bailie Willie Sawers (3 times) Councillor Lee Mills once
Bailie Kevin Keenan	5	5	
Bailie Helen Wright	5	2	Councillor Georgia Cruickshank (3 times)
Bailie Christina Roberts	3	0	Councillor Lee Mills (3 times)
Bailie Fraser Macpherson	5	5	
Bailie Derek Scott	5	4	
Councillor Lynne Short	5	5	
Councillor Jimmy Black	5	5	
Councillor Stewart Hunter	2	2	

At the 22nd September 2025 City Council meeting it was noted that Bailie Christina Roberts had resigned from the Scrutiny and Audit Committee and that Councillor Stewart Hunter would replace her from the next meeting. Depute Lord Provost Nadia El-Nakla's resignation from the Scrutiny and Audit Committee was noted at the City Council meeting on 16th February 2026 and she would be replaced by Bailie Dawson from the next meeting.

The Chief Executive, Executive Director of Corporate Services, Head of Corporate Finance, Head of Democratic and Legal Services and the Chief Internal Auditor (or their nominated substitutes) attended all Committee meetings. Other Executive Directors and senior officers also attended when required. Representatives from External Audit, Police Scotland, and Scottish Fire & Rescue Service attended meetings and spoke to their reports, where appropriate. Following the review of the Standings Orders in September 2025, reports from Police Scotland and Scottish Fire and Rescue Services were considered by the Neighbourhood, Housing and Communities Committee instead of the Scrutiny and Audit Committee from December 2025.

Training

A range of briefings and other training was offered to elected members during 2025/26. A training record is kept by Committee Services.

Internal Audit

The CIPFA Code of Practice for the Governance of Internal Audit in UK Local Government requires the committee to satisfy itself on the effectiveness of internal audit. This was reviewed at the meeting on 15 May. Following the departure of the Internal Audit representative, Scrutiny & Audit Committee members reviewed the service's effectiveness and expressed strong overall confidence in it. Internal Audit was viewed as independent, risk-focused, and providing clear, valuable assurance through effective engagement. Members noted capacity pressures and supported a prioritised audit programme alongside continued progress towards full compliance with the revised Internal Audit Standards.

The Service was fully staffed during 2025/26 with the Service Leader Internal Audit from Angus Council continuing to be seconded to Dundee City Council as Chief Internal Auditor on a 50:50 basis throughout the period.

The Scrutiny and Audit Committee takes assurance from Internal Audit on a wide range of issues and an update report from the Chief Internal Auditor is considered at every Committee meeting. Audits reported from the 2025/26 plan, and those carried forward at June 2025, provided substantial or comprehensive assurance with seven exceptions where no or limited assurance was provided. Action plans are being implemented and monitored with several actions closed. Three critical audit actions were outstanding at June 2026 and are noted below.

One report on Cash Handling at Claverhouse concluded with “No Assurance”. The actions agreed were addressed immediately and are now all implemented.

Reports concluded with “Limited Assurance.” were:

- SLAs with External Bodies: The five agreed actions are open at 1 June 2026.
- Capital Planning and Monitoring: One of two actions has been implemented at 1 June 2026.
- MOSAIC system payments: Seven actions have been implemented. One of the three remaining actions at 1 June 2026 is critical.
- Housing Stock (External Wall Insultation): The two actions agreed remain open.
- Cash Handling East Cash Office: All agreed actions are closed.
- Purchasing outwith Civica - Fleet Purchasing (Tranman): All five agreed actions remain open.
- Purchasing outwith Civica - GVA: All six agreed actions remain open.

The following Limited Assurance reports from the prior year have outstanding actions at 1 June 2026:

- Microsoft Office 365: Six actions have been closed with one remaining open.
- User Access Management: Four actions have been closed with one remaining open.
- General Ledger: Three recommendations had been closed with four actions in progress. (May 2025 four actions in progress)
- Financial Sustainability LACD: This was agreed in June 2024 and has recommendations for both the Council and LACD. The Council has two critical and two high priority recommendations all of which remain open at 1 June 2026. The Council commissioned a strategic review of LACD through external consultants, which reported in September of 2025. Interim reviews of the LACD service agreement and management fee have been carried out, and a joint working group established to implement the action plan arising from the consultant’s report. Due dates have been updated to March 2027.

Progress is monitored by Internal Audit and reported to the Scrutiny and Audit Committee throughout the year.

External Audit

External Audit is another key provider of assurance to the Committee. The external auditors, Audit Scotland, are appointed by the Accounts Commission, who also monitor audit quality. The results of external audit reports received during 2025/26, covering the 2024/25 annual audit, and the Thematic Best Value report on Asset Management reported in April 2026 were largely positive with action plans agreed for areas identified as requiring some improvement.

Assurances

External assurance during 2025/26 was provided through Education Scotland inspections and return visits, Care Inspectorate inspections and nationally benchmarked Scottish Government performance data.

During the reporting period, Dundee schools and early learning and childcare settings were subject to a significant programme of external scrutiny activity including full inspections, return visits and follow-through inspections. Across inspected establishments, evaluations were predominantly assessed as “Good” or “Very Good”. HM Inspectors identified strengths in leadership, learning and teaching, wellbeing, inclusion and quality improvement arrangements and confirmed confidence in the capacity of inspected establishments to continue to improve. Significantly, no Dundee school inspected during the reporting period was identified for further follow-up inspection activity.

Follow-through activity also provided assurance regarding the effectiveness of improvement planning and quality assurance arrangements in establishments previously identified as requiring improvement.

Care Inspectorate inspections also provided strong external assurance across local authority nursery settings. During the reporting period, the two local authority nursery settings inspected by the Care Inspectorate, received evaluations of at least “Very Good” across all evaluated quality indicators, with no requirements or formal areas for improvement identified.

Nationally benchmarked Scottish Government data provided additional positive evidence regarding educational performance and improvement. The external scrutiny evidence, follow-through activity and nationally benchmarked performance data provide assurance regarding the effectiveness of Dundee’s quality assurance, self-evaluation and continuous improvement arrangements across the Children and Families Service.

Care Inspectorate inspections of Children’s Houses during 2025/26 showed improvement to “Very Good” assessments in the areas inspected in two of the houses. The third house had “weak” and “adequate” assessments, although the report acknowledged that action was already underway to address the specific cause of the issues and further work has been undertaken to improve the position.

Self-assessment and action plan

A self-assessment for 2025/26 was undertaken using the questionnaire provided in CIPFA’s 2022 Guidance for Audit Committees, supplemented with questions about Committee members’ knowledge and skills. A scoring mechanism from 1 to 5 was used, where 5 was full effectiveness and compliance.

Results from the self-assessment questionnaire showed an average score of 89% (2024/25 89%) in terms of effectiveness and compliance with the principles set out in the CIPFA guidance. Only two questions scored below 4, relating to having lay members on the committee and seeking feedback from attendees at the committee.

Responses about skills and knowledge indicated a good level of knowledge and understanding of areas CIPFA notes as required by audit committee members. Treasury Management was identified as one area where additional training would be helpful, and this is included in an action plan for the committee.

The committee does not currently seek feedback from external presenters to meetings.

Conclusion

The Scrutiny and Audit Committee is satisfied that the Committee complies with the CIPFA Position Statement The work undertaken by the Committee during 2025/26 fulfils the Committee remit and provides reasonable assurance that, with a few noted exceptions, the Council's control environment, risk management arrangements, and governance framework operated effectively and efficiently during 2025/26. Actions have been put in place to address any weaknesses identified and the Committee will continue to monitor completion of these actions. Significant weaknesses identified have been included in the Annual Governance Statement and Corporate Governance action plan as appropriate.

Appendix A - Action plan

Year	Action	Position at June 2026	Responsibility	Date
2024/25	Update of Scrutiny Committee Terms of Reference to reflect Cipfa's 2022 Guidance	Revised Terms of Reference approved at City Governance Committee 22 September 2025 Report No 293-2025 **Complete**	Head of Democratic and Legal Services	September 2025
2025/26	Consideration of how best to facilitate the self-assessment process in 2026	Hybrid meeting facilitated by officers held 15 May 2026 to discuss Cipfa questionnaire. **Complete**	Chief Internal Auditor	December 2025
2024/25	Treasury Management training	This has still to be delivered and will be incorporated into programme following the last item below. **Included below**	Head of Corporate Finance	See below TBC
2025/26	Review of Internal Audit reports style including length and use of hyper-links	**To Do**	Chief Internal Auditor	March 2027
2025/26	Further consideration of having a co-opted/lay member of committee	This would involve Committee Members facilitated by committee services. **To Do following election in 2027**	Chief Internal Auditor	October 2027
2025/26	Members to consider any training needs relating to the areas identified in the Cipfa 2022 guidance as areas of skills and knowledge for Audit Committee members. Training to be provided thereafter.	This will include Treasury Management carried forward from last year**.** **To Do**	Committee members Chief Internal Auditor	Identify September 2026 Delivery TBC

REPORT TO: **CITY GOVERNANCE COMMITTEE - 16 NOVEMBER 2026**

REPORT ON: **ANNUAL TREASURY MANAGEMENT ACTIVITY 2025/2026**

REPORT BY: **EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

REPORT NO: **259-2026**

1. PURPOSE OF REPORT

To advised Elected Members of the Treasury Management activities for the period 1 April 2025 to 31 March 2026.

2. RECOMMENDATION

The Committee is asked to note the information contained herein and agree the External Debt limits in Appendix 1.

3. FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report.

4. BACKGROUND

At its meeting on 21 April 2025, the City Governance Committee approved the Council's Treasury Policy Statement setting out the policies which govern all borrowing and lending transactions carried out by the Council (Article IX of the minute of meeting of the City Governance Committee of 21 April 2025, Report 119-2025 refers), and the Treasury Management Strategy 2025/26 (Article X of the minute of meeting of the City Governance Committee of 21 April 2025, Report 118-2025 refers).

The Treasury Policy Statement requires that members receive and consider the Treasury Management strategy in advance of each new financial year and subsequently an annual monitoring report on the activities in that year.

This report covers the activity over the financial year 2025/2026. The outcome of these activities resulted in a £1.9m underspend in 2025/2026 that was attributable to interest payable against 2025/2026 budget provision for capital financing costs in Housing Revenue Account (HRA) and General Services. This was due to lower capital expenditure compared to the amounts assumed within the approved 2025/26 Capital Plan.

5. DEBT POSITION

The Council's long-term debt position at the beginning and end of the financial year was as follows:

		31 March 2025		31 March 2026	
		Principal £m	Average Rate %	Principal £m	Average Rate %
Fixed Rate Funding	PWLB	498.8	3.9	518.8	4.0
	Market	30.0	4.2	20.0	4.2
Variable Rate Funding	PWLB	-	-	-	-
	Market	-	-	-	-
		528.8	3.9	538.8	4.0

6. TREASURY MANAGEMENT STRATEGY FOR 2025/2026

The expectation for interest rates which are incorporated within the Council's treasury strategy statement were based upon officers' views along with advice from our treasury advisers. The view on base rates at the time of strategy publication (in April 2025) was that rates were forecast to fall to 3.75% by the end of the financial year.

At its meeting on 21 April 2025, the City Governance Committee approved the Council's Treasury Management Strategy 2025/26 (Article X of the minute of meeting of the City Governance Committee of 21 April 2025, Report 118-2025 refers), which indicated that the Council's borrowing requirement for capital expenditure would be approximately £36m.

7. ACTUAL BORROWING AND LENDING FOR 2025/2026

7.1 Interest Rates

Bank of England base rate started the financial year at 4.50%, and this decreased to 3.75% by the end of the financial year.

At the close of 31 March 2026, the 1-year Public Works Loan Board (PWLB) Certainty rate was 5.04% whilst the 5, 10, 25 and 50-year rates were 5.28%, 5.72%, 6.29% and 6.08% respectively. These PWLB rates include the reduction of 0.20% certainty rate funding that Dundee City Council is eligible for. The low point for long-term rates of 25 and 50 years' duration was reached early in April 2025 whilst the low points for short and medium dated rates were reached in early 2026, prior to the outbreak of the Middle East conflict.

7.2 Borrowing

The Council maintained a net under-borrowed position. This meant that the capital borrowing need (the Capital Financing Requirement), was not fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow was used as a temporary measure. This was prudent because investment returns were low and counterparty risk remained a consideration.

7.2.1 Long-Term Borrowing

Long-term borrowing of £30m was undertaken during the year with repayment of existing loans totalling £20m. The new borrowing was drawn down in the financial year as follows:

Date	Amount	Rate %	Term (years)	Maturity Date
14/04/2025	£20,000,000	4.12	3.3	13/08/2028
25/02/2026	£10,000,000	3.91	1.8	30/12/2027
	£30,000,000			

7.2.2 Short-Term Borrowing

In order to indicate the level of short-term borrowing, shown below are the lowest and highest daily amounts outstanding each month, together with the short-term borrowing position at the end of every month and the range of interest rates at which borrowings were made -

Month	Lowest Amount Outstanding £m	Highest Amount Outstanding £m	End of month Amount Outstanding £m	Interest Rate Range %	
				Min	Max
April 2025	143.0	163.0	143.0	4.75	5.80
May 2025	138.0	143.0	138.0	4.15	5.80
June 2025	125.0	138.0	135.0	4.15	5.80
July 2025	125.0	135.0	125.0	4.15	5.70
August 2025	115.0	130.0	125.0	4.05	5.70
September 2025	125.0	137.5	137.5	4.05	5.40
October 2025	132.5	152.5	147.5	4.05	5.40
November 2025	147.5	157.5	152.5	4.05	5.40
December 2025	152.5	163.0	163.0	4.05	5.40
January 2026	158.0	168.0	168.0	4.05	5.40
February 2026	165.0	189.5	189.5	4.10	5.40
March 2026	181.5	191.5	186.5	4.10	5.40

The Interest on Revenue Balances (IORB) rate which is paid on non-General Fund cash balances is based on actual new short-term borrowing which averaged 3.33% throughout the year. It can be seen from the above that short-term borrowing was undertaken throughout the year in line with Treasury Strategy Statement on short term borrowing.

8. LENDING

Balances on reserves and variations in cash flow requirements mean that there will be surplus funds which will be invested for short periods (maximum of 364 days).

Short term investments will be restricted to only those institutions identified in the Council's Approved Counter-parties list provided they have maintained their credit rating. An analysis of the lending position to 31 March 2026 shows -

Month	Lowest Amount Lent £m	Highest Amount Lent £m	End of month Amount Lent £m	Interest Rate Range %	
				Min	Max
April 2025	6.9	60.0	31.9	4.45	4.54
May 2025	10.4	34.0	10.4	4.31	4.49
June 2025	2.8	23.2	2.8	4.29	4.36
July 2025	4.4	28.1	4.4	4.25	4.32
August 2025	0.5	25.3	2.0	4.09	4.24
September 2025	2.0	22.0	7.2	4.06	4.11
October 2025	1.5	26.3	4.6	4.05	4.09
November 2025	1.1	25.0	1.1	3.92	4.09
December 2025	0.3	32.9	10.5	3.91	4.05
January 2026	6.6	23.7	6.6	3.85	3.94
February 2026	2.5	36.1	11.8	3.81	3.90
March 2026	7.4	31.0	7.4	3.80	3.85

The lending activity shown above related solely to short-term positions. All the above investments were in compliance with Treasury Strategy Statement provisions on such lending with regards to amounts and institutions involved.

9. SPECIFIED INVESTMENTS

In accordance with the Treasury Management Strategy, in specific circumstances, specified funds identified by the Executive Director of Corporate Services are invested in longer term investment vehicles. These funds relate to Common Good and General Insurance reserves. These investments may have a higher risk threshold and can be subject to market fluctuation.

Investment activity throughout 2025/26 financial year is summarised as follows:

Value of funds invested as at 1 April 2025	6,033,619
Withdrawals made within period	-
Capital Growth of Investments	74,017
Overall Value of funds as at 31 March 2026	6,107,636
Total Return on Investments in period:	
Capital Growth of Investments[1]	74,017
Income from Investments[2]	335,363
Total Return on Investments in period	409,380

Notes

1 - Capital growth from bond investments occurs when the price of the bond increases above the purchase price.
2 - Income from bond investments primarily comes from interest payments, also known as coupon payments, that the bond issuer makes to the bondholder. These payments are typically made at regular intervals and are based on the bond's coupon rate, which is a fixed percentage of the bond's face value (par value).

10. OUTLOOK FOR 2026/27

The UK economy is expected to experience some challenges during 2026/27, with potentially negative implications for economic growth.

Inflation is expected to remain above the Bank of England's 2% target, and recent energy costs pressures could see Consumer Price Index (CPI) breach 4.5% later this year. This would negatively impact affordability for households and businesses as earnings growth continues to fall.

Overall, the outlook suggests a difficult environment for consumers and both private and public sectors. Risks remain from global economic weakness, geopolitical tensions and energy price volatility, while longer-term productivity challenges continue to constrain the UK's growth.

The Council's appointed treasury advisors, MUFG (previously Link Asset Services) assist the Council to formulate a view on interest rates. The following table gives MUFG's central view on interest rates as at 25 March 2026:

Period	Base Rate	PWLB Borrowing Rates % (including certainty rate adjustment)			
Quarter ending	%	5 year	10 year	25 year	50 year
Jun-26	4.25	5.00	5.50	6.00	5.80
Sep-26	4.25	5.00	5.50	6.00	5.80
Dec-26	4.00	4.90	5.40	5.90	5.70
Mar-27	3.75	4.80	5.30	5.80	5.50
Jun-27	3.75	4.60	5.10	5.60	5.40
Sep-27	3.50	4.40	4.90	5.40	5.20
Dec-27	3.50	4.20	4.70	5.20	5.00
Mar-28	3.25	4.20	4.70	5.20	5.00
Jun-28	3.25	4.10	4.60	5.20	5.00
Sep-28	3.25	4.10	4.60	5.20	5.00
Dec-28	3.25	4.10	4.60	5.10	4.90
Mar-29	3.25	4.10	4.60	5.10	4.90

11. PRUDENTIAL CODE INDICATORS

The Treasury Management activity at the year-end was maintained within the prudential code limits. All borrowing was maintained within the authorised borrowing limit throughout the year. All lending complied with the Treasury Policy Statement provisions, in relation to amounts and institutions involved. Updated indicators are shown in Appendix 1.

12. RISK

The Treasury Risks have been reviewed and there are no changes since the last report.

13. 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.

14. CONSULTATION

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

15. BACKGROUND PAPERS

None

PAUL THOMSON **DATE: 21 OCTOBER 2026**
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

APPENDIX 1

THE PURPOSE OF PRUDENTIAL INDICATORS

The framework established by the Prudential Code should support local strategic planning, local asset management planning. The objectives of the Prudential Code are to ensure, within a clear reporting framework, that:

- All external borrowing and other long-term liabilities are within **prudent** and sustainable levels.
- The Council's capital expenditure plans are **affordable** and proportionate.
- Treasury management decisions are taken in accordance with good professional practice.

PRUDENTIAL CODE INDICATORS - TREASURY MANAGEMENT INDICATORS

Adoption of Revised CIPFA Treasury Management Code of Practice	Yes

Upper limit for variable and fixed rate exposure

	Net principal re variable rate borrowing / investments	Net principal re fixed rate borrowing / investments
2025/26	30%	100%
2026/27	30%	100%
2027/28	30%	100%
2028/29	30%	100%
2029/30	30%	100%
2030/31	30%	100%

Maturity structure of fixed rate borrowing/investment 2025/26

Period	Lower %	Upper %
Under 12 months	0	10
12 months & within 24 months	0	15
24 months & within 5 years	0	25
5 years & within 10 years	0	25
10 years +	50	95
Upper limit for total principal sums invested for over 364 days	n/a	No sums will be invested longer than 364 days

PRUDENCE INDICATORS

CAPITAL EXPENDITURE

Prudential Indicator: Level of Capital Expenditure

This indicator measures affordability and gives a basic control of the Council's capital expenditure. To provide an accurate indicator of capital expenditure all receipts are excluded from the calculation, so figures are based on gross expenditure.

	Capital Expenditure		
	Non-HRA £m	HRA £m	Total £m
2025/26	53.344	15.352	68.696
2026/27	35.438	34.646	70.084
2027/28	54.494	35.346	89.840
2028/29	27.240	37.412	64.652
2029/30	13.661	24.082	37.743
2030/31	11.601	28.477	40.078

Prudential Indicator: Capital Financing Requirement

The calculation of the capital financing requirement reflects the Council's underlying need to borrow for a capital purpose. Capital expenditure can be funded from capital receipts from the sale of land and buildings, grants and contributions, or from revenue. The remaining expenditure not funded from the aforementioned, will require to be funded from borrowing, and will increase the capital financing requirement of the Council.

	Net Borrowing Requirement (NBR)			Capital Financing Requirement (CFR)			
	1 April £m	31 March £m	Movement £m	Non-HRA £m	HRA £m	Total £m	Movement £m
2025/26	690.000	721.000	31.000	819.000	180.000	999.000	7.000
2026/27	721.000	738.000	17.000	827.000	204.000	1,031.000	32.000
2027/28	738.000	772.000	34.000	834.000	226.000	1,060.000	29.000
2028/29	772.000	798.000	26.000	832.000	249.000	1,081.000	21.000
2029/30	798.000	798.000	-	818.000	258.000	1,076.000	(5.000)
2030/31	798.000	800.000	2.000	802.000	270.000	1,072.000	(4.000)

EXTERNAL DEBT

Prudential Indicator: Authorised Limit

The authorised limit represents a maximum value beyond which the Councils external debt must not exceed. Total external debt needs to be expressed as gross of investments and split between borrowing and other long-term liabilities. The Council has a £30m headroom between its authorised limit and its operational boundary.

Prudential Indicator: Operational Boundary

This indicator focuses on the day-to-day treasury management activity within the Council. It is a means by which the Council ensures that it remains within its authorised limits. It is based on the what the Council expects its maximum level of debt based on the Councils level of borrowing as contained in the Capital Plan.

	Authorised Limit		
	Borrowing £m	**Other £m**	**Total £m**
2025/26	757.000	272.000	1,029.000
2026/27	772.000	268.000	1,040.000
2027/28	806.000	262.000	1,068.000
2028/29	832.000	257.000	1,089.000
2029/30	832.000	252.000	1,084.000
2030/31	834.000	246.000	1,080.000

	Operational Boundary		
	Borrowing £m	**Other £m**	**Total £m**
2025/26	727.000	272.000	999.000
2026/27	742.000	268.000	1,010.000
2027/28	776.000	262.000	1,038.000
2028/29	802.000	257.000	1,059.000
2029/30	802.000	252.000	1,054.000
2030/31	804.000	246.000	1,050.000

Prudential Indicator: Actual External Debt

A record of the Council's actual external debt is kept as part of the Treasury Management Activities. Actual external debt reflects the position at a particular point in time and is therefore not directly comparable to the authorised limit and operational boundary.

	31/03/2025	**31/03/2026**
	£m	**£m**
Actual borrowing	692.919	726,710
Actual other long-term liabilities	275.208	271,772
Actual external debt	**968.127**	**998,482**

AFFORDABILITY INDICATORS

Prudential Indicator: Ratio of Commercial & Service Income to Net Revenue Stream

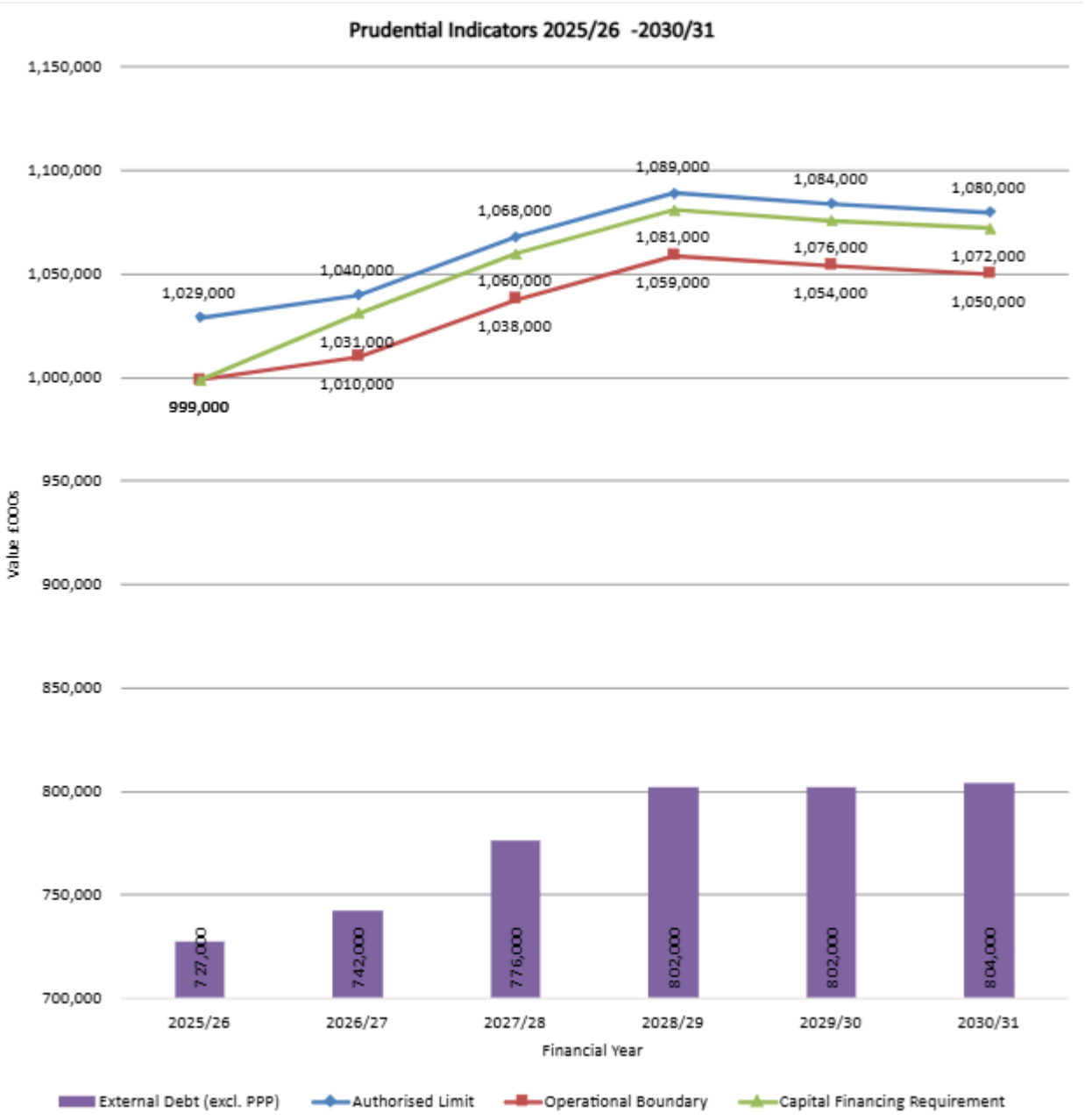
The ratio of commercial and service income to net revenue stream measures both current and future income streams from service and commercial assets as a percentage of the Council's total income that it is estimated over the period of the Capital Plan.

Prudential Indicator: Ratio of Financing Costs to Net Revenue Stream

The ratio of financing costs to net revenue stream also measures affordability. The measure includes both current and future commitments based on the Capital Plan and shows the revenue budget used to fund the capital financing costs associated with the capital expenditure programme.

Variations to the ratio imply that the proportion of loan charges has either increased or decreased in relation to the total funded from Government Grants and local taxpayers.

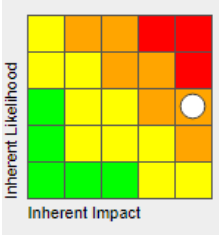
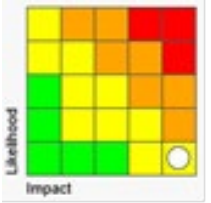
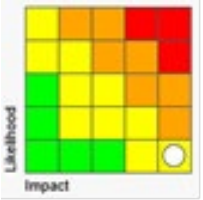
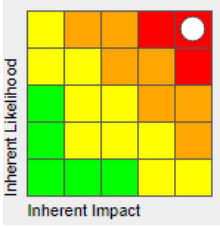
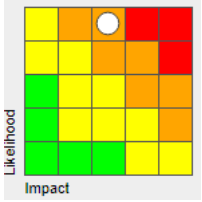
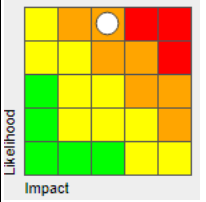
	Ratio Commercial & Service Income to Net Revenue Stream	**Ratio of financing costs to Net Revenue Stream**	
	Non HRA %	**Non-HRA %**	**HRA %**
2025/26	1.4	10.5	32.9
2026/27	1.5	10.4	31.9
2027/28	1.6	10.5	32.1
2028/29	1.6	10.5	33.5
2029/30	1.6	10.4	34.9
2030/31	1.6	10.3	34.9

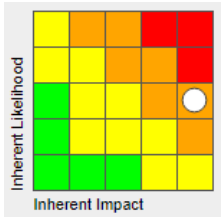
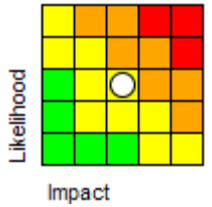
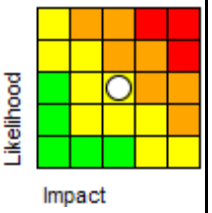
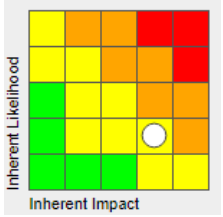
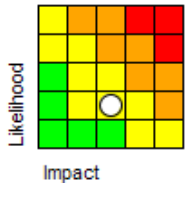
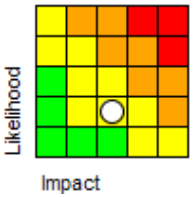

Prudential Indicators 2025/26 -2030/31
1,150,000
1,100,000
1,050,000
1,000,000
950,000
900,000
850,000
800,000
750,000
700,000
Value £000s
1,029,000
1,040,000
1,068,000
1,089,000
1,084,000
1,080,000
999,000
1,010,000
1,038,000
1,059,000
1,054,000
1,050,000
1,031,000
1,060,000
1,081,000
1,076,000
1,072,000
727,000
742,000
776,000
802,000
802,000
804,000
2025/26
2026/27
2027/28
2028/29
2029/30
2030/31
Financial Year
External Debt (excl. PPP)
Authorised Limit
Operational Boundary
Capital Financing Requirement

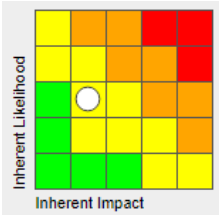
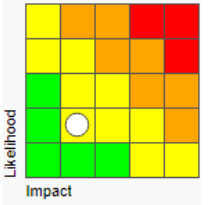
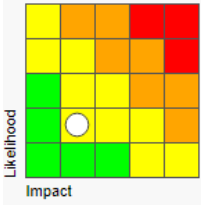
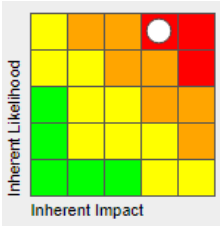
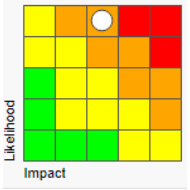
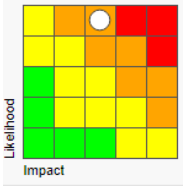
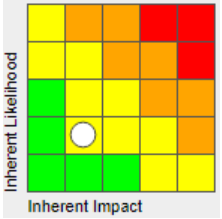
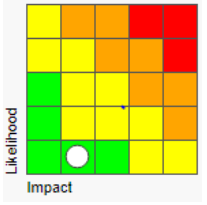
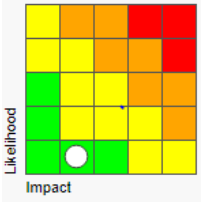
APPENDIX 2

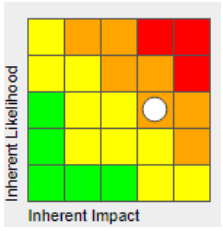
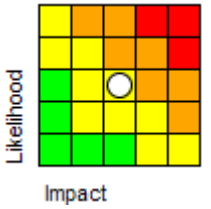
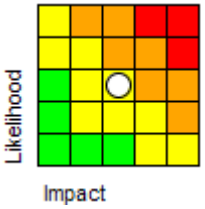
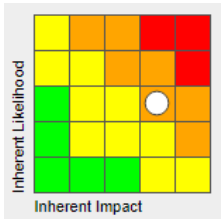
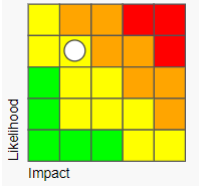
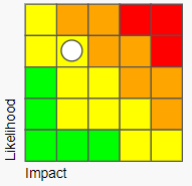
Six Monthly Risk Report

Treasury Risk Register Report
Report Author: Executive Director of Corporate Services
Generated on: 05 October 2026

Risk Title	Risk Factors	Potential Effect	Potential Outcome	Inherent Risk	Control Measures/Mitigation	Residual Risk (Prev Review)	Residual Risk at April 2026
1. Loss of capital due to counterparty collapse	The Council loses its principal investment or investment becomes impaired	Counterparty collapses or faces a financial crisis rendering it unable to repay investments	• The Council may suffer financial loss • The repayment of funds from the counterparty could be significantly delayed or impaired • Either of these outcomes could have an adverse impact on operational funding levels		Per the Treasury Management Strategy: • Maximum investment value on approved counterparties in order to spread and reduce risk. • Controls and procedures are in place to ensure investment and durations limits with approved counterparties are not exceeded. • Counterparties are also monitored and reviewed on a weekly basis at least or more regularly if considered necessary to do so. • Limited threshold rating for approval of counterparties.		
2. Decline / rise in interest rates	The Council may not achieve its target level of interest payable / receivable for budgetary purposes.	Impact on revenue budget resulting in mandatory efficiencies affecting service delivery	• Base rate rising affecting associated market borrowing rates. • Lower risk counterparties not offering competitive rates in low rate environment affecting deposits.		• Arranging longer term investments where investment objectives and criteria allows in order to capitalise on higher rate of returns without risk of opportunity cost. • Offsetting the loss of interest income / cost of borrowing by undertaking refinancing loans at lower rates than previously		

Risk Title	Risk Factors	Potential Effect	Potential Outcome	Inherent Risk	Control Measures/Mitigation	Residual Risk (Prev Review)	Residual Risk at April 2026
					undertaken as opportunities arise. • The Council continually monitors base rate and rates being achieved against budget to ensure it has secured the best value possible in the challenging economic climate.		
3. Fraudulent activity (now incorporating cybercrime)	• Financial loss to the Council as a direct consequence of fraudulent activity • Loss of money for the Council Disciplinary action for the staff involved • Reputational damage	Potential fraud by staff	Fraudulent activity		• Segregation of staff duties. • Review and monitor of internal controls to ensure the correct protocol across all relevant areas is being followed. • Ensure all insurance policies and relevant guarantees (Fidelity £2m per individual circumstance) are fully up to date.		
4. Money laundering	• Fine and/or imprisonment • Reputational damage	Money laundering by external parties	External parties pay a transaction by cash and subsequently request a refund		• Ensure the money laundering policy is reviewed and up to date. • Reconcile refunds back to source of income. • Raise awareness of this issue amongst staff • Review requirements of financial regulations.		

Risk Title	Risk Factors	Potential Effect	Potential Outcome	Inherent Risk	Control Measures/Mitigation	Residual Risk (Prev Review)	Residual Risk at April 2026
5. Network Failure / banking system being inaccessible	Daily Treasury functions will not be carried out	The Council is unable to carry out its daily treasury functions due to a network failure	RBS Bankline is unavailable or the Council's network has failed		Invoke the business continuity plan to minimise the effects of a network issue.		
6. Revenue Budgets	The Council may not be able to execute some desired projects	Revenue budgets are unable to meet borrowing costs of capital schemes	Revenue budgets come under pressure from restricted government funding or non-delivery of programmed savings		• Revenue budgets monitored on monthly basis and future year forecasts undertaken. • Reserve some capital receipts to cover borrowing costs in the short term. • Ensure monthly financial reports and Forecasts are produced and analysed • All borrowing decisions are made based on prudential indicators and are planned based on long term projections. • Capital Plans and borrowing is reviewed annually before the revenue budget is set to ensure that the costs are affordable.		
7. Lack of suitable counterparties	Use of counterparties not paying best value rates.	The Council does not have enough "space" with approved counterparties to place investments/deposit surplus cash balances.	Rising cash balances and a restricted counterparty list		• The Council continually monitors its approved counterparty listing in conjunction with cash balances. Any potential new investment • opportunities are discussed at Treasury Management performance meetings. The Council uses call accounts and money market funds to deposit		

Risk Title	Risk Factors	Potential Effect	Potential Outcome	Inherent Risk	Control Measures/Mitigation	Residual Risk (Prev Review)	Residual Risk at April 2026
					surplus cash balances However, there are also limits on the amounts deposited to such funds. The Council has a facility to deposit cash with the Debt Management Office should all other investment options be exhausted.		
8. Lack of expertise of Committee or amongst officers	Financial consequence	Lack of training and continuous professional development.	Detrimental decisions made in relation to financial investment management.		• Provision of training • External investment advice • Consultation with peer groups.		
9. Over reliance on key officers	Detrimental decisions made in relation to financial investment management.	Specialist nature of work means there are relatively few experts in this field	If an officer leaves or falls ill knowledge gap may be difficult to fill.		• Key officers transfer specialist knowledge to colleagues. • Procedures & guidance available. • In the short-term advice can be sought from external investment adviser and/or peer support.		

REPORT TO: **CITY GOVERNANCE COMMITTEE – 16 NOVEMBER 2026**

REPORT ON: **PREVENT DUTY POLICY**

REPORT BY: **EXECUTIVE DIRECTOR OF NEIGHBOURHOOD SERVICES**

REPORT NO: **197-2026**

1. PURPOSE OF REPORT

1.1 The purpose of this report is to seek approval from Committee on the Council's Prevent Duty Policy.

2. RECOMMENDATION

2.1 It is recommended that Committee notes the report and approves the Council's Prevent Duty Policy in Appendix 1.

2.2 It is recommended that Committee also notes that the Senior Officers Resilience Group will monitor and review all the Council's activities under the Prevent Duty.

2.3 It is further recommended that Committee notes self-assessment assurance benchmarking will be submitted to the Home Office on all activities undertaken under the Prevent Duty as required.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications associated with this report.

4. BACKGROUND

4.1 Local Authorities have a statutory duty under the Counter-Terrorism and Security Act 2015 and associated Prevent Duty Guidance for Scotland, to have arrangements in place to prevent individuals from being drawn into terrorism.

4.2 The Prevent Duty Assurance Process governed by the Home Office, outlines six benchmarks Prevent delivery is measured against. It is designed for local authorities to assure themselves via a self-assessment that they are effectively delivering their statutory duty.

4.3 A Prevent Duty Policy has been developed to underpin all of Council's statutory duties under Prevent. This policy should be embedded into existing Council safeguarding and protecting people frameworks, education policies and procedures; venue hire policies; workforce development and training arrangements; ICT, Cyber Safety & Acceptable Use Policies; Risk Management; Procurement procedures; and Equalities and Inclusion policies. The policy will be reviewed every 2 years.

4.4 CONTEST is the UK Government's counter-terrorism strategy and is organised around four strands: Prevent, Pursue, Protect and Prepare. Its overall aim is to reduce the risk from terrorism to the UK, its citizens and interests overseas, so that people can live freely and with confidence. Prevent is the early intervention strand of CONTEST and focuses on stopping people from becoming terrorists or supporting terrorism. It sits alongside Pursue, which aims to stop terrorist attacks; Protect, which strengthens protection against an attack; and Prepare, which seeks to minimise the impact of any attack. The Council's Prevent Duty Policy therefore

forms part of this wider national counter-terrorism framework, with a specific focus on safeguarding, partnership working and proportionate local arrangements to identify and support individuals who may be vulnerable to radicalisation.

5. POLICY OVERVIEW

5.1 This policy sets out Dundee City Council's approach to meeting its statutory duties under Section 26 of the Counter-Terrorism and Security Act 2015, which requires specified authorities to have due regard to the need to prevent people from being drawn into terrorism. The policy aligns with the UK Government's Prevent Strategy, the wider CONTEST counter-terrorism framework, and Scottish Government guidance, while adopting a proportionate, rights-based and safeguarding-focused approach.

5.2 Through this policy, the Council confirms its commitment to protecting communities from radicalisation and extremist influences whilst safeguarding freedom of expression, inclusion, equality and human rights. It recognises that terrorism and extremism can arise from a range of ideological motivations and emphasises the importance of early identification, prevention and safeguarding interventions delivered through partnership working. The Council also recognises that individuals identified as being vulnerable to radicalisation, or as presenting a potential Prevent-related risk, may themselves be vulnerable people with care, support or protection needs. The Council will therefore seek to ensure that concerns are considered through a proportionate and person-centred safeguarding approach, recognising both the potential risks posed and the needs and vulnerabilities of the individual.

5.3 Governance and accountability arrangements are clearly established, with responsibilities identified across Council services. Strategic oversight is provided through the Council Leadership Team, with specific safeguarding oversight provided by the Chief Social Work Officer. The Council's Prevent Lead coordinates compliance with statutory duties, partnership activity and implementation arrangements. Quarterly Prevent activity reporting will provide assurance regarding delivery and governance.

5.4 A key component of the policy is the establishment and operation of Dundee's Prevent Multi-Agency Panel (PMAP), which the Council is required to chair under the Counter-Terrorism and Security Act 2015. The PMAP provides a formal mechanism for assessing and managing Prevent-related referrals through a multi-agency approach involving Police Scotland, NHS Tayside, Education Services and Social Work. The policy emphasises integration with existing child protection, adult protection and wider safeguarding processes.

5.5 Training and awareness are addressed through a comprehensive framework, including mandatory Prevent-related learning for all Council employees, enhanced training for staff involved in identifying and responding to concerns, and additional training for public-facing services. A service-based training framework and quarterly compliance reporting will support organisational assurance and workforce competence.

5.6 Specific operational arrangements are also detailed in relation to education settings, online safety, digital resilience, venue management, information governance and the reduction of environments that may facilitate extremist activity. It promotes critical thinking, inclusion and

community resilience, while ensuring Council systems, facilities and services are managed in a manner consistent with Prevent obligations.

5.7 Taken together, these arrangements provide a governance framework for Dundee City Council to discharge its Prevent responsibilities through safeguarding, partnership working, workforce development, community engagement and proportionate risk management, ensuring compliance with national legislation and guidance while protecting the rights and wellbeing of Dundee's citizens.

6. POLICY IMPLICATIONS

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

7. CONSULTATIONS

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

8. BACKGROUND PAPERS

8.1 None

Tony Boyle
Executive Director of Neighbourhood Services

2 November 2026

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APPENDIX 1

PREVENT DUTY POLICY

Date Issued	Frequency of Review	Revision Date	Pages
October 2026	Every Two Years	October 2028	11
Reviewed By:	HEAD OF HOUSING, CONSTRUCTION & COMMUNITIES		

1. **Introduction**

1.1 Section 26 of the Counter-Terrorism and Security Act 2015 imposes a statutory obligation on specified authorities, as listed in Schedule 6 of the Act, to exercise their functions with "due regard to the need to prevent individuals from being drawn into terrorism." The PREVENT Strategy, introduced by the UK Government in 2011, forms a key component of the overarching CONTEST counter-terrorism strategy.

The CONTEST strategy consists of four elements:

- Pursue: to stop terrorist attacks.
- Prevent: to stop people becoming terrorists or supporting violent extremism.
- Protect: to strengthen our overall protection against terrorist attack.
- Prepare: where we cannot stop an attack, to mitigate its impact.

1.2 Local Authority Duties

Local authorities play a pivotal role in fulfilling the statutory Prevent duty. They are required to ensure that employees are trained to recognise the signs of radicalisation and know how to respond appropriately. Local authorities must work closely with partners, including the police, health services, education providers, and community organisations, to identify individuals at risk and provide safeguarding interventions. This includes developing robust policies and procedures, facilitating multi-agency collaboration, and promoting awareness throughout the community. In addition, local authorities must balance the Prevent duty with respect for individual rights and freedoms, ensuring that interventions are proportionate, sensitive to local needs, and uphold the values of inclusion and diversity. Through leadership and partnership, local authorities contribute to building safer communities and preventing the spread of extremist ideologies.

1.3 It is recognised that the effective and appropriate delivery of Prevent contributes to several of the Scottish Government's national outcomes.

The Prevent strategy in Scotland supports the National Outcomes by:

- Protecting Children and Young People: Safeguards them from radicalisation and promotes safe, supportive environments.
- Strengthening Communities: Builds resilience and empowers communities to challenge extremism and support vulnerable individuals.
- Promoting Human Rights and Equality: Applies a proportionate, rights-based approach that respects individual freedoms while addressing risks.
- Enhancing Education: Encourages critical thinking and inclusion in schools and colleges to counter extremist narratives.
- Supporting Health and Wellbeing: Provides early intervention and multi-agency support for individuals at risk.
- Improving Public Services: Fosters collaboration across sectors to identify and respond to radicalisation effectively.

2. Purpose and Aims

2.1 This Policy sets out Dundee City Council's position and approach regarding the Prevent duty, aligning the Council's aims with the key strategic objectives of the Prevent strategy and those of the Scottish Government, as outlined in the Prevent Duty Guidance for Scotland

The Prevent Strategy in Scotland is part of the UK's CONTEST counter-terrorism framework, adapted to reflect Scotland's devolved responsibilities and rights-based approach. Its strategic objectives are:

- Tackle the Ideological Causes of Terrorism: Address extremist narratives and promote shared values to reduce the appeal of terrorism.
- Prevent Individuals from Being Drawn into Terrorism: Identify and support individuals at risk of radicalisation through early intervention and safeguarding.
- Reduce Permissive Environments: Challenge settings, both physical and digital, that enable extremist ideologies to thrive.
- Support Effective Delivery Across Sectors: Equip public sector bodies with the tools, training, and governance needed to implement Prevent proportionately and effectively.
- Strengthen Multi-Agency Collaboration: Promote coordinated responses through Scotland's Prevent Multi-Agency Panels (PMAP), ensuring appropriate support and risk management.
- Ensure Rights-Based and Proportionate Implementation: Align Prevent with Scotland's human rights and wellbeing frameworks, including GIRFEC and GIRFE, to maintain public trust and uphold legal standards.

3. **Scope**

3.1 This Policy applies to Dundee City Council and the citizens and communities of Dundee.

4. **Policy Statement**

4.1 Dundee City Council acknowledges its responsibility to safeguard communities from exposure to any form of extremist ideology that could result in harm to individuals or others.

4.2 Dundee City Council is committed to maintaining a safe, welcoming and inclusive environment for all members of our community. The Council also commits to encouraging debate and discussion, preserving freedom of expression within the law whilst seeking to safeguard those that are vulnerable.

4.3 Dundee City Council respects and values diversity of its community and is sensitive to the concerns expressed by some of the potential misinterpretations of the Prevent duty leading to counter-productive actions. It is within this context that the Council seeks to balance the legal obligations placed upon us, recognising that terrorism takes many forms.

4.4 Dundee City Council seeks to ensure that all employees are aware of the risks of being exposed to radicalisation influences, and the signs of such exposure, through the provision of training. This training will include raising awareness among employees of appropriate actions should they be concerned that someone is becoming drawn into violent extremism, and the potential pitfalls of failing to fully appreciate the consequences of misguided or inappropriate intervention.

4.5 Dundee City Council will implement its Prevent duty through a coordinated, multi-agency approach, promoting collective understanding and recognition of the risks associated with radicalisation, as well as the potential consequences of not taking appropriate action. This will be achieved through the following partnerships:

- Tayside CONTEST Board
- Tayside Prevent Sub-Group
- North of Scotland Prevent SPOC Sub-Group

5. **Definitions**

5.1 In the UK, the current definition of terrorism is given in the Terrorism Act 2000. Terrorism means the use or threat of action where:

- The use or threat is designed to influence the government or an international government organisation or to intimidate the public or a section of the public.
- The use or threat is made for the purpose of advancing a political, religious or ideological cause.

It is defined as a violent action that:

- Involves serious violence against a person.
- Causes serious damage to property.
- Endangers a person's life, other than that of the person committing the action.
- Creates a serious risk to the public's health and safety.
- Interferes with or seriously disrupts an electronic system.

Radicalisation - can happen when a person develops extreme views or beliefs that support terrorist groups or activities.

Dundee City Council recognises that vulnerability to radicalisation may present through a range of behaviours and influences, including fixation on extreme violence, mass casualty attacks, misogynistic ideology, or other grievance-driven narratives. While these factors alone do not indicate radicalisation, they may form part of a broader vulnerability profile and should be assessed through established safeguarding and Prevent processes where there is concern that an individual may be drawn into terrorism or extremist activity

There are many ways that a person could become radicalised, and people can become exposed to radicalising influences in person, or online.

A person's susceptibility to radicalisation may be linked to their vulnerability. A person can be vulnerable if they need special care, support or protection because of age, disability, risk of abuse, or neglect.

Common signs of radicalisation may include:

- Accessing extremist content online or downloading propaganda material.
- Justifying the use of violence to solve societal issues.
- Altering their style of dress or appearance to accord with an extremist group.
- Being unwilling to engage with people who they see as different.
- Using certain symbols associated with terrorist organisations.

5.2 Extremism is the promotion or advancement of an ideology based on violence, hatred or intolerance, that aims to:

- negate or destroy the fundamental rights and freedoms of others; or
- undermine, overturn or replace the UK's system of liberal parliamentary democracy and democratic rights; or
- intentionally create a permissive environment for others to achieve the results in bullet points (1) or (2) above.

5.3 The term "due regard" as used in the Act means that the authorities (the Council) should place an appropriate amount of weight on the need to prevent people being exploited when they consider all the other factors relevant to how they carry out their usual functions.

5.4 Child: Anyone aged 17 years and under.

5.5 Adult: Anyone aged 18 years and over

5.6 Assessment should be based on the individual's circumstances, strengths, support needs, and the nature of the risk presented. Any intervention must be proportionate, person-centred, rights-based, and consistent with equality, dignity, choice, and inclusion.

Within the context of Prevent, a person may be vulnerable to being drawn into terrorism or extremist activity and may require safeguarding support to reduce the risk of harm to themselves or others, while ensuring that their rights, dignity, and freedoms are respected.

6. Responsibilities

6.1 All employees have a duty of care to protect and safeguard children and adults at risk from any situation where they may suffer verbal, physical or psychological abuse, bullying, harassment, ill-treatment, discrimination, exploitation or radicalisation.

6.2 The Prevent Lead for Dundee City Council is responsible for ensuring the Council's duties under the Prevent strategy are fulfilled, as well as for maintaining effective partnerships and collaborative working relationships with relevant external agencies, sectors, and institutions. A nominated Deputy Prevent Lead is appointed to provide resilience and continuity of service. In the absence of the Prevent Lead, the Deputy Prevent Lead will assume responsibility for the delivery of Prevent functions.

6.3 The Council Leadership Team are responsible for ensuring the Council complies with its statutory obligations in terms of the Safeguarding of Children and Vulnerable Adults and Prevent Duties.

6.4 The Executive Director of Children and Families is responsible for the implementation and monitoring of the Council's Safeguarding Policy and Protecting People Framework.

6.5 Head of Democratic and Legal Services will provide legal advice through the Council solicitors as appropriate.

6.6 The Head of Digital and Customer Services is responsible for ensuring the responsible use of digital technologies.

6.7 The Chief Social Work Officer will provide senior safeguarding oversight of the Council's Prevent arrangements. Quarterly Prevent activity reports will be provided to the Chief Social Work Officer to ensure appropriate safeguarding oversight and organisational assurance. To achieve the level of confidentiality required for any Prevent related casework, the reports will include quantitative information only for referrals and live PMAP cases. Any significant concerns, risks, or matters requiring escalation will be brought to the attention of the CSWO out with the routine reporting cycle as required.

6.8 The Chief Education Officer will provide senior oversight of Prevent arrangements within education services, ensuring that schools and education settings understand and fulfil their responsibilities to safeguard children and young people from the risk of being drawn into terrorism. This includes promoting appropriate Prevent awareness and training, ensuring concerns are identified and escalated through established safeguarding and Prevent referral routes, supporting alignment with child protection, wellbeing and GIRFEC processes, and

providing assurance that education settings contribute effectively to multi-agency Prevent arrangements, including PMAP where relevant.

7. Prevent Multi-Agency Panel (PMAP)

7.1 Guidance for the Prevent Multi-Agency Panel (PMAP) is outlined within this document. For further information, please refer to the Prevent Multi-Agency Panel Guidance.

7.2 In accordance with Section 36 of the Counter-Terrorism and Security Act 2015, Dundee City Council must ensure that a single PMAP operates within its area. This panel, chaired by the Council, is responsible for considering the needs of both adults and children.

7.3 Section 37(5) of the CTSA 2015 requires the PMAP to be chaired by the local authority, which for Dundee is Dundee City Council. The panel's core membership must include both the local authority and a nominated officer from Police Scotland. Dundee City Council and Police Scotland share joint responsibility for overseeing the PMAP process within the Dundee area.

7.4 The Council may invite other individuals or representatives to participate in the PMAP as appropriate, depending on the specific circumstances of each referral. This may include, but is not limited to, representatives from Social Work, NHS Tayside, Education Services, Colleges and Universities, and Youth Services.

7.5 Organisations not directly subject to the Prevent duty may also be required to engage with the Dundee PMAP if necessary. For example, NHS providers with contractual obligations to consider Prevent may be expected to participate in the local PMAP process where relevant.

7.6 Throughout all PMAP proceedings, the panel will consider how to align and coordinate with other safeguarding processes to address any broader welfare or protection needs identified.

7.7 The effectiveness of PMAPs relies on clear governance structures that provide oversight and ensure accountability at a local level. Details of arrangements for Prevent referrals and Dundee's PMAP are set out in Appendix 1.

7.8 Information on how to report Prevent concerns or refer individuals for assessment and support is promoted locally by Dundee City Council. Any queries or concerns regarding Prevent matters can be directed to the Council's Prevent Single Point of Contact (Prevent SPOC).

8. Training and Awareness

8.1 To ensure all employees are equipped to recognise and respond appropriately to the risks of radicalisation and extremism, Dundee City Council has developed a comprehensive "Protection Against Terrorism" e-learning package. Completion of this training is mandatory for all employees, reinforcing the Council's commitment to safeguarding and upholding its statutory duties under the Prevent agenda.

8.2 In addition, the Home Office Prevent Referral training is made accessible to employees through the Council's e-learning platform. This training provides detailed guidance on identifying potential signs of radicalisation and outlines the correct procedures for making referrals, thus supporting a consistent and effective response to Prevent-related concerns across all service areas.

8.3 A third tier of training is available for public facing employees. This specific training is aimed at services or employees who work regularly with the public and may observe behaviours linked to radicalisation risks.

8.4 The provision, uptake, and effectiveness of Prevent-related training are subject to ongoing review and oversight. Training is a standing agenda item for the Tayside Prevent Group, which is responsible for monitoring the level of training delivered across different sectors. The Group also serves as a forum for sharing good practice and ensuring that training materials remain current and relevant to emerging threats and statutory guidance.

8.5 All managers are responsible for ensuring that their teams complete the required training modules and for supporting employees in understanding their responsibilities under the Prevent duty. Records of training completion will be maintained and periodically audited to ensure compliance and to identify any areas requiring additional support or refresher sessions.

8.6 Additional online e-learning tools on Equalities and Fairness, which support learning in Prevent, are available through Dundee City Council's Learning and Development Hub.

8.7 Through these measures, Dundee City Council aims to foster a well-informed workforce capable of contributing effectively to the prevention of terrorism and the safeguarding of vulnerable individuals. A Prevent training framework will be developed and maintained to define the level and type of training required for each service area. Once in place, the framework will support a consistent approach to workforce learning, ensuring employees have the knowledge and skills necessary to fulfil their responsibilities under this policy. Quarterly compliance reports will be produced and reviewed to provide organisational oversight, monitor completion rates, identify training gaps, and support ongoing assurance of workforce competence.

9. Education and Young People

9.1 Dundee City Council recognises its statutory responsibility to safeguard children and young people in educational settings, including community led settings, from the risks of radicalisation and extremism, as outlined in the Prevent duty. All schools and youth services under the

Council's remit are required to have due regard to the need to prevent individuals from being drawn into terrorism. Prevent concerns within education settings should be managed through existing child protection, safeguarding and wellbeing processes, ensuring clear links with the school's designated safeguarding or child protection lead and escalation to the Prevent Single Point of Contact (SPOC) where appropriate. Prevent awareness sessions will be coordinated by the Education representative for designated child protection officers across education to support consistent identification, recording and referral of concerns.

9.2 Educational leaders and the wider workforce are expected to identify and respond to concerns related to radicalisation, following the Council's established reporting and referral processes. This includes ensuring that all employees receive appropriate Prevent training, are familiar with the signs of vulnerability to extremist influences and understand the procedures for escalating concerns to the Prevent Single Point of Contact (SPOC) as appropriate. The Council also works closely with partners such as Police Scotland, Social Work, and NHS Tayside to provide coordinated support for at-risk pupils and students.

9.3 Through the curriculum and wider learning environment, schools will support children and young people to develop the knowledge, skills and confidence to engage positively in a diverse democratic society. This includes creating safe spaces for discussion and debate, promoting inclusion and respect, developing critical thinking and digital literacy, and helping learners recognise, question and challenge divisive narratives, misinformation, hate speech and extremist viewpoints. Learning across areas such as Health and Wellbeing, Social Studies and Religious and Moral Education will contribute to building resilience, supporting informed citizenship and reinforcing the values of dignity, freedom of expression and freedom from harm.

9.4 Education Services will recognise online radicalisation as a key risk for children and young people and will support schools to promote online safety, digital awareness and responsible use of technology as part of wider safeguarding and wellbeing arrangements. This includes helping pupils to understand the risks associated with harmful online content, misinformation, hate speech, extremist narratives and online grooming or influence, and supporting them to develop the confidence and critical thinking skills required to question, challenge and report concerning material. Where online activity gives rise to a Prevent concern, this should be managed through established child protection, safeguarding and Prevent referral routes, including escalation to the Prevent Single Point of Contact where appropriate.

9.5 By taking these steps, Dundee City Council aims to create safe, inclusive, and supportive environments in which children and young people are protected from the threat of radicalisation and empowered to contribute positively to their communities.

10. Reducing Permissive Environments

10.1 IT

10.1.1 Dundee City Council is committed to safeguarding all users of its IT network by implementing robust Acceptable Use Policies across Council departments and educational settings. These policies define the standards of behaviour and responsible use expected when accessing digital resources and online services. In addition, the Council deploys advanced internet filtering

solutions throughout its IT environments, including schools and public libraries, to proactively restrict access to extremist content and other inappropriate material.

10.1.2 Within educational settings, internet filtering systems are configured to meet the specific safeguarding needs of children and young people, ensuring that exposure to harmful online material is minimised. Within public libraries, internet filtering is tailored according to the characteristics of individual users, balancing the need for open access to information with the imperative to protect vulnerable individuals from exposure to extreme content. These measures are regularly reviewed and updated in line with best practice and statutory guidance to maintain a safe and secure digital environment for all users.

10.2 Council Venues

10.2.1 Dundee City Council is dedicated to ensuring that all council-owned and operated venues are safe, inclusive, and free from environments that could be exploited for the purposes of radicalisation or the promotion of extremist views. In line with its Prevent duty, the Council has established clear policies and procedures to minimise the risk of permissive environments arising within its community centres, event spaces, and other public venues.

10.2.2 All bookings for council venues are subject to a vetting process. This process includes checks on the purpose of the event, the organisers, and any associated groups or speakers, with particular attention paid to events or activities that may present a risk of promoting extremism or radicalisation.

10.2.3 The Council reserves the right to refuse or cancel bookings where there is a reasonable belief that the event may contravene the Prevent duty or pose a safeguarding risk. Clear terms and conditions are communicated to all users of council venues, outlining expectations regarding conduct, the prohibition of hate speech or extremist material, and adherence to the Council's safeguarding policies.

10.2.4 Regular reviews of venue use, and event bookings are undertaken to identify emerging risks and ensure ongoing compliance with statutory guidance. The Council also works in close partnership with Police Scotland and other relevant agencies to share information and respond promptly to any concerns. Through these measures, Dundee City Council aims to ensure that its venues cannot be used to foster radicalisation or extremist activity, thereby upholding its commitment to the safety and wellbeing of the wider community.

11. Situational Risk Awareness

11.1 Dundee City Council acknowledges that maintaining situational risk awareness is integral to fulfilling its Prevent obligations. The Council collaborates closely with Police Scotland and other key partners to share intelligence on the evolving local risk landscape. This coordinated approach ensures that actions are informed by the most current information available, thereby strengthening the resilience of Dundee's communities against the risks of radicalisation. The Council's Situational Risk Assessment will be reviewed quarterly in line with the national threat report produced by Police Scotland and through updates from the Local CONTEST Board.

11.2 The Council also ensure that all employees and partners remain alert to the dynamic and evolving nature of radicalisation and extremism threats within the local context through continued awareness, regular training, and active engagement with multi-agency partners.

11.3 Through these measures, Dundee City Council seeks to foster a proactive approach to risk management and to the ongoing protection of vulnerable individuals and the wider community.

12. Legislation and Guidance

12.1 This policy complies with, and takes account of the following legislation and guidance:

- Terrorism Act 2000
- Counter-Terrorism and Security Act 2015
- Prevent Duty Guidance for Scotland (2024)

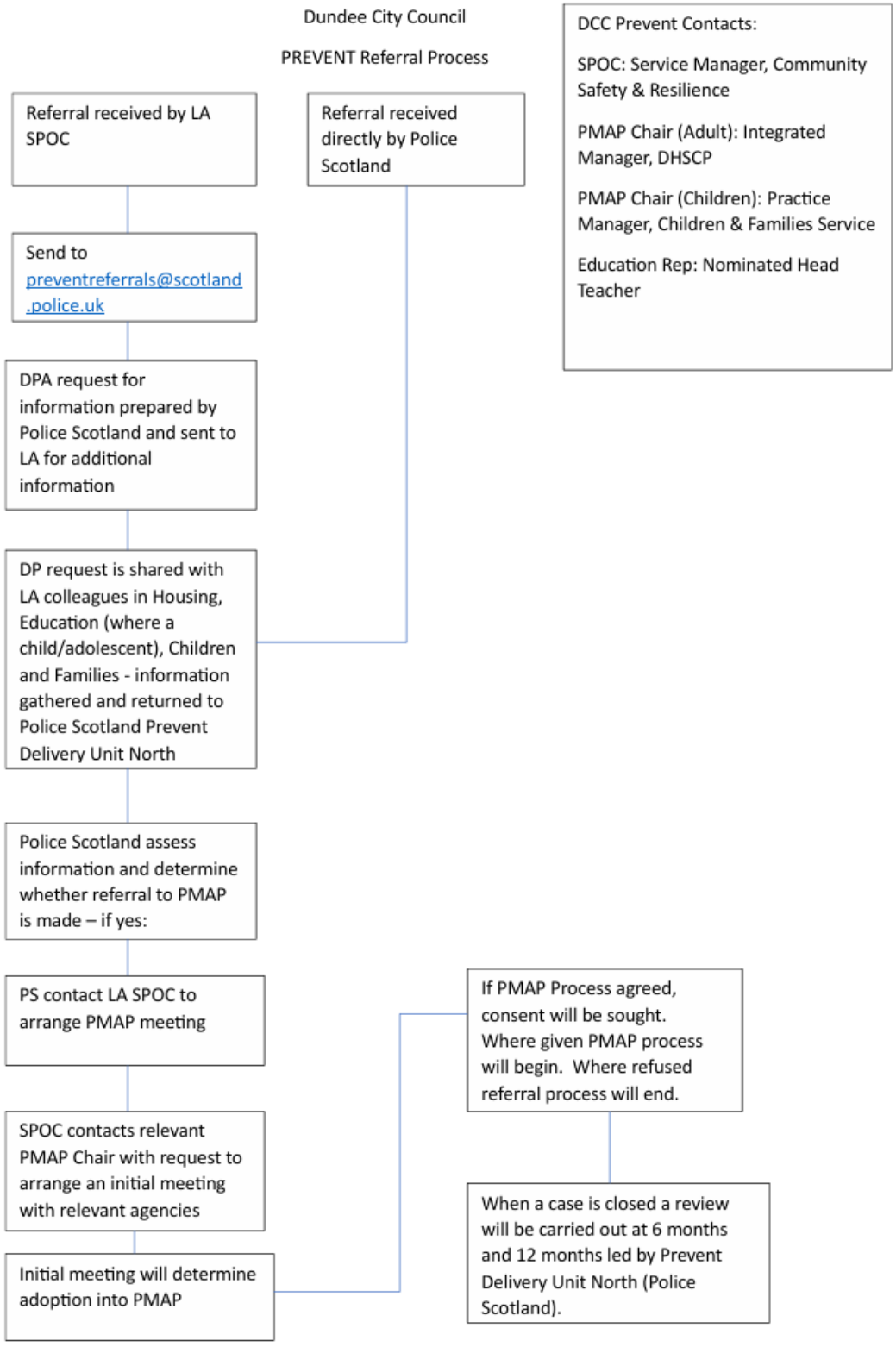
12.2 This policy also protects the rights of service users by meeting the legislative requirements set out in other legislation, including:

- Human Rights Act 1998
- Data Protection Act 2018
- Children (Scotland) Act 1995
- Adult Support and Protection (Scotland) Act 2007
- Equality Act 2010

13. Linked Dundee City Council Strategy, Policy and Documents

- Protecting People in Dundee
- Protecting Children – Instructions and Procedures for Employees in Educational Establishments

Appendix 1


Dundee City Council
PREVENT Referral Process
DCC Prevent Contacts:
SPOC: Service Manager, Community Safety & Resilience
PMAP Chair (Adult): Integrated Manager, DHSCP
PMAP Chair (Children): Practice Manager, Children & Families Service
Education Rep: Nominated Head Teacher
Referral received by LA SPOC
Referral received directly by Police Scotland
Send to preventreferrals@scotland.police.uk
DPA request for information prepared by Police Scotland and sent to LA for additional information
DP request is shared with LA colleagues in Housing, Education (where a child/adolescent), Children and Families - information gathered and returned to Police Scotland Prevent Delivery Unit North
Police Scotland assess information and determine whether referral to PMAP is made – if yes:
PS contact LA SPOC to arrange PMAP meeting
SPOC contacts relevant PMAP Chair with request to arrange an initial meeting with relevant agencies
Initial meeting will determine adoption into PMAP
If PMAP Process agreed, consent will be sought. Where given PMAP process will begin. Where refused referral process will end.
When a case is closed a review will be carried out at 6 months and 12 months led by Prevent Delivery Unit North (Police Scotland).

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Integrated Impact Assessment

Committee Report Number: 197-2026

Document Title: Prevent Policy

Document Type: Policy

Description:

The Prevent policy sets out Dundee City Council's approach to meeting its statutory Prevent duty, including arrangements for safeguarding, governance, multi-agency working, employee training, education, digital environments, Council venues and the referral of concerns. The policy promotes a proportionate, person-centred and rights-based approach that respects equality, dignity, diversity, freedom of expression and individual circumstances, while protecting people and communities from the risks of radicalisation and terrorism.

Intended Outcome:

To ensure Dundee City Council fulfils its Prevent duty by safeguarding individuals who may be vulnerable to radicalisation, supporting early identification and intervention through effective multi-agency partnership working, and promoting safe, inclusive and resilient communities. The policy aims to balance public protection with a proportionate, rights-based approach that respects equality, diversity, wellbeing and freedom of expression.

Period Covered: 26/10/2026 to 26/10/2028

Monitoring:

This will be an ongoing policy with review scheduled every two years.

Lead Author:

Gillian Lamb, Prevent Policy, Neighbourhood Services,

gillian.lamb@dundeecity.gov.uk , 07552269768,

West District Housing Office, 3 Sinclair Street, Lochee, Dundee

Director Responsible:

Tony Boyle, Executive Director of Neighbourhood Services, Neighbourhood Services

tony.boyle@dundeecity.gov.uk, 01382 434538

5 City Square, Dundee

Equality, Diversity and Human Rights

Impacts & Implications

Age: Positive

Positive impact. The policy enhances safeguarding and early intervention arrangements for children, young people and adults who may be vulnerable to radicalisation, ensuring access to appropriate support and protection regardless of age.

Disability: Positive

Positive impact. The policy supports the identification, safeguarding and support of disabled people who may be vulnerable to radicalisation, ensuring that interventions are proportionate, person-centred and respectful of individual rights and needs.

Gender Reassignment: Positive

Positive impact. The policy supports fair and inclusive safeguarding arrangements, helping to ensure that individuals who are undergoing or have undergone gender reassignment are treated with dignity, respect and equality when accessing support and protection.

Marriage & Civil Partnership: Positive

Positive impact. The policy promotes equitable access to safeguarding and support arrangements, ensuring individuals are treated fairly regardless of their marriage or civil partnership status.

Pregenancy & Maternity: Positive

Positive impact. The policy supports fair and inclusive access to safeguarding and support arrangements for individuals who are pregnant or on maternity leave, helping to ensure their wellbeing, safety and equal treatment.

Race / Ethnicity: Positive

Positive impact. The policy supports equality of access to safeguarding and support arrangements for people of all racial and ethnic backgrounds, helping to promote inclusion, fairness and community cohesion

Religion or Belief: Positive

Positive impact. The policy promotes equality, inclusion and respect for people of all religions, beliefs and non-belief backgrounds, ensuring fair access to safeguarding and support arrangements

Sex: Positive

Positive impact. The policy supports equitable access to safeguarding and support arrangements for women and men, helping to promote equality, safety and fair treatment.

Sexual Orientation: Positive

Positive impact. The policy promotes fair and inclusive access to safeguarding and support arrangements for individuals of all sexual orientations, helping to ensure equality, respect and protection from harm.

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

No

Fairness & Poverty

Geographic Impacts & Implications

Strathmartine:	Positive
Lochee:	Positive
Coldside:	Positive
Maryfield:	Positive
North East:	Positive
East End:	Positive

The Ferry: Positive

West End: Positive

Positive Implications: Positive impact. The policy benefits all eight multi-member ward areas by promoting safer, more inclusive and resilient communities, supported by consistent safeguarding arrangements, early intervention and multi-agency partnership working across Dundee.

Household Group Impacts and Implications

Looked After Children & Care Leavers: Positive

Positive impact. The policy supports care experienced children, young people and adults by promoting early intervention, safeguarding and access to appropriate support, helping to reduce vulnerability and strengthen wellbeing, resilience and inclusion

Carers: Positive

Positive impact. The policy supports carers by promoting access to safeguarding, early intervention and appropriate support, helping to protect wellbeing, reduce vulnerability and strengthen inclusion

Lone Parent Families: Positive

Positive impact. The policy supports lone parent families through effective safeguarding, early intervention and access to support, helping to promote safety, wellbeing, resilience and inclusion.

Single Female Households with Children: Positive

Positive impact. The policy supports single female households with children through effective safeguarding and access to support, helping to promote safety, wellbeing, resilience and protection from harm for both parents and children

Greater number of children and/or young children: Positive

Positive impact. The policy supports children, young people and their families through effective safeguarding, early intervention and access to support, helping to promote wellbeing, resilience and protection from harm

Pensioners - single / couple: Positive

Positive impact. The policy supports pensioners, whether living alone or as part of a couple, through effective safeguarding and access to support, helping to promote safety, wellbeing, inclusion and protection from harm.

Unskilled workers or unemployed: Positive

Positive impact. The policy helps promote resilience, wellbeing and community safety by ensuring that individuals who may be more vulnerable to exploitation or harmful influences can receive appropriate support and assistance when required.

Serious & enduring mental health problems: Positive

Positive impact. The policy supports individuals with serious and enduring mental health problems by helping to identify vulnerabilities at an early stage and facilitating access to appropriate support, contributing to improved wellbeing, resilience and protection from harm.

Homeless: Positive

Positive impact. The policy supports people experiencing homelessness by helping to identify and address vulnerabilities, promoting engagement with appropriate services and contributing to improved safety, wellbeing and resilience.

Drug and/or alcohol problems: Positive

Positive impact. The policy helps identify and address vulnerabilities that may affect people with drug and/or alcohol problems, supporting access to appropriate services and contributing to improved wellbeing, resilience and protection from harm.

Offenders & Ex-offenders: Positive

Positive impact. The policy supports offenders and ex-offenders by helping to identify vulnerabilities and facilitate access to appropriate support, promoting resilience, inclusion and reduced risk of harm.

Socio Economic Disadvantage Impacts & Implications

Employment Status: No Impact

Education & Skills: Positive

Socio Economic Disadvantage Impacts & Implications

Positive impact. The policy promotes awareness, resilience and informed decision-making through education and training, helping individuals develop the skills and confidence to recognise and challenge harmful influences.

Income: No Impact

Caring Responsibilities (including Childcare): Positive

Positive impact. The policy supports individuals with caring responsibilities by promoting early identification of vulnerabilities and access to appropriate support, helping to improve wellbeing, resilience and community inclusion.

Affordability and accessibility of services: No Impact

Fuel Poverty: No Impact

Cost of Living / Poverty Premium: No Impact

Connectivity / Internet Access: No Impact

Income / Benefit Advice / Income MaximisationNo Impact

Employment Opportunities: No Impact

Education: Positive

Positive impact. The policy promotes awareness, resilience and informed decision-making through education and learning, helping to support positive outcomes for children, young people and adults.

Health: Positive

Positive impact. The policy supports health and wellbeing by promoting early identification of vulnerabilities and access to appropriate support, helping to improve resilience and reduce the risk of harm.

Life Expectancy: No Impact

Mental Health: Positive

Positive impact. The policy contributes to positive mental health outcomes by supporting early identification of vulnerabilities, improving access to appropriate support and promoting resilience and wellbeing.

Overweight / Obesity: No Impact

Child Health: Positive

Positive impact. The policy promotes the safety, wellbeing and resilience of children and young people through effective safeguarding, early intervention and access to appropriate support where concerns are identified.

Neighbourhood Satisfaction: Positive

Positive impact. The policy supports safe, inclusive and resilient communities, which may contribute positively to neighbourhood satisfaction and community confidence.

Transport: No Impact

Environment

Climate Change Impacts

Mitigating Greenhouse Gases: No Impact

Adapting to the effects of climate change: No Impact

Resource Use Impacts

Energy efficiency & consumption: No Impact

Prevention, reduction, re-use, recovery or recycling of waste: No Impact

Sustainable Procurement: No Impact

Transport Impacts

Accessible transport provision: No Impact

Sustainable modes of transport: No Impact

Natural Environment Impacts

Air, land & water quality: No Impact

Biodiversity: No Impact

Open & green spaces: No Impact

Built Environment Impacts

Built Heritage: No Impact

Housing: No Impact

Is the proposal subject to a Strategic Environmental Assessment (SEA)?	No further action is required as it does not qualify as a Plan, Programme or Strategy as defined by the Environment Assessment (Scotland) Act 2005.

Corporate Risk

Corporate Risk Impacts

Political Reputational Risk: Positive

Positive impact. The policy helps protect the Council's reputation by ensuring compliance with statutory Prevent duties and demonstrating a proportionate, rights-based approach to safeguarding and community safety.

Economic/Financial Sustainability / Security & Equipment: No Impact

Social Impact / Safety of Staff & Clients: Positive

Positive impact. The policy enhances the safety and wellbeing of staff and service users by strengthening safeguarding arrangements, increasing awareness of risks and providing clear mechanisms for responding to concerns.

Technological / Business or Service Interruption: No Impact

Environmental: No Impact

Legal / Statutory Obligations: Positive

Positive impact. The policy helps ensure compliance with statutory Prevent duties and related safeguarding responsibilities through a clear and consistent framework for implementation.

Organisational / Staffing & Competence: Positive

Positive impact. The policy enhances organisational competence by improving staff awareness, knowledge and confidence in fulfilling Prevent and safeguarding responsibilities.

Corporate Risk Implications & Mitigation:

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

ITEM No …9……..

REPORT TO: CITY GOVERNANCE COMMITTEE – 16TH NOVEMBER 2026

REPORT ON: DUNDEE INTEGRATION JOINT BOARD – FINANCIAL RECOVERY PLAN 2026/27

REPORT BY: EXECUTIVE DIRECTOR, DUNDEE HEALTH AND SOCIAL CARE PARTNERSHIP

REPORT NO: 264-2026

1 PURPOSE OF REPORT

1.1 The purpose of this report is to share Dundee Integration Joint Board's 2026/27 financial recovery plan with Dundee City Council.

2 RECOMMENDATIONS

It is recommended that the Committee:

2.1 Notes Dundee Integration Joint Board's (IJB) financial recovery plan 2026/27 as approved by the IJB at its meeting of the 21 October 2026.

3 FINANCIAL IMPLICATIONS

3.1 The latest financial position for Dundee Health and Social Care Partnership for the financial year to 31 March 2027 shows a projected operational overspend of £4,037k based on expenditure to 31 August 2026 (as detailed in report DIJB47-2026).

3.2 This overspend exceeds the parameters of the IJB's approved 2026/27 financial plan (DIJB10-2026 Article IV of minute of IJB meeting 31 March 2026 refers). The content of this report highlights key reasons for the projected variance and ongoing actions by Officers and Senior Management to address these and improve the position.

4 CONTEXT

4.1 Background

4.1.1 As part of the IJB's financial governance arrangements, the Integration Scheme outlines that "The Chief Finance Officer will ensure routine financial reports are available to the Chief Officer and the Integration Joint Board on a timely basis and include, as a minimum, annual budget, full year outturn projection and commentary on material variances."

4.1.2 The IJB's budget for delegated services was approved at the meeting of the IJB held on the 31 March 2026 (Article III of the minute of the meeting of 31 March 2026 refers). This set out the cost pressures and funding available with a corresponding savings plan to ensure the IJB had a balanced budget position going into the 2026/27 financial year.

4.1.3 A further report was approved at the meeting of the IJB held on 24 June 2026 (DIJB26-2026 Article IX of the minute of Dundee Integration Joint Board held on 24 June 2026 refers). This updated the 2026/27 plan following confirmation of the 2025/26 financial year-end and risk share position, and details of confirmed budget settlement received from NHS Tayside resulting in an additional funding gap for 2026/27.

4.1.4 Dundee HSCP continues to respond to significant operational challenges in demand and demographics alongside the priority to ensure individuals are supported and cared for, where safe and appropriate, in their own home or community setting as much as possible (notable pressures in community and care at home provision to help support discharge without delay from hospital, minimise unnecessary hospital admissions, reduce social care unmet need and reduce care home bed requirements); complexity of needs for adults, young people transitioning from children's services and ageing individuals with physical disabilities, learning disabilities or mental health issues; staffing challenges (both recruitment and retention, sickness absence and premium cost of critical back-fill cover) and increasing acuity of

needs in both inpatient / residential and community settings as well as inflationary and pay award cost pressures.

4.1.5 The projected overspend reflects the challenging financial position continuing to be experienced by Dundee IJB and while it reflects progress towards achieving savings targets totalling £11.8m for 2026/27, there remains a shortfall in the overall position. More detail on this is contained within the IJB's latest Financial Monitoring Report (DIJB47-2026) presented to the IJB's meeting of the 21 October 2026.

4.1.6 The challenges faced by Dundee IJB remain similar to those of other IJBs across Scotland, and comparable to demand and demographic pressures highlighted in previous finance reports through 2024/25, 2025/26 and into 2026/27. As a result of these existing and ongoing pressures, the IJB faced an unplanned overspend in 2024/25 where a Financial Recovery Plan for that year was presented to the IJB in October 2024 (DIJB54-2024, Article X of the meeting of 23 October 2024 refers). And an unplanned overspend in 2025/26 where a further Financial Recovery Plan for that year was presented to the IJB in October 2025 (DIJB73-2025, Article XIV of the meeting of 22 October 2025 refers). The unplanned projected overspend for 2026/27 results in the presentation of this report and the Financial Recovery actions.

4.1.7 Under the IJB Scheme of Integration (DIJB88-2022, Article VI of the minute of meeting of 14 December 2022 refers), the Financial Recovery plan process is as follows –

- Where an unplanned year end overspend is projected, the Chief Officer and Chief Finance Officer to present a Recovery Plan to IJB and Partner Bodies to address the in-year overspend
- In the event the recovery plan is unsuccessful and an overspend is evident at year end, uncommitted reserves must firstly be used to address this
- If after the application of Reserves an overspend is still evident, a revised Strategic Plan must be developed to enable the overspend to be managed in subsequent years.
- Where an in-year overspend remains, this will be shared in proportion to the spending Direction for each Partner body for that financial year – these additional payments may be recoverable from the IJB over future years.

4.2 Actions to resolve Projected Financial Gap

4.2.1 The IJB's latest financial projections are reporting unplanned overspend of £4,037k in 2026/27, with £nil remaining General Reserves funding available to support this, therefore further actions within the Financial Recovery plans in relation scrutiny, controls, transformation, service redesign, retraction and strategic planning must be considered.

4.2.2 The IJB approved the recommendation to continue existing Financial Recovery actions in August 2026. These include –

- Continued close scrutiny of all recruitment requests to ensure only posts that are deemed critical are progressed. This process has been further enhanced within Partner Bodies for overall recruitment and details of this are noted in 4.2.4
- 'Discretionary' spend (on areas such as supplies and travel etc) to be kept to absolute minimum. This process has been further enhanced within NHS Tayside and details of this are noted in 4.2.4
- Supplementary staffing to be used only where absolutely necessary for safe-staffing reasons - and where additional staff are required, the most cost-effective option should used (ie bank / sessional or additional part-time hours or backfill at a lower grade / band where possible - agency should only be used as a last resort)
- Efforts to address underlying need for supplementary staffing should continue to be addressed (ie filling essential vacancies or supporting staff return to work)
- Absence levels should continue to be reduced, with Partner Body HR support, to promote return to work and staff wellbeing
- Increased efforts to deliver planned savings and transformation projects to maximise the benefit in the current financial year. It is currently estimated that around £9.9m savings and efficiencies from 2026/27 Financial Budget will be delivered this year (against £11.8m target) leaving an estimated £1.9k undelivered (as detailed in DIJB47-2026 Financial Monitoring Position as at August 2026 report, Appendix 4).

- Continue to maximise opportunities for income from chargeable services, including ensuring all chargeable elements of care (and activity) are timeously communicated to service users and families
- Ongoing progress to deliver efficiencies and spend reduction in Care at Home services (both internal teams and commissioned services) to manage and prioritise demand while balancing ongoing pressures around delayed discharge performance and frailty pathways to avoid de-stabilising whole-system working)
- Continued efforts by those areas that are currently overspending to return positions to within the delegated budget
- Collaborative working with other HSCPs to manage pressures across Tayside-wide Lead Partner Services, General Medical Services / 2C GP Practices and Primary Care Prescribing spend
- Collaborative working with colleagues in NHST and DCC to review further opportunities for whole-system transformation and efficiencies
- Continue to consider and progress further potential opportunities for shared services and collaborative working across Tayside
- Individual service areas to consider further opportunities to reduce spend through prioritisation, efficiencies and minimisation of waste
- Continue to make best use of digital technologies and online tools to further drive efficiencies

4.2.3 Systems to support analysis and monitoring of spend and associated activity and performance continue to be enhanced where possible, with further improvements to information to help provide budget holders and senior management with timely information to allow for better decision making and gain assurance that services are operating as efficiently and effectively as possible.

4.2.4 In addition to the existing and ongoing actions, the following are enhanced and new actions that will be progressed during 2026/27:

- Increased recruitment scrutiny and controls have been developed separately within both NHS Tayside and Dundee City Council which are now in place across each organisation. A local scrutiny panel consisting of senior HSCP management now meet weekly to review all recruitment requests (and changes to employment) before these can be approved and passed for organisational approval and advert. All requests are carefully considered for affordability, strategic priority and risk implications of rejecting or delaying a request.
- Additional organisation-wide scrutiny on non-pay has also been implemented within NHS Tayside with guidance issued to staff as a reminder around ways to minimise cost implications – this guidance and controls will be utilised across all HSCP teams
- Additional organisation-wide scrutiny on supplementary spend is also in place within NHS Tayside, with continued review of the correlation between vacancy, absence and recruitment as well as wider influences relating to patient acuity or other factors that might necessitate additional staffing needs. While managers are expected to continue to make efforts to minimise the need for supplementary spend, additional scrutiny will be undertaken to work with areas that continually rely on additional staffing to understand the reasons as well as support this to be reduced further where possible
- Additional organisation-wide scrutiny and governance is also being reinforced within Dundee City Council to minimise spend and waste – these arrangements and controls will also apply across HSCP teams
- Chief Officer and Chief Finance Officer to work with colleagues in partner bodies to identify additional support and / or funding that could be aligned to HSCP to address the ongoing underlying financial sustainability challenges, while also managing whole-system demands.
- Senior management continues to explore all opportunities, and any further service or partnership-wide actions will be progressed and implemented where these are identified.

4.2.5 Progress against these actions, along with any further evolving opportunities will be monitored and reported at future IJB meetings. A summary of the estimated financial impact of these additional actions is detailed in Appendix 1.

4.2.6 Officers from the HSCP will continue to explore further opportunities to reduce the residual financial deficit over the coming months with the aim to deliver a balanced budget by the year end. However this

needs to continue to be managed and considered alongside any unintended consequences of actions impacting on other parts of the health and social care system such as the NHS Acute sector and impact on the health and wellbeing of patients, service users, carers and staff across the community.

4.3 National IJB Financial Position 2026/27

4.3.1 An annual report prepared by Health and Social Care Scotland to highlight the scale of the national financial challenges facing Scotland's health and social care system was previously shared with IJB as part of DIJB38-2026 Appendix 6, Article XII of the minute of the meeting of 19 August 2026 refers).

4.3.2 The report aims to provide a clear understanding of the key cost pressures, the actions being taken to manage these and the impact on services and outcomes. The report also seeks to inform discussions between government, partners and stakeholders on what can be realistically delivered within available resources, and the changes required to ensure long-term sustainability.

4.3.3 The report also highlights and recognises that the system is interconnected and IJB decisions around savings in one area of the system often have consequences elsewhere in the wider system; and the increasing cost pressures relating to rising demand and inflationary pressures absorbs funding that the IJB could have directed towards early intervention and prevention measures.

4.3.4 The financial challenges being faced by Dundee IJB, along with the key pressures and actions being taken to deliver savings and financial sustainability are consistent with the national position set out in the report.

4.4 Reserves Position

4.4.1 The IJB's reserves position was reduced at the year ended 31st March 2026 as a result of the unplanned operational overspend of £5,659k during 2025/26. This resulted in the IJB having total committed reserves of £5,880k and uncommitted reserves of £nil at the start of 2026/27 financial year. The reserves position is noted in Table 1 below:

Table 1

Reserve Purpose	Closing Reserves @ 31/3/26
	£k
Primary Care	1,827
Drug & Alcohol	385
Strategic Developments	1,407
Service Specific	158
Systems Pressures funding	2,103
Total committed	**5,880**
General	0
TOTAL RESERVES	**5,880**

4.4.2 Scottish Government funding in relation to Primary Care Improvement Fund and Alcohol and Drugs Partnerships can only be spent on these areas and are ring-fenced for those purposes.

4.4.3 NHS Tayside passed through a share of Scottish Government allocation funding relating to 'Operational Improvement Plan' towards the end of 2025/26, with the understanding this will be used to support OIP commitments and must be held in an earmarked reserve within the IJB where it relates to delegated services. This funding totals £1,730k for Dundee IJB and it is noted this is to be placed in an earmarked reserve in the 2025/26 Annual Accounts to be carried forward and utilised as required during 2026/27.

4.4.4 The IJB's Reserves Policy seeks to retain Reserves of 2% of budget (approximately £6.5m) however it is recognised that this is particularly challenging to maintain within the current financial climate with many IJB's across the country having no reserves or below their respective reserves policies.

4.4.5 As part of the Financial Recovery Plan, a continual review of earmarked and committed reserves balances will be undertaken, however at present, no additional reserves balances have been identified for decommitment to support the 2026/27 recovery plan.

4.5 Revised Strategic Plan

4.5.1 Given the scale of the continued annual financial sustainability challenges being faced by Dundee IJB, the Integration Scheme identifies that a revised Strategic Plan should be considered and developed to manage the overspend pressures in subsequent years.

4.5.2 Dundee IJB's current Strategic Commissioning Framework 2023-2033 is already currently under review with an update on this work anticipated to be presented to IJB in December 2026, along with progress to revise the annual delivery plan.

4.5.3 However it is acknowledged that limited resources will likely impact on the pace and scale of progress towards delivering the IJB's strategic priorities over the coming years and it is anticipated this will be reflected in the refreshed documents.

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 Chief Officer, Heads of Service Health and Community Care, and the Clerk were consulted in the preparation of this report.

7 BACKGROUND PAPERS

7.1 None.

DAVE BERRY
EXECUTIVE DIRECTOR,
DUNDEE HEALTH AND SOCIAL CARE PARTNERSHIP

Date: 29 October 2026

Appendix 1

Financial Recovery Plan - estimated additional impact*	
	£k
Projected 26/27 shortfall (as at 31/8/26)	4,037
Continued scrutiny of recruitment, including enhanced organisational controls	tbc
Non-Pay and Discretionary spend controls	-100
Supplementary Staffing spend	-250
Absence levels reduction	tbc
Delivery of further savings and income maximisation	-1,000
Further reduction in Care at Home spend (inc Direct Payments)	-500
Overspending areas to be brought back within budget	tbc
Collaborative working to address Tayside-wide pressures and explore shared opportunities	tbc
Further efficiency opportunties within individual service areas	tbc
Digital opportunities to further drive efficiencies	tbc
Ongoing review of earmarked reserves	tbc
Ongoing discussions with Partner bodies to support Shifting the Balance of Care and Demographic Demand pressures	tbc
Estimated Residual Financial Deficit	**2,187**
**Assumptions on some of these actions have already been incorporated into projections - this table attempts to reflect the additional impact from further Recovery actions during the remainder of 2026/27*	

REPORT TO: **CITY GOVERNANCE COMMITTEE – 16 NOVEMBER 2026**

REPORT ON: **BUDGET CONSULTATION 2027/28**

REPORT BY: **EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

REPORT NO: **250-2026**

1 PURPOSE OF REPORT

1.1 The purpose of this report is to seek approval for officers to consult on potential budget options for the financial year 2027/28 and to report back to Committee for Elected Members' final decision.

2 RECOMMENDATIONS

2.1 It is recommended that the Committee:

(a) agrees that the Council's Budget Consultation for 2027/28 will include the options set out in Appendix A,

(b) authorises the Executive Director of Corporate Services to finalise the options for consultation and to make the necessary arrangements to undertake the 2027/28 budget consultation; and

(c) notes that if any further budget savings are identified that require public consultation, these will be brought back to committee for approval at a later date.

3 FINANCIAL IMPLICATIONS

3.1 There are no financial implications arising directly from this report.

4 CONTEXT

4.1 The council has a duty to set a balanced budget each year and as reported to the City Governance Committee (Article IV of the meeting of the City Governance Committee 21 September 2026 Report 195-2026 refers) the Council is currently projected to face a budget shortfall of £12.7m for 2027/28. This projected deficit does not include provision for any recurring pressures from financial year 2026/27 where the Council are projecting a £3.4m overspend (Article VIII of the meeting of City Governance Committee 26 October 2026 Report 230-2026 refers). It is therefore recommended that the Council undertake consultation on the budget options set out in Appendix A, which could contribute to relieving a proportion of the deficit in order to set a balanced budget for 2027/28.

4.2 The options in the Appendix could contribute up to £4.482m towards the projected shortfall for 2027/28. Any remaining gap, depending on which, if any, options are taken forward, and the actual level of the Local Government Settlement, would require to be met from Council Tax, which generates net income of £0.8m for each percentage increase, further budget savings or additional income. If further budget savings are necessary to be proposed to close any remaining gap and further consultation is required in relation to these proposals, then details will be brought back to committee prior to any consultation taking place.

4.3 The UK Government Autumn Budget Statement was recently announced on 28 October 2026 although the Scottish budget will not be announced until 3 December 2026. Until the Local Government finance settlement is known, which will be at the earliest of 9 December 2026, it is recommended that the council continue to develop options that will provide maximum flexibility in delivering a balanced budget.

4.4 In 2020, the Equality Act introduced a Public Sector Equality Duty under which public authorities in Scotland must give due regard to eliminating unlawful discrimination; advancing equality of opportunity; and fostering good relations. In 2018, the Fairer Scotland Duty aspect of the Equality Act was introduced. This requires public bodies to also give regard to how, when making strategic decisions, they can reduce inequalities of outcome caused by socio-economic disadvantage.

4.5 The council has a well-established process for assessing the impact of any policy change that it proposes in the form of an Integrated Impact Assessment. The consultation on possible budget options proposed by officers will assist the council in complying with the Public Sector Equality Duty and the Fairer Scotland Duty. The results of the consultation will be reported back to Committee for Elected Members' final decision.

4.6 To provide Elected Members with options to support the setting of a balanced budget for financial year 2027/28 officers have identified a range of potential savings that could be taken forward, as set out in Appendix A. Subject to approval by the Committee, the options set out in Appendix A will be included in the council's 2027/28 budget consultation.

4.7 As with last year, the consultation will run for a four-week period over November and December 2026 and will provide citizens with the opportunity to comment on budget as a whole and specific budget options. This will then allow time for responses to be analysed and information to be made available in advance of the council's budget-setting meeting.

4.8 The consultation will be promoted in the context of other consultation exercises the council is conducting and submissions will be sought online and through paper forms available in libraries, community centres, sheltered accommodation, schools and other appropriate locations. The outcome of the consultation will be shared with Elected Members. Having considered the responses, should any options be developed into budget proposals that are recommended to be taken forward, they will be subject to Integrated Impact Assessments that will be informed by consultation responses.

5 POLICY IMPLICATIONS

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

6 CONSULTATIONS

6.1 The Council Leadership Team have been consulted on the content of this report.

7 BACKGROUND PAPERS

7.1 None.

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES **29 OCTOBER 2026**

Option	Description	Implementation Date	Possible Savings (£000)	
			2027/28	2028/29
1	**Devolved School Management** Proposal to reduce Devolved School Management budgets by up to 3%.	01/04/2027	1,779	1,779
2	**School Crossing Patroller Service** The Council could change how the school crossing patrollers provision operates.	12/08/2027	102	162
3	**Home-to-school Transport** The Council could withdraw discretionary home-to-school transport arrangements that are provided in addition to its statutory duties.	01/04/2027	223	357
4	**Bus Services** The Council could no longer subsidise the evening and Sunday services on the Number 10 bus.	01/04/2027	112	134
5	**Christmas Lights** The Council could cease funding for Christmas lights in the city centre.	01/04/2027	110	110
6	**City Centre Events** The Council could cease the delivery of major events in the city centre and no longer provide the City Square Christmas Tree.	01/04/2027	145	145
7	**Public Space CCTV** Cease to provide maintenance of public space CCTV cameras.	01/04/2027	48	48
8	**Road Safety** Withdrawal of routine traffic and speed survey activities.	01/04/2027	40	40
9	**Winter Road Maintenance** Proposals to rationalise expenditure on the annual overspend on winter road maintenance budget.	01/04/2027	400	400
10	**Changes to Local Community Planning** The Council could remove the Communities Officer and Local Community Planning Partnerships from the West End and The Ferry wards.	01/04/2027	63	63
11	**Lifeguarding Service** The Council could cease the lifeguarding service that is provided by the RNLI on a seasonal basis (between mid-June and early September) at Broughty Ferry beach.	01/04/2027	32	32
12	**Waste and Recycling Collection** The Council could change waste and recycling service provision and collection frequencies.	01/10/2027	67	133

13	**Digital Waste Calendars** Proposal to stop the printing and distribution of household waste collection calendars from January 2028.	01/01/2028	33	33
14	**Public Toilets** Proposal to withdraw the Council's public toilet provision.	01/04/2027	81	81
15	**Grounds Maintenance** Proposal to review the current level of non-statutory maintenance provided in parks and open spaces.	01/04/2027	364	364
16	**Third party payments and other grants** The Council could reduce the funding it provides to some or all the following projects or organisations by up to 100%: - Discovery Credit Union - Dudhope Centre – Bharatiya Ashram - Dundee International Women's Centre - Lead Scotland - Boomerang - U12s - Harris Education and Recreation Association (HERA) - Creative Dundee - Community Safety Partnership - Discretionary Housing Payments top-up - Community Regeneration Funding	01/04/2027	883	883

REPORT TO: CITY GOVERNANCE COMMITTEE – 16 NOVEMBER 2026

REPORT ON: TENDER APPROVAL FOR DIGITAL-TO-PHYSICAL MAIL DELIVERY SERVICE

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 257-2026

1. PURPOSE OF REPORT

1.1 The purpose of this report is to provide details of the outcome of a procurement process and seek approval of a contract award for digital-to-physical mail delivery service.

2. RECOMMENDATION

2.1 It is recommended that the Committee:

a) notes the information in this report and

b) approves the award of the contract to Xerox as outlined in Section 6 of this report, in compliance with the Public Contracts (Scotland) Regulations 2015, detailed in Appendix 1.

c) agree that the contract award is made to Xerox for a period of 5 years.

3. FINANCIAL IMPLICATIONS

3.1 The approval of this award would result in estimated costs of £664,465 per annum, over the period of the contract.

3.2 The Executive Director of Corporate Services has confirmed these costs would be met from the current service revenue budgets for mail printing and delivery and provision for these costs is already included within the approved Revenue Budget 2026/27 to 2030/31.

4. BACKGROUND

4.1 The Councils Standing Orders and Schemes of Administration for Financial Regulations, Tender Procedures and Delegation of Powers to Officers were previously approved by elected members (Article V of the minute of meeting of the City Governance Committee of 22 September 2025, Report 293-2025 refers). This document includes the arrangements for procurement, and within Schedule 1 of the Contract Standing Orders. This includes a requirement that when proposing to enter into contracts in excess of £0.300m, then approval must be given by elected members. The details of the proposed contract together with how this contract has been procured along with any other wider benefits to the Council are set out within this report.

4.2 Report 130-2026 was approved at City Governance Committee in June 2026 for the commencement of a procurement process for digital to physical mail delivery service, also known as hybrid mail. This report presents the outcome of the procurement process.

5. DETAILS OF THE PROJECT BEING COMMISSIONED

5.1 The Council uses a digital-to-physical mail delivery service from Xerox to print, envelope and mail outbound correspondence. Since 2023, hybrid mail has been the default method across the Council for sending 1st class, 2nd class and Tracked 48 letters, as well as for mail merge.

5.2 Digital-to-physical mail delivery service, provides a modern, centralised approach to outbound mail

correspondence, allowing staff to send mail digitally. It aligns with ongoing service transformation by reducing reliance on manual, paper-based processes, and legacy print infrastructure.

5.3 The Council's internal print service carries out printing, enveloping and mailing of bulk mail jobs such as Council Tax billing. The equipment used to operate this service is approaching end of life, and it is more cost-effective to move to the hybrid mail service. To reduce operating costs and dependency on the internal print service resources, the bulk printing will be moved to the new hybrid mail service. This will achieve cost savings when the equipment hire, maintenance, stationery and postage costs for the internal print service are removed. This will also reduce staff time required to carry out the bulk printing tasks and operation of the printing and enveloping equipment.

6. SOURCING STRATEGY SUMMARY

6.1 A mini-competition exercise was carried out using Government Commercial Agency (GCA), formally Crown Commercial Services, framework RM6280, Postal Services and Solutions, Lot 6 (Hybrid Mail, Digital and Transformational Communications). The framework provides access to a range of national suppliers and SMEs and offers a competitive, compliant, efficient route to market.

6.2 The Council sought fixed pricing and rates for the full contract term of five years, and bidders submitted fixed-price tenders accordingly. Prices are subject to review only where essential and directly linked to the contract or framework, such as evidenced changes to Royal Mail postal charges, with any adjustments clearly defined, transparent, and controlled through the contract.

Tender submissions were evaluated in accordance with the approved Sourcing Strategy, applying a weighting of **70% for quality and 30% for price.** Six tender responses were received and evaluated against the published tender documentation and evaluation criteria, resulting in the most economically advantageous tender.

6.3 Procuring digital-to-physical mail delivery service supports delivery of the Council Plan and Digital strategy to Design a Modern Council. Mail delivery is an essential service, and the new contract will support organisational resilience, providing a robust, scalable, and secure service for mail delivery.

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 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 CONSULTATION

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

9 BACKGROUND PAPERS

9.1 None.

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES **16 NOVEMBER 2026**

APPENDIX 1

PROJECT	**DIGITAL-TO-PHYSICAL MAIL DELIVERY SERVICE**
PROJECT NUMBER	DCC/IT/31/26
PROJECT INFORMATION	Appointment of a suitably experienced supplier to provide a secure, resilient and fully managed Hybrid Mail Solution under CCS Framework RM6280 Postal Services and Solutions Lot 6. The Council requires a solution that enables users to submit documents electronically for printing, enveloping and postal distribution, whilst supporting digital communication methods where appropriate. The successful supplier will provide all software, infrastructure, mail production and postal services necessary to deliver the service.
ESTIMATED START AND COMPLETION DATES	1 December 2026, contract to run for 5 years to 30 November 2031.
TOTAL COST	£664,465
FUNDING SOURCE	Revenue Budget
BUDGET PROVISION & PHASING	Revenue Budget 2026/27 to 2030/31
ADDITIONAL FUNDING	None.
REVENUE IMPLICATIONS	None.
POLICY IMPLICATIONS	There are no major issues.
TENDERS	**Bidding Organisation** / **Submitted Tender** / **Corrected Tender Price** / **Quality Ranking** / **Overall Cost/Quality Ranking** CFS Docmail Ltd / £764,037 / NA / 69.25% (1) / 94.55% (2) Xerox / £664,465 / NA / 68.00% (2) / 98.00% (1) <u>Other Bids Received but which were non-compliant with Specification of Requirements/Instructions for Bidders</u>: Capita Business Services Ltd Financial Data Management Paragon PSL
RECOMMENDATION	To accept the tender from Xerox.
SUB-CONTRACTORS	NA
BACKGROUND PAPERS	None.