Dundee City Council Corporate Services CHANGING FOR THE FUTURE

City Chambers
DUNDEE
DD1 3BY

7th November, 2025

Dear Colleague

You are requested to attend a MEETING of the **CITY GOVERNANCE COMMITTEE** to be held in the Council Chamber, City Chambers, City Square, Dundee and also to be held remotely on Monday, 17th November, 2025 following the meeting of the City Council and the meetings of 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 STV-NORTH EAST OFFICE

This item has been placed on the agenda at the request of Councillor Flynn who will ask the Council, to agree to write to STV, requesting that they reconsider their decision to close the North East Office.

3 POLICE SCOTLAND FUNDING

This item has been placed on the agenda by Councillor Duncan who will ask the Committee to support calls from the Police Scotland Chief Constable for additional funding to strengthen frontline police services and request that the Chief Executive writes to the Scottish Government’s Cabinet Secretary for Justice and Home Affairs in that regard.

4 COUNCIL PLAN 2022/2027 – MID YEAR PROGRESS REPORT 2025/2026- Page 1

(Report No 326-2025 by the Chief Executive, copy attached).

5 CITY DEVELOPMENT SERVICE PLAN 2023/2028 - Page 33

(Report No 335-2025 by the Executive Director of City Development, copy attached).

6 CAPITAL EXPENDITURE MONITORING 2025/2026 - Page 57

(Report No 311-2025 by the Executive Director of Corporate Services, copy attached).

7 REVENUE MONITORING 2025/2026 - Page 73

(Report No 329-2025 by the Executive Director of Corporate Services, copy attached).

8 DUNDEE INTEGRATION JOINT BOARD - FINANCIAL RECOVERY PLAN 2025/2026 - Page 85

(Report No 338–2025 by the Executive Director, Dundee Health and Social Care Partnership).

9 BUDGET CONSULTATION 2026/2027 - Page 91

(Report No 306-2025 by the Executive Director of Corporate Services, copy attached).

10 GLOBAL CUSTODY SERVICES PROCUREMENT - TAYSIDE PENSION FUND - Page 95

(Report No 315-2025 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.

11 INFORMATION TECHNOLOGY SYSTEMS

ITEM No …4………..

REPORT TO:	**CITY GOVERNANCE COMMITTEE – 17 NOVEMBER 2025**
REPORT ON:	**COUNCIL PLAN 2022-2027 - MID-YEAR PROGRESS REPORT 2025/26**
REPORT BY:	**CHIEF EXECUTIVE**
REPORT NO:	**326-2025**

1.0 PURPOSE OF REPORT

To provide Committee with a mid-year update showing progress so far during 2025/26, being year four of the five-year plan.

2.0 RECOMMENDATIONS

It is recommended that Committee notes the progress being made as summarised in section 5 and in more detail in Appendix 1.

3.0 FINANCIAL IMPLICATIONS

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

4.0 BACKGROUND

4.1 The Council Plan 2022-2027 was agreed by the Policy and Resources Committee on 5 December 2022 (Article II of the minute refers). The Council Plan 2022 - 2027 is the strategic plan for Dundee City Council as a corporate entity. It aims to set out the main corporate approaches, priority targets and actions, and key strategies for the purposes of public accountability on delivering on Council priorities.

4.2 Committee received the third Annual Progress Report 2024/25 for the Council Plan 2022-2027 on 23 June 2025 (Article IV of the minute refers). The Council's Performance Management Framework sets out that Committee will also receive a six-month progress report (Article XII of the City Governance Committee of 21 April 2025 refers).

4.3 The mid-year progress report for 2025/26 (Year 4) provides elected members with:

- an update as of 30 September (half year) after the 2024/25 annual report of overall performance against the targets in the Council Plan, by providing any new data that was not available at the time of the annual report.
- an opportunity to appraise the Committee on progress in dealing with the priority areas of concern highlighted in the annual reports.
- update the Committee on any newly completed actions in the plan, becoming overdue since the annual report or falling due within the next six-month period; and
- update on progress on actions so far during 2025/26.

4.4 Since the Annual Report referred to in paragraph 4.2, the key performance indicator data not available at the time for 2024/25 is contained in the table below:

Indicator	2022/23	2023/24	2024/25	Target
Reduce Child Poverty and Inequalities in Incomes, Education and Health				
Average Total tariff SIMD Quintile 1	577	593	563	660
Increase the % of 16–19-year-olds living in SIMD 1 areas participating in positive destinations.	84.1%	87.3%	87.3%	90%

Deliver Inclusive Economic Growth including Community Wealth Building				
Increase the percentage of all 16-19-year participating in positive destinations	89.4%	90.5%	91.3%	92%
Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations	39.0%	46.9%	55.9%	41.0%
SME Business base per head of 10,000 working age population Businesses	349.8	347.7	359.4	372
Visitor numbers to Dundee (,000s)	1249	1357	1418	752
Tackle Climate Change and achieve net zero carbon emissions by 2045				
CO_2 emissions (property energy consumption) from Council buildings (tonnes)	17,562	19,482	19,174	17,853
DCC Carbon Footprint Emissions (tonnes CO_2)	24,130	26,419	25,374	24,359
Percentage of household waste recycled or composted.	35.6%	36.6%	35.1%	40.2%
Build Resilient and Empowered Communities				
The percentage of Council budget allocated by participatory budgeting processes.	0.9%	1.18%	1.04%	1%
Empty retail unit rate	18%	17.7%	19.8%	11.1%

5.0 BEST VALUE

5.1 Best Value Thematic Reviews have been reported to committees previously:

- Year 2 Workforce Innovation 2023/24 – progress with the agreed action plan is reported within the Corporate Services Service Plan Progress Report.
- Year 3 Transformation 2024/25 – progress with the agreed action plan will be reported within the Chief Executive's Services Service Plan.

5.2 Audit Scotland have advised that the Best Value Year 4 thematic for all councils will be Asset Management.

6.0 COUNCIL PLAN PROGRESS MADE IN 2025/26

6.1 The Council Plan Progress report is set out in Appendix 1 and provides an executive summary for each priority followed by a performance indicator table providing an update on each performance indicator and an action plan table providing an update on each action. The contents of the appendix are listed below based on the page numbers of this report.

Performance Indicators

6.2 The latest data on the Council's performance on the Council Plan is summarised below for each priority theme. This shows a final tally for each priority shown in the table below. 73% of performance indicators across the priority theme scorecards in the Council Plan have improved or maintained between 2023/24 and 2024/25.

Council Plan Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same (%)	Improved Since Baseline (2021/22 (%)
All Themes	10	4	8	22	73%	82%
Reduce Child Poverty and inequalities in incomes, education, and health.	2	2	2	6	83%	83%
Deliver Inclusive Economic Growth including Community Wealth Building	3	1	0	4	100%	100%
Tackle Climate Change and achieve net zero carbon emissions by 2045	0	1	3	4	75%	75%
Build Resilient and Empowered Communities	4	0	1	5	40%	80%
Design a Modern Council	1	0	2	3	67%	67%

Areas for Improvement

6.3 In the guidance outlined by the Accounts Commission's Statutory Performance Information Direction 2024 Councils are expected to show it is using resources effectively to address strategic priorities. This includes when performance data is not on track, the Council should outline what actions it is taking to respond to and improve its performance in that area.

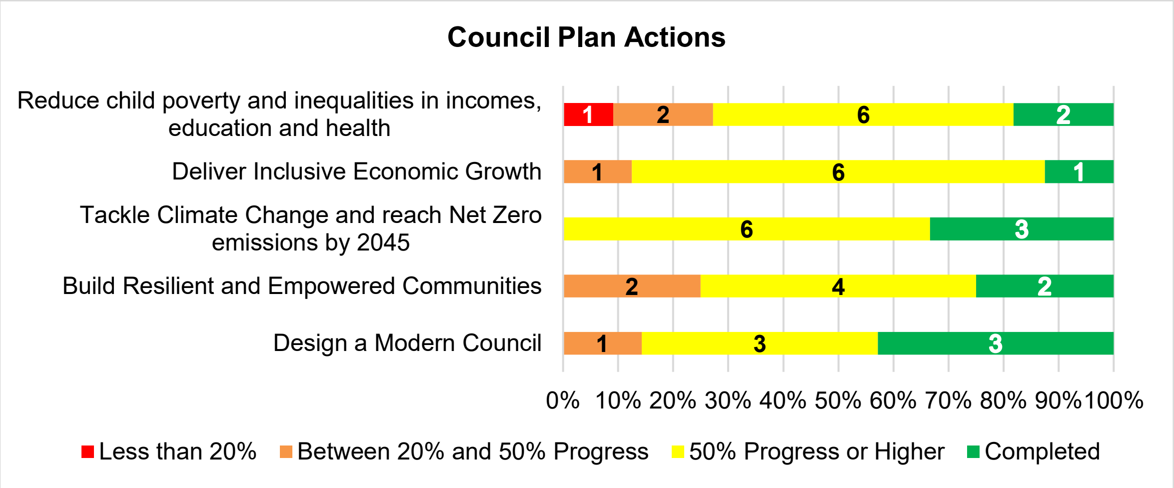
6.4 Performance indicators were highlighted as areas for improvement in the Annual Progress Report which was approved at the City Governance Committee on 23 June 2025. Some indicators have had data updates since this annual report. The 1st table in Appendix 1 outlines the progress made on each of these indicators, and whether they continue to be areas for improvement based on the most recent data available. In addition, if there are indicators which were not previously identified as being areas for improvement in the annual report, but new data shows that they have deteriorated and are not on target, they have been added to the table.

Overview Of Actions

6.5 The Council Plan has 43 actions. These actions have a range of due dates, with some of the more strategic actions not due for completion until April 2027, the final year of the 5-year plan. When updating the action plan, lead officers for these actions are asked to note a percentage of completion of the action they are responsible for. The information below offers some assessment of the rate of progress being made since the commencement of the plan in December 2022.

- 11 actions have been completed
- Of the remaining 31 actions:
  - 25 are 50% or more complete
  - 11 of these are 75% or more complete

6.6 Council Plan Action progress:



7.0 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.

8.0 CONSULTATIONS

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

9.0 BACKGROUND PAPERS

None.

GREGORY COLGAN
CHIEF EXECUTIVE

DATE: 5 NOVEMBER 2025

ANDREA CALDER
HEAD OF CHIEF EXECUTIVE'S SERVICE

Appendix 1

Areas for Improvement and Improvement Actions 2025/26

Performance Indicator to be Improved	Indicator Performance and Planned Improvement Activity	Status/Target Completion Date	Lead Officer/Service
Positive Destinations (all 16-19-year-olds & 16-19-year-olds living in SIMD1 areas)	**This indicator was previously highlighted in the Annual Progress Report** The most recent performance of these indicators shows that they don't currently require to be continued as prioritised areas for improvement by this report. Skills Development Scotland's Annual Participation Measure published in August 2025 showed that the 16-19 participation rate increased from 90.5% to 91.3% between 2023/24 and 2024/25. This most recent figure is Dundee's highest ever rate for this indicator. For 16–19-year-olds living in SIMD1 areas, the participation rate maintained at 87.3% between 2023/24 and 2024/25. This is within 5% of the current target, and Dundee ranks 18th in Scotland for this indicator. The Positive Destination Improvement Framework is currently in place to support ongoing good performance for these indicators.	**Completed** Improvement Shown	Senior Manager City Development
The total number of opportunities provided to young people	**This indicator was previously highlighted in the Annual Progress Report** Due to challenges of changes in funding and staffing constraints outwith the control of the service, this indicator has consistently been unable to meet its target. The indicator's target for this year and following years has therefore been reviewed and lowered using the current year figure as a baseline to reflect these uncontrollable changes in circumstances. This ensures the target for maximising the number of young people accessing support is one which is SMART by being realistic and achievable.	**Completed** Target Reviewed	Senior Manager City Development
Council's corporate emissions (carbon footprint)	**This indicator was previously highlighted in the Annual Progress Report** This indicator was previously not meeting the expected target following an increase between 2022/23 and 2023/24. However, between 2023/24 and 2024/25 this has improved from 26,419 tonnes CO_2 to 25,374 tonnes CO_2 and is currently within the 5% threshold of its expected target. As a result of this improvement in trend as well as performance against target, this indicator no longer needs to be prioritised as an area for improvement. Further reduction in carbon emissions will be further supported by the implementation of Dundee City Council's Net Zero Transition Plan.	**Completed** Improvement Shown	Head of Planning City Development
Average Total Tariff for SIMD1	**This indicator was previously highlighted in the Annual Progress Report** Average Tariff Score decreased from 593 in 2023/24 academic year to 563 in 2024/25. This is well below the current target of 660 and the LGBF family group average of 650, so this will remain to be prioritised as an area for improvement. **Planned Improvement Activity Includes:**	**30th September 2026** (Improvement activity will be ongoing through the 2025/26 academic year. Next September is	Head of Education Children & Families

	Children & Families Service will develop a specific action plan for 2025/26 to improve the progress, presence and participation of pupils, informed by the following areas: • a thorough analysis of Dundee's pre-appeals SQA results – at local authority, school, and subject levels. • Head Teachers, and their school's link Quality Improvement Education Officer, will carry out their own attainment reviews at subject level. • The Strategic Education Manager (Secondary & Inclusion), in partnership with the Senior Information and Research Officer, will undertake an analysis of each subject area to identify city strengths and areas for development. • The Chief Education Officer and the Strategic Education Manager (Secondary & Inclusion) will visit each Secondary school to undertake attainment reviews in collaboration with each school's Senior Leadership Team. As part of Every Dundee Learner Matters collaborative improvement strategy, impactful practice will be shared across all schools.	when new data will be available for comparison to show if there has been improvement during this year)	
Town Vacancy Rate	**This indicator was previously highlighted in the Annual Progress Report** A number of initiatives are being implemented to enhance the city centre and attract new business. Despite this, town Vacancy Rates have deteriorated in the most recent year, from 17.7% in 2023/24 to 19.8% in 2024/25. The current year target is 11.1%. Reducing town vacancy rates remains an area for improvement for 2025/26. **Planned Improvement Activity Includes:** Meet regularly with Property Agents and keep in touch with key agents for old Tesco, M&S sites. Work with Invest Dundee on targeted retailer/leisure interest. Offer and manage grants for internal, external and historic building improvements through the Community Regeneration Partnership. Attend national events and learning opportunities, using best practice from other areas to inform Dundee's actions, and follow up with key contacts from these events.	**30th September 2026** (Improvement activity will be ongoing through the year and beyond, but this completion date is when next year's data will be available for comparison to show if there has been improvement)	Head of Planning City Development
Energy consumption in Council buildings	**This indicator was previously highlighted in the Annual Progress Report** Energy consumption has improved slightly between 2023/24 and 2024/25, decreasing from 19,482 to 19,174 tonnes CO_2. Both gas and electricity are showing a small decrease in consumption. However, these decreases do not meet our target of 5% reduction each year (current year target is 17,853 tonnes CO_2) and will therefore be carried forward as an area for improvement next year. **Planned Improvement Activity Includes:**	**30th September 2026** (The Net Zero Plan will not be complete until 2038, but this will be when the next year's data will be available for comparison to	Head of Planning City Development

	Continue delivering actions embedded in the ambitious Net Zero Transition Plan. There are 13 actions which focus on making the Council's buildings more energy efficient, 8 which focus on heating, and 5 that focus on electricity.	show if there has been improvement)	
Increase the percentage of waste recycled within the city	**This indicator is a new area for improvement highlighted in this report** Dundee's household recycling rate decreased from 36.6% in 2023 to 35.1% in 2024. This is below expected performance compared to both the current year target in the Council Plan of 40.2% as well as the Local Government Benchmarking Framework family group of similar local authorities' average of 42.3%. **Planned Improvement Activity Includes:** Funding secured to carry out upgrades at recycling sites and procurement of specialist equipment to maximise reuse and recycling. Continue to promote "Recycling Let's Sort It', to boost recycling and increased use of the Dundee MyBins App and the A-Z Recycling Guide. Implement the new Waste Strategy for 2025/30.	**30th September 2026** (Waste strategy ongoing through to 2030, but the date above will be when next year's data will be available for comparison to show if there has been improvement)	Head of Environment Neighbourhood Services

Detailed Updates by Priority Theme

The Council Plan 2022-2027 set out the targets for Year 1, 3 & 5 being for 2022/23, 2024/25 & 2026/27 respectively. The current target for comparison is the Year 3 target, but Year 5 is also shown as this is the target officers are working towards meeting by 31/3/27.(The Council Plan 2022 -2027).

Each section provides an update on each Performance Indicator and Action contained in the Council Plan. The following legends are used in the tables:

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

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 and/or an alternative has been initiated.

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

EXECUTIVE SUMMARY

The performance table below shows that good progress is being made on increasing the proportion of under 22s with NEC bus travel and the take up of free school meals, showing a measurable impact on reducing everyday costs for children and families. The Council also continues to work towards delivering financial benefits by reducing the cost of the school day and maximising welfare income for families. Dundee's Local Fairness Initiatives (LFIs) are also delivering excellent results. The work of the LFIs has been recognised at a national level and shortlisted in the COSLA Excellence Awards 2025.

A key positive is that 100% of care experienced school leavers are entering a positive destination. Attainment is also improving. Care experienced pupils achieving one or more awards at SCQF Level 4 or better has steadily increased from 73% in 2020-21 to 81% in 2024-25. Significant improvements in the delivery of the Promise for care experienced children were outlined in the Annual Report on Our Promise, demonstrating the Council's commitment towards care experienced young people in Dundee.

There has been a mixed performance in the indicators relating to children living in SIMD1 areas (accounting for approximately 46% of pupils in Dundee). School attendance rates have improved over the previous year, and although these remain below target, efforts are ongoing to achieve the aims of Every Dundee Learner Matters and increase the number of pupils who are present, participating and making progress. Positive destination rates for 16–19-year-olds living in SIMD1 areas have been maintained over the previous year and remains on 'amber' status, slightly below target. However, the SIMD1 Average Total Tariff is the worst performing indicator, having deteriorated by 5.2% between the 2023/24 and 2024/25 academic years, and is now 14.8% below the target. This deterioration and the distance from target means additional focus is necessary and improving tariff score is highlighted below as an area for improvement. The agreed action to improve this can be found on page 5.

There is also positive data for attainment in Dundee however, with the number of young people achieving passes at National 5, Higher and Advanced Higher level increasing. The pass rate at grades A–C for National 5s increased from 74.9% in 2024 to 77.0% in 2025, which is higher than the pre-pandemic 2019 pass rate of 74.9% The pass rate at grades A-C for Highers increased from 70.3% in 2024 to 70.6% in 2025. The pass rate at grades A-C for Advanced Highers increased from 70.0% in 2024 to 73.4% in 2025.

The Dundee Challenge Poverty Week campaign ran from 6-12 October 2025. A range of activities, information sessions and events, hosted by the Council and its partners, took place across Dundee. The initiative aims to highlight that too many people are living in poverty, and to showcase the positive action being taken to address this. Activities included a photo exhibition showcasing the work and voices of the Dundee Fairness Leadership Panel at Central Library, a Poverty Lecture & Discussion hosted in the City Chambers for key stakeholders, a fundraising event with Fans Supporting Foodbanks Dundee, and many other drop-ins and open doors throughout the city with a focus on challenging poverty.

Council Advice Services in Dundee have successfully helped secure over £17 million in financial gains for people across the city. Compared to the previous year, there has been a 37% increase in the total amount of money put back into people's pockets. This is largely a result of increased collaborative partnership working and more proactive community engagement. Significant financial gains and benefit claims were made in several key areas over the past year, including Maximising benefit uptake with Macmillan Cancer Support (over £2 million), working with Midwives and Health Visitors to identify and support people eligible for financial support (over £500,000), Pension Credit Take-Up campaign (over £2 million) and Partnership work with GP surgeries (over £3 million). In addition, the Council's money advisers have been working with people who are struggling with debt, offering advice and assistance to help them regain financial stability.

PERFORMANCE

	Performance Indicator	Yr-2	Yr-1	Latest Figure*	Current Target	Year 5 Target	Short Term Trend	Long Term Trend	Latest Note
	Percentage of 5-21 population provided with an NEC Card (age-travel products)	75% (2023/24)	81% (2024/25)	82% (Mid-yr 2025/26)	86%	99%			The number of 5–21-year-olds with free bus travel continues to increase. 24,822 active National Entitlement Cards (NEC) with free bus travel for under 22s were issued up to the end of September 2025. This is 82% of the Dundee 5-21 population of 30,127. This is in an increase from 81% in March 2025. This indicator counts only age travel products. The number of non-age products in this group (e.g., for 5–21-year-olds who have a disability) totals 632. So, including non-age products in the calculation would mean a total of 25,454 under 22s with free bus travel, which is 84.5%.
	% Take up of free school meals entitlement P1 - S6	48%	53%	59%	54%	60%			This indicator measures both the uptake of free school meals that are provided as part of universal entitlement for P1-P5 pupils, as well as for means tested free school meals for pupils in P6-S6. The take-up for the 2024/25 increased from the figure of 53% the year before, reducing the cost of the school day for children and their families.
	16 - 19-year-olds living in Scottish Index of Multiple Deprivation (SIMD) 1 participating in education, employment, or training	84.1%	87.3%	87.3%	90.0%	93.5%			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.
	% of Care Experienced Leavers Entering a Positive Destination**	83.3%	71.0%	100.0%	93.0%	96.0%			The number of care experiencing school leavers in any one year is small, for 2023/24 it was 15. The majority went on to Further Education, with two taking up training/personal skill development destinations. Nationally there were 1,016 care experiencing school leavers and 87% went on to positive post-school destinations.
	Average Total tariff SIMD Quintile 1	577	593	563	660	860			This is the official 2024/25 figure published as part of the Local Government Benchmarking Framework. The family group average of other similar local authorities was 650.

	Performance Indicator	Yr-2	Yr-1	Latest Figure*	Current Target	Year 5 Target	Short Term Trend	Long Term Trend	Latest Note
	Improve the overall attendance of all children and young people living in SIMD Quintile 1	86.0%	87.0%	87.8%	95.0%	96.0%			Attendance for pupils living in SIMD1 areas for the academic year 2024/25 was 87.8%, an increase from the previous year. However, there remains an attendance gap; in 2024/25 this was a 4.2% gap between pupils living in SIMD1 and SIMD2-5 areas. Targeting improved attendance is a key priority for maintaining focus on closing the attainment gap and delivering positive destinations for school leavers.

*Latest Figure is 2024/25, unless specified otherwise
**Data is a year behind, i.e., latest figure and current target is for 2023/24

ACTIONS

	Action	Progress Bar	Due Date	Latest Update
	Promote the uptake of concessionary travel scheme for young people, ensuring quick and easy access to entitlement	100%	31-Mar-2027	Completed September 2024.
	Deliver on the Mainstreaming Equalities Report Action Plan (2021/25)	100%	31-Mar-2025	Completed June 2025.
	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.	90%	31-Mar-2032	The Annual Report on Our Promise was submitted to the Children and Families Committee on 27 October 2025. It outlines significant improvements in reducing the number of care experienced children and young people; altering the balance towards family-based care; improving inspection grades of regulated services; reducing missing episodes from Children's Houses; and improving attainment. It also confirms key priorities are early years and kinship care.
	Continue work to reduce the cost of the school day	90%	31-Mar-2027	Schools continue to endeavour to reduce the cost of the school day and to address poverty related gaps and ensure equity. The following provides a summary of key commitments, actions and initiatives: **City-Wide Commitments** • All Dundee schools have a Cost of the School Day (CoSD) action plan. • Annual staff briefings reinforce principles of tackling child poverty. • Key city-wide pledges: ○ No child starts school without breakfast. ○ No child misses P7 residential due to cost.

	Action	Progress Bar	Due Date	Latest Update
				○ Affordable school uniforms available (most schools have uniform shops). ○ Leadership for Equity programme in development to enhance knowledge, awareness and improve practice. **Common School-Level Actions:** • **Breakfast Provision**: Most schools offer free breakfast through clubs, toast rounds, or snack boxes. • **Residential Trips**: Trips are subsidised or fully funded via PEF, fundraising, or charity support. • **Uniform Support**: Swap shops, donations, and clothing grants are widely used. • **Food Access**: Many schools have foodbanks, larders, or partnerships with organisations like Dundee Bairns, Greggs, Tesco, and Rotary Club. • **Financial Assistance**: Support is available for trips, seasonal needs (e.g. Christmas), and essential items. • **No-Cost Events**: Schools host free discos, clubs, and activities to ensure inclusion. • **Community Partnerships**: Schools collaborate with charities, churches, and local businesses for funding and resources. • **Action Plans**: CoSD plans are reviewed annually and integrated into school improvement strategies. **Notable School Initiatives:** • **Craigiebarns**: “No child will go hungry” pledge; in-school foodbank. • **Rowantree**: Discreet toast rounds, pop-up uniform shops, and hygiene support. • **Sidlaw View**: Extensive support including foodbank, uniform, white goods, and Christmas gifts. • **St Pius X RC**: Greggs-funded breakfast and toast; residential trip cost reduced to £40. • **Glebelands**: Holiday meal packs and leisure passes through Transformational Change Programme. • **St Francis RC**: Fully funded trips and P7 hoodies; uniform giveaways. • **St John’s RC**: Free breakfast and trips for free school meals pupils. • **Eastern**: Every child receives a tie upon enrolment; all education costs subsidised.
	Prioritise welfare support grants to children and families	85%	31-Mar-2027	Collaborative working continues. Access to advice in Morgan Academy has proved very successful with recent further expansion into Drumgeith Campus. Income Maximisation gains from all schools includes access to the various welfare support grants available. A social return

	Action	Progress Bar	Due Date	Latest Update
				on investment report by the Improvement Service is near completion and should be finalised by the year end.
	Increase the percentage of care experienced young people (CEYP) in positive destinations	80%	31-Mar-2032	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 for each young person is created. The action plan will address topics like, CV creation, job applications, college applications, accessing training or preparing for the workforce. In turn, this helps the young person feel ready to enter a positive destination, whether that be work, education or training. When an individual has entered a positive destination, they will continue to receive aftercare support from their key worker, which helps them to sustain their positive destination.
	Monitor progress of the Local Fairness Initiatives (LFIs) to ensure support and engagement across council services, as well as implementing changes to services or policies, as appropriate	80%	31-Mar-2027	An evaluation of the Linlathen LFI has been completed and presented to the Child Poverty & Inequalities Strategic Leadership Group. It includes key lessons which are being shared with local and national partners. The Stobswell LFI is fully into implementation phase with the drop-in established, employability support deployed and action progressing on support to people in private tenancies. The Dundee LFI work has been shortlisted in the COSLA Excellence Awards 2025 in the category of Tackling Inequalities and Improving Health.
	Maintain momentum in energy efficiency and wall insulation programmes to reduce fuel poverty for children and families	65%	31-Mar-2027	A preferred bidder for the Linlathen Retrofit project has been selected from the tender process and approved at Neighbourhood Regeneration, Housing & Estate Management Committee.
	Build on the United Nations Convention on the Rights of the Child #MakeItRight campaign encouraging young people to know about their rights under the UNCRC, and for adults and the public sector to help safeguard those rights	40%	31-Mar-2027	An audit of where schools are in relation to the Rights Respecting Schools Award (RRSA) has been concluded and an officer has been assigned to support schools in progressing this depending on the stage they are at. This officer is also being trained as an RRSA assessor and will assess all schools in Dundee, in conjunction with UNICEF, up to Silver award. There has been good progress with almost all schools achieving at least the Bronze Award, 11 schools with Silver and 3 schools with the Gold award. All schools will be expected to have achieved at least the Bronze Award during this next academic session. This RRSA programme aims to support children and young people's learning about Rights and learning about the role of adults to help safeguard those rights. A Learning and Sharing Event with UNICEF UK targeting all schools, who are working towards Silver, will be led by the assigned Officer, to help embed children's rights in schools.
	Deliver on the Mainstreaming Equalities Report Action Plan (2025/29)	20%	31-Mar-2029	The 2025-2029 Equality Mainstreaming Report and Action Plan was agreed by the City Governance Committee on 21 April 2025. All agreed actions are being progressed by the assigned services.

	Action	Progress Bar	Due Date	Latest Update
	Expand our free early years education to all 1- and 2-year-olds, starting with children from low-income households	10%	31-Mar-2027	90 families with children under 3, who are not yet eligible for free early learning and childcare and who live in the North East and East End wards of Dundee, have engaged in the project since September 2024. The project focuses on 2 elements; the impact of family learning activities on whole families, children and parents; and capturing the childcare needs and preferences of families who are not yet accessing funded childcare. As part of this work Early Years Family Workers, funded as part of the project, continue to take the opportunity to consult with families to gather their views, needs, and childcare preferences. This information will again be collated and analysed in October 2025 and January 2026. Speech and language therapists who are also funded, support this project by leading Family Chat and Play sessions. The impact of the family learning groups, and Family Chat and Play will be measured and analysed in October 25 and January 26.

DELIVER INCLUSIVE ECONOMIC GROWTH

EXECUTIVE SUMMARY

The performance table below shows a strong picture for performance on this strategic priority, with all 4 indicators showing improvement between 2023/24 and 2024/25. In addition, 3 out of 4 indicators are on or within 1% of target (green status), showing that performance is on track.

The number of visitors to Dundee has increased yet again, with approximately 1,418,000 visits from people coming to see what the city has to offer, bringing in substantial economic benefits. The 2024 STEAM report found that £333m was generated by these visitors, up 9.2% compared to 2023, and that the number of FTE jobs supported by tourism was 3,593, an increase of 2.7% from 2023.

Local procurement, an important pillar for Community Wealth Building, has shown a remarkable increase between 2023/24 and 2024/25, ensuring that money can be kept circulating within the city, benefiting local traders and companies and the local economy in general. This is an indicator where Dundee has consistently been one of the strongest performing local authorities in Scotland and continues to be so; for 2023/24 Dundee had the 3rd highest local procurement percentage of all local authorities in Scotland, and this has improved further in 2024/25 to the highest of all councils. The Community Wealth Building Strategy, approved earlier this year, will aim to ensure that the benefits of local procurement continue to have a positive local impact.

The number of small-medium enterprises has increased, showing that the city is providing a suitable economic environment that supplies the conditions for which businesses can be successful. The Council has a key role in this through the administration of shared prosperity funding and provide support and advice to current and prospective businesses.

The Tay Cities Regional Deal brings together public, private and voluntary organisations in the council areas of Angus, Dundee, Fife and Perth & Kinross to deliver a smarter and fairer region. Now in the sixth year of the 10-year programme. The Deal has enabled investment of £155m of the approved funding, leveraged a further £180M of external Investment and supported 2,451 local jobs. To date, achievements include Growing Tay Cities Biomedical Cluster (£25m) University of Dundee, CyberQuarter (£11.7m) Abertay University, 5G Digital Test Beds (£2M) Dundee City Council, Discovery Point Transformed (£2.5m) Dundee Heritage Trust.

The % of 16-19 Year Olds participating in Education, Training or Employment has increased for the second-year running, and the rate of 91.3% is Dundee's highest ever. The Council has been focusing on positive destinations through the implementation of the Council's new single Corporate Employability Service and the delivery of the 'Positive Destination Improvement Plan'. Although Dundee currently has the lowest participation rate of all local authorities in Scotland, the ongoing work of the Council's employability service, particularly through the Discover Work partnership, aims to keep improving outcomes for young people.

PERFORMANCE

	Performance Indicator	Yr-2	Yr-1	Latest Figure*	Current Target	Year 5 Target	Short Term Trend	Long Term Trend	Latest Note
	SME Business Base per 10,000 Head of Working Age Population	349.8	347.6	359.4	372	400			SMEs: 3,530 (Office for National Statistics - UK Business Data: 2025) This is up from 3,450 in 2024. Working Age Population Estimate: 98,226 (National Records for Scotland) – Population Mid-Year Estimate 2024 - latest data). This is down from 99,253 in the 2023 Population Mid-Year Estimate. SMEs per 10,000 Working Age Population: 359.4.
	% of 16-19 Year Olds participating in Education, Training or Employment	89.4%	90.5%	91.3%	92%	95%			Skills Development Scotland published the Annual Participation Measure for 2025 on 26th August. 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.
	Visitor numbers to Dundee (000s)	1249	1357	1418	752	1058			Dundee's visitor numbers have shown strong and sustained growth. After a dip during the pandemic, figures have rebounded sharply, almost doubling in just three years. The current trend is upward, with performance exceeding targets year-on-year which reflects a healthy and growing tourism economy for the city. This year's growth - up 4.6% - was driven by a rise in staying visitors, major event activity, new hotel openings, and increased cruise ship arrivals.

	Performance Indicator	Yr-2	Yr-1	Latest Figure*	Current Target	Year 5 Target	Short Term Trend	Long Term Trend	Latest Note
✔	% of Procurement Spent on Local Enterprises	39.0%	46.9%	57%	41.0%	50%	⇧	⇧	An important element of Community Wealth Building is retaining as much funding in the local area as is possible, to strengthen the resilience of the local economy. As well as 57% of Dundee City Council's procurement being spent within the Council area, 61% of procurement was on enterprises within Tayside and Fife and 84.5% on enterprises within Scotland. The Corporate Procurement Team continue to undertake a range of activity to encourage local contractors to compete for tender opportunities and sub-contract opportunities. This includes spend monitoring approaches on major capital programmes which encourages the use of local sub-contractors and suppliers, an annual Meet the Buyer Tayside event to engage and explore a 'local first' approach where possible for below threshold - low value procurements. It also includes supply specific, pre-tender engagement activity to allow potential bidders to get 'tender ready'. Comparable data for other councils shows that Dundee City Council is ranked 1st out of all Scottish local authorities for local procurement spend. This strong performance underscores Dundee's commitment to supporting the local economy through strategic procurement practices. While the recent figures represent a significant success, it is important to note that Dundee City Council's local spend has been largely driven by major construction projects such as the East End Campus.

*Latest Figure is 2024/25, unless specified otherwise

ACTIONS

	Action	Progress Bar	Due Date	Latest Update
✔	Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs.	100%	30-Nov-2024	Completed June 2024.

	Action	Progress Bar	Due Date	Latest Update
	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	76%	31-Mar-2027	New video content is now available for stakeholders to use in their marketing of the city. One is an overview and covers key messages, the other is tourism based and targeted at visitors. New photography also exists and is available for use via a FLIKR account. The new 5 year tourism strategy has been published: Dundee Tourism Strategy-2025-2030.pdf
	Increase the number of start-ups and SMEs in the city and support their expansion	65%	31-Mar-2027	Business Gateway Tayside Service continues to meet or exceed performance targets. UK Shared Prosperity Funding is being used in 2025/2026 to provide digital support to SMEs, provide grant support (Dundee Business Growth and Innovation Grant); and provide SME skills support via D&A College. 2 Community Advisers have also been employed using UKSPF to offer outreach support to start-ups and SMEs.
	Maximise apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice	55%	31-Mar-2027	A newly appointed Quality Improvement Education Officer has recently taken post to progress this priority. Education continues to work with Learning and Organisational Development to look at ways of promoting apprenticeship and other job opportunities within the Council. 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 paid internships within the local authority. 'Discover Work' are working alongside schools to offer apprenticeship roles within the council, to be funded through the All in Dundee area of work. Agreed to pilot some work with schools in exploring 'A Day in Life of a e.g. Civil Engineer' and arranging opportunities for young people to visit/immerse in the work of departments across the council. Continue to work in schools with vocational learning advisers to support writing of CVs, application forms and interview techniques with young people - offered to all secondary schools. Further meetings have been held to review the opportunities offered through Community Wealth building e.g. looking at info regarding any college placements, etc that come into DCC e.g. SVQ, Foundation Apprenticeships, HNCs and higher levels qualifications.
	Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations	55%	31-Mar-2027	Local Spend (Dundee City) as a % of Total Procurement Spend 46.38% (2023/24) 55.93% (2024/25). While this is significant success it is important to note that the local spend figures have been given a particular boost in 2023 - 2025 due to the impact of local spend activity on large construction contracts including Drumgeith Community Campus.
	Continue to grow the number of jobs within Dundee Waterfront	50%	31-Mar-2027	Construction of the new James Thomson House continues and is due for completion in 2025. Final negotiations with tenants are underway for the office spaces, and interest for the ground floor commercial units is being monitored by the Council's agents.

	Action	Progress Bar	Due Date	Latest Update
				The BT development on Site 1 is complete 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 is currently being marketed by agents. The Sleeperz hotel continues to be branded as Four Points Flex by Sheraton. Now part of the Marriot Bonvoy group, the hotel will benefit from being part of the world's leading hotel loyalty programme.
	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	50%	31-Mar-2027	Elements of All in Dundee's service offer have been scaled up following the award of additional No One Left Behind funding for Specialist Employability Support. Implementation of the Council's new single Corporate Employability Service continues. The Council's new approach should complement All in Dundee, which both represent the broader Employability Pathway Programme 2024-2029, and further support the vision and goals outlined in the Discover Work Strategy & Action Plan 2022 – 2027. Information on performance of the Employability Pathway programme for 2024/2025 will be prepared for and included in a report for the Fair Work, Economic Growth, and Infrastructure Committee in November 2026. Progress with the 'Positive Destination Improvement Plan', the corresponding 'Improvement Framework', and 'Improvement Groups' activity continues to be the responsibility of the overarching 'Positive Destinations Implementation Group'. The Annual Participation Measure was published in August 2025. While Dundee remains 32nd in the league table, performance is improving significantly. The last year has been the highest ever participation rate and for only the 3rd time since 2016, Dundee is better than the Scottish average in the 'Unconfirmed Status'.
	Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre	40%	31-Mar-2027	Developments on this action includes a range of work: • The Eastern Quarter commission is now complete and will be noted at the Fair Work and Economic Growth and Infrastructure (FWEGI) Committee – 17 Nov 2025. • Progress is being made on implementation of the Eastern Quarter / Murraygate project, and the outcome of the tender exercise will be reported to Committee in February 2026. Subject to approvals, construction is scheduled to begin in Spring 2026. • Development of the city centre BID proposal continues. An event was held in Livehouse on 10th September to enable further engagement with city centre businesses and

	Action	Progress Bar	Due Date	Latest Update
				stakeholders. A survey to establish key priority areas for any future BID now has over 60 responses. • Development continues on the Bell Street Sustainable Transport Hub. The main works that includes installation of EV chargers, PV panels, battery storage and electrical upgrades was approved at the 6th January FWEGI committee and is now nearing completion. The ground floor of the hub will be operated by Dundee Cycle Hub and will include several key facilities: a Regional Bike Reuse Centre, public cycle storage, and a skills park for bikes and wheeled sports. These services are expected to open to the public in Spring 2026, following completion of fit-out works by the operator. • Union Street full pedestrianisation: the technical and detailed design is now complete. A funding bid was submitted to Transport Scotland's Tier 2 Active Travel Infrastructure Fund for construction stage funding in 2025/26. The outcome is expected in October. • City Centre Active Travel: a funding bid was submitted to Transport Scotland's Tier 2 Active Travel Infrastructure fund for developing the technical/detailed design of active travel routes within the North-West quarter of the city centre. Outcome now expected next financial year. • City Centre Traffic Modelling: consultants Systra were appointed in April to carry out a multi-option traffic modelling study for the city centre. Traffic survey data has now been collected, and development of a new city centre model is underway. Scenario testing aligned with the CCSIP is currently being prepared and will be undertaken later this year. The overall programme of work is scheduled for completion in summer 2026. • City Centre Lighting Strategy: the strategy has now been finalised and provides a clear, evidence-based framework to guide future lighting design across the city centre. It sets out principles and recommendations to ensure lighting schemes are well-informed, cohesive, and aligned with broader urban design objectives. • The feature lighting contract on the Caird Hall is due to be completed early 2026. • Public Health and Safety: ongoing fortnightly meetings with Environment, Community Payback and City Centre Management (CCM) to identify key areas of concern. CCM meeting held with Police Scotland and H&SP who invited Hillcrest Futures and other agencies. The police also have weekly plain clothes days of action planned and keen to have support from agencies. Ongoing internal conversations being had regarding antisocial behaviour in city centre.

TACKLE CLIMATE CHANGE AND REACH NET ZERO EMISSIONS 2045

EXECUTIVE SUMMARY

The key performance indicators show that despite the work the Council is doing to deliver on this strategic priority, this is a challenging theme for the Council as all 4 indicators are not meeting the expected targets.

The two indicators which focus on the Council's reduction of corporate consumption and emissions do show improvement between 2023/24 and 2024/25. This was important following the increase in 2023/24's figures from the previous year, however, they are not reducing at the rate that is required. There are key strategies in place, aimed at helping the Council become a net zero organisation by 2038, and support Dundee to become a net zero city by 2045. These include the Net Zero Transition Plan and Local Area Energy Plan. The delivery of these plans across the city will aim to drive improvements in these indicators in following years.

The percentage of household waste that is recycled has deteriorated between 2023 and 2024; however, the new 2025-30 Waste Strategy is due to be submitted to Committee for approval in November 2025 with new key objectives and actions to improve this outcome.

A new Dundee recycling campaign was launched urging residents in the city to sort their rubbish into the correct bins before disposing of it. The campaign, entitled 'Recycling: Let's Sort It', aims to boost recycling and encourage the people of Dundee to use Council resources such as the Dundee MyBins App and the A-Z Recycling Guide to sort their waste and put the right item in the right bin. The City's bin lorries are now emblazoned in campaign-related advertising to support the initiative and spread the message citywide.

A pioneering Dundee climate emergency project in St Mary's has been approved and a tender process for delivery of the proposed St Mary's Drainage Strategy (St Leonards Park) is being progressed. Design development and site investigations funding of £450,000 is coming from Scottish Water, alongside £250,000 from Dundee City Council. The project, once constructed, will deliver flood resilience, active travel and road safety improvements, green spaces and increased biodiversity. This project has been recognised by the Scottish Government as a national example of the type of initiative that needs to be undertaken across Scotland to meet the climate emergency.

The measure of cycling indicator is published biennially so this data, which is from 2023 and may not provide an accurate figure for current active travel in Dundee. However, there have been a number of positive outcomes recently demonstrating the Council's commitment towards active travel, including the completion of the Bell Street Active Travel Hub (which has been shortlisted in the COSLA Excellence Awards 2025), and the successful rollout of 'safer school streets' initiative. Cycling Scotland hosted its annual conference in the city in September. The event was attended by organisations involved in supporting more people to cycle for everyday journeys.

PERFORMANCE

	Performance Indicator	Yr-2	Yr-1	Latest Figure*	Current Target	Year 5 Target	Short Term Trend	Long Term Trend	Latest Note
	Measure of cycling in the city	32%	28%	28%	32%	40%			28% of all residents' cycle, this is the most up to date data available, from the recently published Dundee Walking & Cycling Index 2023.
	CO2 emission (property energy consumption) in tonnes of CO2	17,562	19,482	19,174	17,853	16,112			2024/25 figures therefore equate to a slight decrease in consumption of 1.58%. Both gas and electricity showing a small decrease in consumption. These decreases do not meet the Council's targets of 5% reduction each year. A return to the energy management strategy (e.g. revised energy policy and action plan; capital investment; staff, building users' and partners' engagement) is essential to achieving Transition to Net Zero (NZT) and avoidable cost commitments.
	DCC Carbon Footprint Emissions (t CO2e)	24,130	26,419	25,374	24,359	21,984			This is figure will be reported in the Public Bodies Climate Change Duties report to on 17th November to the Climate, Environment and Biodiversity Committee.
	Percentage of household waste recycled or composted. * Please note recycling percentages relates specifically to calendar year,	35.6%	36.6%	35.1%	40.2%	44.4%			35.1% is the recycling rate for 2024 reviewed and verified by SEPA. This is also a Local Government Benchmarking Framework indicator, and the family group average of similar local authorities is 42.3%. Out of Scotland's 32 local authorities, Dundee ranks 29th, ahead only of Glasgow (30.6%), Orkney (21.1%), and Shetland (20.5%).

*Latest Figure is 2024/25, unless specified otherwise

ACTIONS

	Action	Progress Bar	Due Date	Latest Update
	Establish a Low Emission Zone in Dundee by 2020 to contribute to the broader city objectives and the vision to create a healthy, vibrant, and attractive city by protecting public health through improving air quality.	100%	31-May-2024	Completed May 2024.

	Action	Progress Bar	Due Date	Latest Update
	Develop a city-wide Local Area Energy Plan (LAEP) and Local Heat & Energy Efficiency Strategy (LHEES) taking a whole system approach to decarbonising, decentralising and digitising heat and energy system at local level	100%	31-Mar-2027	Completed October 2024.
	Expand the rollout of 'safer school streets' initiative	100%	31-Mar-2027	Action now complete. Active Travel Officers continue to support School Streets with a variety of behaviour change measures at the 13 schools which are taking part.
	Develop and implement a Net Zero Transition Plan and Carbon Budget for DCC	88%	31-Mar-2027	First report on progress went to Committee in January, this was a full update on actions and emissions reduction. Next report due to CLT in June 2025 which is a high-level update regarding governance, training and engagement.
	Deliver Scotland's first council-led green participatory budgeting initiative – Dundee Climate Fund	87%	31-Mar-2027	There was an underspend on Round 1 projects of £15,509. This was carried over to the Dundee Climate Fund (DCF) Round 3, increasing Round 3 funding to £110,602, with 6 projects supported: • Campy Growers' Green Gazebo: A Place to Connect - £24,962 • Creative Gardens – Connecting Community, Nature, and Art - £9,033 • Scottish Action for Mental Health: Growing Chrysalis Dawson Park Community Garden - £24,464 • ScrapAntics Resilience Worker - £19,333 • Student-Led Farmers Market – Eastern Dundee Pupil Food Growing Initiative - £6,810 • The Maxwell Centre: The Big Grow Dundee - £22,160 DCF 3 allocated £106,762, leaving an underspend of £3,910. Once final calculations of DCF 2 and 3 have been concluded, further underspend might be identified which will be assigned to another DCF 3 project, if suitable.
	Embed a Cycle Network Plan within the Local Development Plan	75%	31-Mar-2027	The Sustainable Transport Delivery Plan is currently being updated to reflect additional active travel projects.
	Provide further opportunities for pedestrianised areas, pocket-parks and support empowered communities to be partners and leaders on local plans and initiatives to develop biodiversity, local food growing and community spaces	65%	31-Mar-2027	This action promotes further development of pedestrianised areas (former roads now restricted to pedestrians) alongside other initiatives that transform spaces from car to community, social and biodiversity use. The public realm improvements to enhance the pedestrianised area of Lochee High Street was successfully undertaken and development works completed in summer 2025. The Council has continued to work in partnership with Sustrans and the local community in Stobswell with the creation of pocket parks in the area and a collaborative concept design has been developed for the next planned pocket park

	Action	Progress Bar	Due Date	Latest Update
				at Eliza Street. Action has been taken to progress with delivering the outcomes within the Dundee's City Centre Strategic Investment Plan (CCSIP). A key aspect of this has been collaborative working with consultants in the preparation of the Eastern Quarter Masterplan which is anticipated to be published at the end of 2025. The CCSIP Eastern Quarter Masterplan will establish a programme of deliverable public realm projects, such as enhancing public spaces and active travel opportunities, which will inform future capital investment in the Eastern Quarter area of the city centre. Other ward-based actions are taking place in Strathmartine (Keswick Greenspace & St Mary's Community Garden), North East & East End (Longhaugh & Pitarlie Road Playpark, Fintry & Whitfield Community Gardens), Coldside (Hilltown Wild Flower Project), Maryfield & Stobswell (Pedestrian safety – cycle lanes & walkways), Lochee (Pocket Park) and the West End (The Friary Recovery Garden).
	Deliver the action plan to reduce waste, and reuse or recycle more	60%	31-Mar-2027	The Waste Team have been preparing the 2025 - 2030 waste strategy for approval. An interface with key actions and aspects of the Take Pride Campaign will be included in the updated plan. This will reflect new and emerging legislative and regulatory obligations and will set out how these will be met over the next 5 years. The plan will include updated key objectives and actions necessary to improve in relation to targets.
	Support the Scottish Government's plans to invest £500million nationally over the next 5 years to support walking, wheeling and cycling infrastructure	60%	31-Mar-2027	Officers continue to pursue external funding to deliver active travel schemes as identified within the Council's Sustainable Transport Delivery Plan 2024-2034. Dundee City Council has been awarded £745,000 in grant funding from Transport Scotland to develop design plans for a 'sustainable transport corridor' along the Lochee and Arbroath Road arterial routes. This new design will integrate previous concepts for active travel and bus priority. The technical design is scheduled for completion by March 2026.

BUILD RESILIENT AND EMPOWERED COMMUNITIES

EXECUTIVE SUMMARY

The key performance indicators within this strategic priority are largely on track, with 4 out of 5 indicators being on target.

Although participatory budget spend as a proportion of the budget saw a small decrease between 2023/24 and 2024/25, it remains above the 1% target, which is specified as the expected achievement for all local authorities by COSLA. This is evidence that Dundee is embedding participatory budgeting into operational practice, empowering communities to make financial decisions on matters which affect them. The indicator for the number of Dundee Citizens contributing to local community plan outcomes is also performing well and has comfortably exceeded the quarterly target in both Q1 and Q2 of 2025/26, this result is another strong indication of the Council's success in supporting to empower communities. The Council's work as part of the What Matters to You Partnership has been shortlisted in the COSLA Excellence Awards 2025.

The climate change fund initiative saw Dundee City Council act as the first local authority in Scotland to use a community choices participatory budgeting model to identify and involve citizens to decide directly on local climate change spend. Through the process, members of the public chose which local community projects acting on climate change, reducing carbon emissions and engaging with communities, to allocate funding.

2024/25 saw an exceptional year for Council and Registered Social Landlord new housing completions, with a 341. During 25/26, there have been 21 housing completions, below the annual target of 200. However, completions will increase as several sites currently under construction are completed. The full 2025/26 figure will include those which are completed by the end of the year and will be reported in the Council Plan Annual Progress Report next year.

Town Vacancy Rate is the worst performing indicator, having deteriorated from 17.7% to 19.8% between 2023/24 and 2024/25, and is not meeting the expected target of 11.1%. There has been progress, particularly in the openings of new shops in the Overgate, but areas such as the Murraygate and Reform Street remain more challenging to fill. Despite the progress made, this deterioration and difference from target means that this indicator will remain as an area for improvement over the coming year. The agreed action to improve this can be found on page 6.

A key highlight from the last six months is that Drumgeith Campus is now open and operational, a key milestone of a large and ambitious project. Greenfield Academy has had its first term on site, and work continues to deliver the campus to its full potential as a state of the art community facility.

PERFORMANCE

	Performance Indicator	Yr-2	Yr-1	Latest Figure*	Current Target	Year 5 Target	Short Term Trend	Long Term Trend	Latest Note
	Number of Dundee Citizens contributing to local community plan outcomes.	396 (Q2 2023/24)	498 (Q2 2024/25)	520 (Q2 2025/26)	250 (Quarterly target)	250 (Quarterly target)			There continues to be an increase in citizens contributing to local community plan outcomes through high levels of volunteers and active participation. There is an increase in parents becoming actively involved in delivering low-cost family activities in communities which is helping tackle social isolation and cost of living priorities. The delivery of food provision in local communities also continues to support new community volunteers to effectively address local and city-wide priorities. Young people in local communities are actively contributing to Local Community plan outcomes by volunteering at youth evening youth provision which plays a significant role in improving health and wellbeing and reducing social isolation. Q1 also saw a high number of individuals engaging (559) exceeding the quarterly target (250).
	Percentage of spend allocated by Participatory Budgeting	0.90%	1.18%	1.04%	1%	1%			A significant element of Dundee's PB return is made up of engaging children and families in participatory approaches. Parents and Pupils were involved in the allocation of over £1.1 million of Pupil Equity Funding to support the narrowing of educational and social outcomes. A new Neighbourhood Capital Fund was initiated with a specific target of getting youth voice heard in the allocation of monies to improve assets and the environment in communities so that they meet the needs of future Dundonians. In addition, the Dundee Alcohol & Drugs Devolved Fund has been nominated for an APSE award in recognition of the innovative work of involving people with lived experience of substance use in the allocation of

	Performance Indicator	Yr-2	Yr-1	Latest Figure*	Current Target	Year 5 Target	Short Term Trend	Long Term Trend	Latest Note
									funds to prevent substance use and the positive impact it has had upon those participants and their own recovery journey.
	Number of antisocial behaviour complaints	736 (April-Sep 2023)	735 (April-Sep 2024)	693 (April-Sep 2025)	716 (half-yr target)	622 (half-yr target)			Work is ongoing to continue to reduce the number of reports of antisocial behaviour. This includes a high level of preventative measures, early intervention, and engagement, and working collaboratively with both internal and external partners.
	Number of Council and Registered Social Landlord new housing completions	101	264	341	200	200			To the end of March, there were 341 affordable housing completions including 23 market acquisitions by Dundee City Council. This exceeding the annual target in 2024/25.
	Town vacancy rates	18%	17.7%	19.8%	11.1%	10%			The Dundee City Council SLAED Indicator Return template for 2024/25 stated that the town centre vacancy rate in Dundee City stood at 19.8%. The data source for this performance indicator is Experian. Overall vacancy rate has increased due to key closures in Murraygate. Wellgate vacancy is 28% and Overgate has had significant investment and vacancy currently sitting at just 2%.

*Latest Figure is 2024/25, unless specified otherwise

ACTIONS

	Action	Progress Bar	Due Date	Latest Update
	Maximise participatory budgeting in all forms	100%	31-Mar-2027	Completed October 2024.
	Kirkton Community HUB trial	100%	30-Jun-2025	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.

	Action	Progress Bar	Due Date	Latest Update
				All Local Management Group activities are using interim or final locations and the remaining finalised locations for all LMG groups are in place. Services already identified as being delivered from the school estate have already moved successfully.
	Increase community use and ownership of Council owned assets	75%	31-Mar-2027	A Community Asset Transfer request has been received and assessed by the Community Asset Transfer review group. The group have been advised that further information is required. Communities have been enhancing links with Community Ownership Support Scotland. An advisor from the service met with 7 community groups in Dundee in August and shared resources, advice and guidance around governance and community ownership.
	Invest a further £80+ million in new and improved schools (Western Gateway and East End Campus)	70%	31-Mar-2027	The official media launch for the new Drumgeith campus took place in mid-August. The official opening of the building is planned for later this year. The Drumgeith Campus is proving popular with local organisations and facility bookings are increasing. A number of private and community-based activities have been established, including a programme of classes and events delivered by Leisure and Culture Dundee. A final Project Board meeting was held at the new campus in October. Attention will now focus upon the delivery of other projects.
	Build affordable houses that meet community needs	65%	31-Mar-2027	As of 1st October 2025, there have been 21 completions through the affordable housing investment plan. A number of sites are under construction which will increase completions by the end of the year.
	Work with Scottish Government on a Local Democracy Bill to further empower councils and local communities.	50%	31-Mar-2027	This is a regular item on the agenda for the COSLA Leaders meetings and officers continue to keep the Leader and Chief Executive briefed on the progress being made. Reports to Council Leadership Team and City Governance Committee will be provided as and when required.
	Incorporate the 20 Minute Neighbourhood concept into the forthcoming the Local Development Plan	30%	31-Mar-2027	Engagement on all topic papers complete. Evidence Report due to be presented to Fair Work, Economic Growth and Infrastructure Committee on 17th November 2025.
	Help reanimate vacant places in the city centre and other retail areas	20%	31-Mar-2027	Overgate now at 2% vacancy with Mango, Clarks, Frasers opening in June 2025. New openings continue in city centre but closures too due to external factors as well as downturn in business/footfall. Creative Dundee had space in DCC unit on Castle St until summer 25 and now Jupiter + have taken that space as well as former vacant Skipton Building Society for 6 months. The Council has launched a number of grants from Community Regeneration Partnership Funding for external facade, internal fit out and historic buildings.

DESIGN A MODERN COUNCIL

EXECUTIVE SUMMARY

2 out of 3 key performance indicators for this strategic priority are not currently meeting the targets that were set out at the start of the plan.

Despite this, the two indicators that measure online services demonstrate a greater number of online transactions and greater proportion of digital self-service are taking place. These have both also improved substantially since the start of the plan with the number of online transactions increasing by 17.8%, and the percentage of customers using self-service options increasing by 45%. Dundee will continue to improve its offer of digital services to customers through the digital theme of transformation programme.

The total number of opportunities provided to young people deteriorated slightly between 2023/24 and 2024/25, which has come at the same time as the employability service trying to mitigate the impact of reduced funding. However, the youth employability service is continuing to deliver positive outcomes despite these challenges. The Council itself has been helping to give young people employment opportunities, with 10 Modern Apprentices and 2 Graduate Apprentices being recruited by the Council so far during 2025/26.

Transformation Programme Update

The Council's Transformation Programme is making good progress whilst ensuring that our services are modern, based on the needs of users and continue to be financially sustainable. Audit Scotland's recent Best Value Thematic of Transformation report did not highlight any significant risks and commended the governance approach in place. As part of the Council's submission to the inspectorate, case studies in the following areas were provided as evidence of transformation that has been delivered as part of the wider Transformation Programme:

- Building Family Support and Internal Foster Care - costs in this area have reduced and outcomes have improved by reducing the overall number of care experienced children and young people through targeted family support; increased those in Kinship Care through improved identification and support of carers; building local residential capacity; preventing or returning children from external residential care; providing targeted support in schools.

- Granicus – created the capability for the Council to rapidly deploy self service solutions for service users. The system provides a single method for Council front line staff to feed into the solution, therefore allowing for requests and transactions to be work flowed into back-office systems. For example, processing blue badge applications, complaints handling and administering fuel payments for vulnerable and protected groups.

- Property Rationalisation – ensures that the Council's property portfolio is managed to ensure these assets are used in an efficient manner and aligned with the needs of the Council, services users and staff. An example of this is the Drumgeith Community Campus and Greenfield Academy, which opened in August 2025. The new school replaces the former Braeview Academy and Craigie High School that were no longer fit for purpose. As the largest investment in education, sport and community provision in the city, the flagship Community Campus will bring state-of-the-art facilities and services to the area. Services and community groups/activities are now operating and expanding into the Campus.

- What Matters to You (WM2U) – a good example of how the Council works in a transformational way with communities, focusing on community-based systems change by getting to know families in local communities to explore ways to address what truly matters to them.

The three recommendations from Audit Scotland's report focus on financial savings associated with transformation, benefits tracking and increasing awareness of the programme for elected members and the public and work is progressing in these areas. Since the audit was carried out, the Council has since shared its experiences of both transformation and the audit process with other local authorities across Scotland.

As part of the overall Transformation Programme, delivery boards have been established with agreed remits for three of the themes i.e. Digital, Property Rationalisation and People. These are intended to provide the right balance of good governance whilst acknowledging the important role of the various boards in delivering transformation at pace. Furthermore, the Council has updated its approach to service re-design, a methodology that can be adopted across the programme.

The first council Leadership Conference of 2025 focused on "Thinking Strategically Digital". The council is making good progress in harnessing technology to improve outcomes for citizens in Dundee. Increasing the number of online transactions, improved collaboration and data driven decision making are good examples of the progress being made in recent years. The Council recognises the challenges around the pace of change and ensuring all employees have the skills they need now and in the future. As the council looks at a different way of delivering services, asking how technology can help is critical. Moving forward, key goals are to further develop a digital culture, embrace innovation, explore the power of Artificial Intelligence and make best use of the tools available to collaborate more effectively.

It is important that the Council continues to identify ways in which it can continue to transform and work has been initiated to look at our service standards and performance against these as well as to consider the implications of the recently published Public Sector Reform Strategy.

PERFORMANCE

	Performance Indicator	Yr-2	Yr-1	Latest Figure*	Current Target	Year 5 Target	Short Term Trend	Long Term Trend	Latest Note
	Percentage of customers using self-service options	62.1%	62.3%	63.5%	71%	99%			Mid-year data for 2025/26 shows a continuation of the majority of transactions managed by customer services through the online self-service channels, with a slight increase. Online service options continue to be developed as part of the Digital Transformation Programme.
	Total number of online transactions	347,519	384,760	415,148	440,000	500,000			The Digital Transformation programme is continuing to develop new online transaction options for customers.

	Performance Indicator	Yr-2	Yr-1	Latest Figure*	Current Target	Year 5 Target	Short Term Trend	Long Term Trend	Latest Note
	The total number of opportunities provided to young people	117	199	181	181	181			During the period April 2024 - 31 March 2025 the youth employability service had 181 new young people accessing employability support. During the period 67 young people moved into jobs, 7 into Modern Apprenticeships and 34 into FE/training. This equates to a 59.6% outcome rate. The target for this indicator has been lowered to reflect funding changes outwith the control of the youth employability service. The 2024/25 figure has been used as a baseline for this, and the year 5 target is to maintain this target as the level of funding remains uncertain in future.

ACTIONS

	Action	Progress Bar	Due Date	Latest Update
	The Long-Term Financial Strategy to be updated to reflect new Council Plan priorities.	100%	31-Mar-2024	Completed March 2024.
	Roll out hybrid working across the Council	100%	01-Apr-2025	Completed April 2024.
	Increase digital learning, teaching of new working methods and developing the skills of our employees	100%	01-Apr-2024	Completed October 2024.
	Deliver options to balance the Council's budget each year	75%	31-Mar-2027	Officers provided sufficient options to members to agree a balanced budget for 2025/26, and this was agreed by City Governance on 27 February 2025. Work will now commence to prepare a revenue budget strategy for 2026/27 that will aim to do the same.
	Delivering a programme of service redesign reviews to embed the digital and community empowerment changes	55%	31-Mar-2027	An iteration to the previous approach to service design has now been produced. Members of the Transformation and Performance Teams currently attending service Extended Leadership Teams aiming to identify new projects that may adopt service design methodology as an approach.
	Increase the uptake of modern and graduate apprenticeships	50%	31-Mar-2027	Since April 2024 we have recruited 10 Modern Apprentices, 2 Graduate Apprentices to Dundee City Council. As part of our workforce planning approach have 10 existing employees who are now undertaking various Graduate Apprenticeship programmes.

	Action	Progress Bar	Due Date	Latest Update
				There are 2 new Graduate Apprentice programmes which we are in discussion with universities and professional groups to take forward. We also have 45 Crafts and Trades Modern Apprenticeships undertaking 4-year apprenticeships in Plumbing, Electricians, Gas Engineer, Painter, roofer, slater, scaffolder, glazier, Blacksmith, wood machinist and Joiner
	The roll out of a digital transformation programme	25%	31-Mar-2027	Since the start of the financial year, the Digital Strategy has moved from planning into delivery mode, with a focus on embedding the principles of Modern Council, Customer First, and Data-Driven Decision Making across all service areas. The key priorities are: Digital Sprints Programme, Contact Centre Modernisation and Governance & Engagement. The next stage in strategy implementation is to finalise the delivery plan for the Council, Leisure & Culture Dundee, Dundee Health & Social Care Partnership and all Dundee Schools. A programme of change for IOS and Corporate software systems will also be established.

ITEM No …5……….

REPORT TO: **CITY GOVERNANCE COMMITTEE – 17 NOVEMBER 2025**

REPORT ON: **CITY DEVELOPMENT SERVICE PLAN 2023–2028**

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

REPORT NO: **335-2025**

1 PURPOSE OF REPORT

1.1 To update elected members on progress made during financial year 2024/2025 in relation to the City Development Service Plan for 2023 - 2028.

2 RECOMMENDATION

2.1 It is recommended that the Committee notes the progress summarised in Section 5 and approves the attached detailed progress report.

3 FINANCIAL IMPLICATIONS

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

4 BACKGROUND

4.1 In April 2025, Elected Members endorsed the Council's Performance Management Framework (2025-28) (Article V of the minute of the meeting of City Governance Committee on 21 April 2025, Report No: 66-2021, refers). The framework sets out the arrangements for performance management across the Council and which performance reports are in scope. Baseline standards set out the expected process for officers preparing and presenting performance reports to elected members and the public. It outlines the requirement for connectivity between the key priorities within the Council Plan, City Plan and service plans with the National Performance Framework and the UN Sustainable Development Goals.

4.2 Following the Council adopting the City Plan 2022-2032 (Article II of Policy & Resources Committee on 26 September 2022, Report No: 255-2022, refers) and agreeing its new Council Plan for 2022-2027 on 5 December 2022 (Article II of Policy & Resources Committee on that date, Report No: 280-2022, refers) individual service plans were updated and aligned. This Service Plan reflects the next tier of the performance management framework and addresses the key outcomes in the City Plan 2022-32 and Council Plan 2022-27, setting out where City Development will contribute to improving outcomes.

4.3 The City Development Service Plan Report 295-2024 (approved by the City Governance Committee on 2 December 2024 – Article VI refers) sets out the strategic direction for the service over a five-year period from financial years 2023/2024 to 2027/2028 and outlines the key priorities and improvements which the service intends to deliver, based on the financial and employee resources which are expected to be available. It also sets out in more detail the service's key responsibilities and identifies the key actions to be undertaken to meet these priorities, as well as the performance indicators which will be used to monitor progress.

5 PROGRESS SUMMARY

5.1 The report attached as Appendix 1 is the second annual progress report in relation to this Service Plan and it covers performance for financial year 2024/2025. It was agreed that this report would be deferred to allow for the assimilation of the Performance Indicators and Actions relative to the Regulatory Services division following their transfer to City Development. This report provides an update on the performance indicators and actions under each priority theme in the plan and, where required, identifies further improvement activity to achieve the targets and actions in the plan.

5.2 38 out of the 44 (86.36)% indicators in the plan have improved or been maintained since the last progress report.

5.3 The service continues to make good progress towards the key priorities during the second year of the plan with 20 of the 22 actions on schedule for completion by the due date. This includes 4 actions which have completed in the year 2024/2025. Action has been taken to address progress with the 2 actions which are currently behind schedule, and these are due to be completed during 2025/2026.

6 POLICY IMPLICATIONS

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

7 CONSULTATIONS

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

8 BACKGROUND PAPERS

8.1 None.

Robin Presswood
Executive Director of City Development

Dundee City Council
Dundee House
Dundee

RP/JB/HG 4 November 2025

City Development

Service Plan Update

2023 - 2028

ROBIN PRESSWOOD - EXECUTIVE DIRECTOR OF CITY DEVELOPMENT

Update

City Development leads the transformation of the city's economy, built environment and transportation. We drive forward the £1.6 billion redevelopment of Dundee's Waterfront and work with the business community to increase employment Discover Work Dundee, Invest in Dundee and help support the city centre.

Dundee's economy is transforming rapidly, and thanks to partnerships with the local Universities and Dundee and Angus College, is rapidly transforming into a Tech led economy with world-class research. Growth in tourism and low carbon industries ensure that there are job opportunities for those without Higher Education qualifications, and our employability programmes are supporting significant numbers of clients back into the workplace.

The £700m Tay Cities Region Deal Programme Management Office (PMO) is hosted by Dundee City Council as the Accountable Body. It sits within City Development. The Deal will transform the Region's economy and help secure a massive boost in the Region's Culture and Tourism sector, building on the success of V&A Dundee.

We manage the Council's corporate property portfolio and lead a number of important statutory functions including Planning and Building Standards and Safety. We have the enviable reputation as having one of the greenest Council vehicles fleets, led by our Fleet Team, and we are setting new records for attracting investment in active and sustainable travel. Our multi-disciplinary approach, with strong in-house Architectural Services and City Engineer has a long track record of success, with a common goal of creating jobs, raising the quality of life and improving the environment in the city.

This Service Plan sets out the key priorities for the coming five years, providing a more detailed overview of the work of the three services which comprise City Development – Design and Property, Planning and Economic Development and Sustainable Transport and Roads and is aligned with the priorities set out in the Council Plan 2022-2027:

- Deliver Inclusive Economic Growth
- Build Resilient and Empowered Communities
- Transition Net Zero
- Design a Modern Council
- Communications

The Service Plan incorporates a Workforce Plan to ensure that we have the right people, in the right place, at the right time and who have the right skills, knowledge and attitudes to provide services confidently, competently and in partnership.

As a department, we will continue to Benchmark against other Local Authorities, develop digital platforms and increase the transparency and accessibility of City Development held data, all driving forward continuous service delivery improvement.

PRIORITIES ARE ALIGNED TO THE COUNCIL PLAN PRIORITIES BELOW

31 on target

7 within 5% of target

6 more than 5% from target

KEY PERFORMANCE INDICATORS SUMMARY 2024/2025

Status of Key Performance Indicators compared to our Targets

Best Compared To Target	Furthest Away From Target
Percentage of Category 1 potholes repaired within target time	Percentage of journeys to work made by public or active transport
Public EV Charging (KwH)	Number of publicly accessible EV charge points
Total no jobs in tourism sector	Number of workless households in Dundee.
Visitor numbers to Dundee (000s)	Youth unemployment rate (16-24)
Percentage of commercial properties let versus the total available properties within the council portfolio	Proportion of internal floor area of operational buildings in satisfactory condition

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

EWAN MACNAUGHTON - HEAD OF SUSTAINABLE TRANSPORT & ROADS

Update

The Sustainable Transport & Roads service is responsible for ensuring the safe movement of goods and people allowing for economic and social development within the city.

As part of this responsibility the service undertakes management and maintenance of the Council's transport assets which include vehicles, roads, street lighting, car parks and traffic signals, to ensure safe and efficient access to users.

The service's core objectives are aligned to delivering a transition to sustainable forms of transport including an increase in active travel and low carbon transport. The service is delivering these objectives through promotion of low carbon transport, smart mobility and sustainable travel options, and building the associated infrastructure to support the requirements of future transport networks.

The Sustainable Transport and Roads KPIs demonstrate continued performance, with 98% of category 1 defects repaired within specified timescales and statutory undertakers achieving a 95% compliance rate.

Although challenges remain in increasing public and active travel uptake, efforts are ongoing to enhance active travel infrastructure and implement bus priority measures at key junctions on strategic transport corridors. Electric vehicle charging usage continues to grow, supported by plans for additional public chargers, though 28.5% of roads still require repairs, highlighting the need for increased investment in road maintenance.

Key achievements include the successful launch of the Low Emission Zone and significant progress in sustainable transport projects, such as the Broughty Ferry to Monifieth project and the Bell Street Green Transport Hub, both nearing completion.

While traffic accidents declined overall in 2024/2025, reaching the goal of zero serious injury casualties by 2050 will require continued focus and investment among stakeholders. The 20mph programme is now 38% complete and will reach 50% completion once the current year's zones are delivered.

The tables below provide an update on progress towards targets and the actions being undertaken within the Division.

Traffic Light Icon	Short Name	2023/2024 Value	2024/2025 Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
	Percentage of Category 1 potholes repaired within target time	98%	94.5%	90%	↑	↑	
	Percentage of the road network that should be considered for maintenance treatment	27.9%	28.5%	27.7%	↑	↑	2023/2024 SRMCS Survey
	Statutory Undertakers' performance	95%	98%	90%	↑	↑	
	Number of road and safety defects per annum	15,380	13,984	15,380	↑	↑	
	Public EV Charging (KwH)	2,341,841	2,852,198	2,000,000	↑	↑	
	Number of road accident casualties	147	136	Decrease	↑	↑	
	Cost of maintenance per km of roads	£15,385	£15,606	£15,000	↓	↓	
	Number of publicly accessible EV charge points	226	230	450	↑	↑	180 points to be added in last quarter 2025
	Percentage of journeys to work made by public or active transport	31%	31%	40%	↓	↓	

Status Icon	Title	Progress Bar	Due Date	Latest Note
	Establish a Low Emission Zone in Dundee to contribute to the broader city objectives and the vision to create a healthy, vibrant and attractive city by protecting public health through improving air quality	100%	31-May-2024	Dundee's Low Emission Zone enforcement commenced on the 30 May 2024. There is an ongoing statutory requirement for DCC to annually report on the performance of the LEZ.
	Expand the rollout of “Safer School Streets” initiative	100%	31-Mar-2027	Action now complete. Active Travel Officers continue to support School Streets with a variety of behaviour change measures at the 13 schools which are taking part.
	Provide an enhanced active travel and cycle network (Broughty Ferry to Monifieth)	80%	01-Apr-2026	On schedule.
	Deliver the creation of a low carbon multi-modal transport hub in the northeast quadrant of the city centre	80%	31-Mar-2028	On programme for completion in 2025/2026.
	Maintain road conditions at a steady state	60%	31-Mar-2028	2024/2025 SRMCS Survey records minor deterioration in road network condition.
	Expand the provision of electric vehicle charging infrastructure	20%	31-Mar-2028	Contract for additional EVIF on-street chargers to be retendered following lack of response to procurement notice (Report 131-2025 refers).
	Reduce the number of casualties from road accidents	20%	31-Mar-2026	Progress will be reported in the Annual Road Safety Report.

AREAS FOR IMPROVEMENT 2025/2026 AND IMPROVEMENT ACTION PLAN

Action/PI to be Improved	Planned improvement activity	Lead Officer	Target Completion Date
Percentage of journeys to work made by public or active transport	Further development of cycle route infrastructure and bus priority measures as identified in the Sustainable Transport Delivery Plan 2024-2034.	Senior Manager – Transportation	2034
Cost of maintenance per km of roads	Reduce expenditure to under £15,000 per km per annum.	Road Maintenance Partnership Manager	2026/2027

NEIL MARTIN - HEAD OF PROPERTY & DESIGN

Update

- Continuing the property rationalisation programme to reduce the amount of property occupied by the Council.
- As the lead on supporting commercial activity for the council, we have a key role to play in bringing new attractions and developments across the city. We will work to secure investment and create jobs to enhance the urban and natural environment of the city.
- Explore opportunities for co-location of Council operations and investigate shared service provision with neighbouring local authorities via Tayside Collaborative Opportunities.
- To maximise efficiency and savings of operational properties by strategic asset management planning.

Waterfront

- Completion of James Thomson House office development at Site 6.
- Support private sector to develop waterfront sites.
- To continue to implement compliance auditing and monitoring of the Council's property health and safety regime.
- The efficient management of the Council's commercial property portfolio to maximise revenue and capital income.
- The development of the Council's land and property assets to promote economic development and job creation within the city.

Traffic Light Icon	Short Name	2023/2024 Value	2024/2025 Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
	Percentage of commercial properties let versus the total available properties within the Council portfolio	92%	93%	90%			
	CO_2 emission (property water consumption) in tonnes of CO_2	292	271	300			The UK methodology for estimating water supply and water treatment factors has been improved including additional data submitted by the UK water suppliers. This has been done using actual volume of wastewater treated and drinking water supplied by water companies together with conversion factors reported in the Carbon Accounting Workbooks (CAW) and DEFRA.
	Energy consumption (gas, electricity, oil and solid fuel) in million kilowatt hours	103	101	95			2024/25 figures equate to a slight decrease in consumption of 1.56% compared to the verified 2023/2024 figure.
	CO_2 emission (property energy consumption) in tonnes of CO_2	19,482	19,174	17,853			2024/25 figures equate to a slight decrease in consumption of 1.56% compared to the verified 2023/2024 figure.
	Proportion of internal floor area of operational buildings in satisfactory condition	81.03%	81.03%	88%			Operational properties have been maintained at same level through ongoing repairs and maintenance/Health & Safety contracts. No properties were removed or added to the portfolio through 2024/2025. Ongoing work to rationalise property portfolio should enable some improvements however reduced budgets and emergency repairs and maintenance only means that there is still a risk of long-term decline.

Status Icon	Title	Progress Bar	Due Date	Latest Note
	Completion of the remaining development areas within site 6	100%	31-Mar-2026	James Thomson House handover completed.
	Replace Current Asset Management System	20%	31-Mar-2028	Reviewing market option and consultants for leading the evaluation and procurement stages.
	Develop a Local Flood Risk Management Plan (Cycle 2)	100%	30-Jun-2025	Dundee Local Flood Management Plan approved at December 2022 Committee. Angus Council are lead authority and have published Cycle 2 on their website.

GREGOR HAMILTON - HEAD OF PLANNING & ECONOMIC DEVELOPMENT

Update

- Increase the number of people in Dundee in work to the Scottish average, with a focus on skills development to meet demands on the jobs market and supporting individuals through employability initiatives, recognising existing levels of deprivation across the city will make this challenging

- The impact of COVID-19 has been felt across the city but nowhere more than the city centre. We have finalised the City Centre Strategic Investment Plan as a key corporate document, with priorities identified for the council and key public and private partners.

- Building on the success of V&A Dundee, we will work with partners to take forward proposals for Eden Scotland and improved tourism infrastructure on Dundee Waterfront and elsewhere in the city.

- We will deliver a full review of the Local Development Plan to ensure compliance with the Planning (Scotland) Act 2019 and alignment with National Planning Framework 4, supporting sustainable growth and climate objectives.

- Regulatory Services cover a range of Statutory Functions which include Food Safety, Health and Safety of Commercial Premises, Public Health (which includes Air Quality and Contaminated Land), Environmental Compliance, Civic & Alcohol Licensing, and Trading Standards. One of the key issues designed to protect public health, particularly with young persons, is ensuring local retail premises are in compliance with the requirements of age-restricted sales of tobacco and vaping products, and Trading Standards have been proactive in the monitoring this.

- Construction is one of the key local sectors and house building numbers is a key measure of how effective we are. By ensuring sufficient land is allocated and appropriate permissions are granted we aim to support the delivery of our target of 480 houses completed each year through support from colleagues across the service.

- We will continue to deliver the Tay Cities Region Deal.

Traffic Light Icon	Short Name	2023/2024 Value	2024/2025 Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
	Total number of jobs in tourism sector	9,000	10,000	8,700			The latest data available in NOMIS relates to 2023 (22/04/2025). It is positive to note that employment levels in the Tourism sector have risen since the pandemic, suggesting positive steps towards recovery.
	Percentage of dangerous building incidents responded to within 24 hours	100%	100%	100%			
	Visitor numbers to Dundee (000s)	1,357	1,418	752			Data Source: STEAM (Scarborough Tourism Economic Activity Monitor). Dundee's visitor numbers have shown strong and sustained growth. After a dip during the pandemic, figures have rebounded sharply, almost doubling in just three years. The current trend is upward, with performance exceeding targets year-on-year which reflects a healthy and growing tourism economy for the city. This year's growth - up 4.6% - was driven by a rise in staying visitors, major event activity, and cruise ship arrivals.
	Domestic noise complaints - time between complaint and attendance on site (hours)	7.92	8.0	24			

Traffic Light Icon	Short Name	2023/2024 Value	2024/2025 Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
	Domestic noise complaints (Non Part V Anti-social Behaviour etc (Scotland) Act 2004) average response time (in hours).	7.92	7.92	9			
	New business health and safety intervention visits - percentage achieved	100%	100%	60%			
	Trading Standards business advice requests - % of requests completed within 14 days of receipt	95.5%	99.25%	95%			
	Consumer complaints lodged with Trading Standards - % completed within 14 days of receipt	89%	89%	90%			
	Extent to which the planned programme of Trading Standards inspection work (high risk) was completed	64%	100%	92.3%			
	% of communicable disease cases and outbreaks investigated within 48 hours of being brought to our attention	100%	100%	100%			

Traffic Light Icon	Short Name	2023/2024 Value	2024/2025 Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
	Percentage of food safety and food hygiene complaints and advice requests receiving a response within 48 hours	100%	100%	97%			
	Percentage of food safety inspections completed for risk rated food premises, as per the Food Safety Scotland's Food Law Code of Practice (Scotland)	97%	96%	87%			
	Percentage of Public Health Complaints (general) receiving response within 48 hours	99.4%	99.5%	98%			
	Percentage of serious health & safety accidents receiving a response within 48 hours	100%	100%	97%			
	Percentage tobacco sellers subject to a test purchase operation	10.2%	10.7%	10%			
	Percentage of Nicotine Vapour sellers given advice	100%	100%	20%			Performance figures are reported to both Scottish Government and the Association for Public Service Excellence (APSE).
	Percentage of Nicotine Vapour sellers test purchased	10.8%	10.2%	10%			Performance figures are reported to both the Scottish Government and the Association for Public Service Excellence (APSE).

Traffic Light Icon	Short Name	2023/2024 Value	2024/2025 Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
	Cost of trading standards per 1,000 population £	£3,163	£2,662	£5,810	↑	↑	The target cost per 1000 Population for both Environmental Health and Trading Standards has been met with a modest saving. This was achieved by a staff resource restructuring within the division.
	Cost of Environmental Health per 1,000 Population	£15,486	£14,404	£13,646	↑	↑	The target cost per 1000 Population for both Environmental Health and Trading Standards has been met with a modest saving. This was achieved by a staff resource restructuring within the division.
	% of stray dog complaints receiving a response within 48 hours	99.1%	100%	100%	↑	↑	151 complaints responded too, all were responded to within 48hrs.
	Number of workless households in Dundee	10,300	14,300	8,145	↓	↓	NOTE: There are concerns with regards the Annual Population Survey (APS) Data Source so this indicator needs to be treated with caution. It is reasonable to say that the large one-year swing is almost certainly driven largely by the volatility of the underpinning dataset rather than a one-year real deterioration. Nevertheless, the headline in the bulletin linked above is that across all of the UK local authorities Dundee appeared in the top 10 areas with the worst rates in both 2023 and 2024.
	Median Earnings of Total Resident Workers as a Percentage of Scottish Average	87.5%	91%	96.8%	↑		Source: Annual Survey of Hours & Earnings (ASHE). There has been an improvement in the past 12 months in the average earnings for Dundee residents relative to the Scottish average,

Traffic Light Icon	Short Name	2023/2024 Value	2024/2025 Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
							nevertheless, they continue to trail the National average by 9 percentage points, reinforcing the need to continue to attract and catalyse quality jobs and invest in skills provision needed to enable Dundee residents to compete in the labour market.
	Percentage of requests for a building warrant responded to within 20 working days	79.5%	82%	100%			The filling of staff vacancies should lead to an improvement in this performance indicator.
	Number of Business gateway start-ups per 10,000 Population	16.2	19.3	19.68			
	% working age people in employment	63.7%	69.1%	73.5%			Date Source: Annual Population Survey. indicator has been the subject to ongoing monitoring by the Inclusive Economic Growth SLG since the pandemic due to a worrying decline in recent years. Actions to grow the economy and support people back into work have been progressed and it is positive to note that in the last year there has been a significant increase, albeit the current rate remains below target and below the Scottish average. This figure is from January to December 2024.
	Total number of house completions	475	390	430			This reflects the downturn in housing construction which is a nationwide issue.

Traffic Light Icon	Short Name	2023/2024 Value	2024/2025 Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
	Proportion of people earning less than the Living Wage	9.8	12	10.3			The provisional proportion of people earning less than the living wage reported in the ONS Annual Survey of Hours and Earnings 2024 was 12% in Dundee. The family group average from these provisional figures is 13.5%, and Dundee is ranked 3rd in the family group, and 10th nationally.
	Town vacancy rates	17.7%	19.8%	11.1%			The Dundee City Council SLAED Indicator Return template for 2024/2025 stated that the town centre vacancy rate in Dundee City stood at 19.8%. The data source for this performance indicator was shown as Experian. Briefing note provided to Elected Members during the summer. Overall vacancy rate has increased due to key closures in Murraygate ie M&S and High Street. Wellgate occupancy is 28% and Overgate has had significant investment and currently sitting at just 2%. The City Centre Strategic Investment Plan recognises that there is an oversupply of retail floorspace and supports alternative uses of vacant premises.

Status Icon	Title	Progress Bar	Due Date	Latest Note
	Develop a city wide Local Area Energy Plan (LAEP) and Local Heat & Energy Efficiency Strategy (LHEES) taking a whole system approach to decarbonising, decentralising and digitising heat and energy system at local level	100%	31-Mar-2027	The Local Area Energy Plan (LAEP) was agreed by Committee on 23 September 2024 and the Local Heat and Energy Efficiency Strategy was approved by Committee and published in April 2024
	Deliver activities that support the recovery of the City Centre and support the development and delivery of a future City Centre Strategy for the 2020 – 2050.	80%	31-Mar-2050	Progress has been made in the implementation of actions arising from the City Centre Strategic Investment Plan. Housing developments are complete or nearing completion at Gellatly Street, Whitehall Crescent and City Quay. The new BT office is complete and the new office on site 6 in the Waterfront will be complete by autumn 2025. Livehouse opened in spring 2025. A range of events are delivered throughout the year to drive footfall. Challenge funds associated with the Community Regeneration Partnership programme are live.
	Delivery of business and investor support and engagement across the city.	80%	31-Mar-2027	Council funded Business Gateway services is meeting all performance targets for support to start-ups and growth businesses. Economic Growth Team has facilitated investment enquiries and is engaging with key companies in the City through its relationship management approach The Transform Business Festival was delivered by Business Gateway in February as well as the Council organised annual Meet the Buyer event at MSIP in March. Financial support to existing indigenous businesses was also offered in 24/25 through the Dundee Business Growth and Innovation Grant (BGIG), SME Development Grant and Market Development Grant. BGIG will continue in 25/26.
	Support our Key City Growth Sectors	80%	31-Mar-2027	A range of work is being undertaken to support sector growth. This include a focus on digital including digital skills which are benefitting from a £4m investment across the region through the Tay Cities Deal Skills Programme. Tay Cities Deal investment has enabled the completion and opening of the new CyberQuarter facility and the Life Sciences Hub at the

Status Icon	Title	Progress Bar	Due Date	Latest Note
				Technopole was completed in Spring 2025. Development of a Life Sciences Innovation District is underway overseen by a Shadow Board that will build upon the Tay Cities Deal investment to unlock further life sciences sector growth in Dundee. Through UK Shared Prosperity Funding the Council has supported investment in equipment for the new hub and a proof of concept fund. The Forth and Tay Offshore Cluster is part funded by the service and is a partnership facilitated by Scottish Engineering which is working to develop supply chain opportunities for businesses in the region and jobs for local people in the offshore renewables industry.
	Deliver the Tay Cities Deal and the Dundee projects supported by the programme.	60%	31-Mar-2032	Construction of the Life Sciences Innovation Hub was completed in April 2025 and work to secure tenants is ongoing. The Tay5G project has seen completion of 11 use case trials and the final remaining trial will be completed by March 2026. The Tay Cities Skills Programme is offering support in digital skills and SME upskilling and work is progressing on the business case for the Hidden Talent project which will target pre-employability support to individuals and families in deprived communities.
	Deliver Scotland's first council-led green participatory budgeting initiative – Dundee Climate Fund	80%	31-Mar-2027	The allocation of all Dundee Climate Funds is complete.
	Increase the number of start-ups and SMEs in the city and support their expansion	60%	31-Mar-2027	Business Gateway Tayside Service continues to meet or exceed performance targets. UK Shared Prosperity Funding is being used in 2025/2026 to provide digital support to SMEs, provide grant support (Dundee Business Growth and Innovation Grant); and provide SME skills support via D&A College. 2 Community Advisers have also been employed using UKSPF to offer outreach support to start-ups and SMEs.

Status Icon	Title	Progress Bar	Due Date	Latest Note
	Continue to grow the number of jobs within Dundee Waterfront	60%	31-Mar-2027	Construction of the new James Thomson House has been completed, and discussions are continuing with prospective tenants for the office space. The BT development on Site 1 is complete with BT taking occupancy of the office component of the development in early 2025. The Sleeperz hotel has been rebranded as Four Points Flex by Sheraton. Now part of the Marriot Bonvy group, the hotel will benefit from being part of the world's leading hotel loyalty programme.
	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	60%	31-Mar-2027	The Annual Participation Measure was published in August 2025. While Dundee remains 32nd in the league table, our performance is improving significantly. For example: • we have achieved our highest ever "Participation Rate"; and • for only the 3rd time since 2016, we are better than the Scottish average in our 'Unconfirmed Status'
	Review Dundee Local Development Plan	20%	31-Mar-2028	Engagement of Topic Papers complete in Autumn 2024. Officers are now preparing the Evidence Report for submission to Gatecheck in 2025. This will include incorporation of 20 Minute Neighbourhood concept into the forthcoming the Local Development Plan
	Identify additional affordable housing sites	0%	31-Mar-2028	As per previous note, additional sites will be identified in the Local Development Plan Proposed Plan. Work will begin on this following approval of the Evidence Report, which (dependent on Scottish Government approval) will occur by the end of 2025.

Status Icon	Title	Progress Bar	Due Date	Latest Note
	Help reanimate vacant places in the city centre and other retail areas	20%	31-Mar-2027	More new openings in the city centre and Overgate and more are planned in the next quarter. Regular meetings with developers and stakeholders assist in securing external investment, although it should be recognised that the Council has limited short term ability to influence this indicator.

REPORT TO: **CITY GOVERNANCE COMMITTEE – 17 NOVEMBER 2025**

REPORT ON: **CAPITAL EXPENDITURE MONITORING 2025/26**

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

REPORT NO: 311**–2025**

1 PURPOSE OF REPORT

1.1 To appraise Elected Members of the latest position regarding the Council's Capital Plan 2025-30.

2 RECOMMENDATION

2.1 It is recommended that the Committee note the latest position regarding the Council's Capital Plan 2025-30.

3 FINANCIAL IMPLICATIONS

3.1 This report shows the latest projections for 2025/26 expenditure and total cost as at 30th September 2025.

Appendix 1, which details the General Services position to the end of September 2025, shows a revised projected outturn for 2025/26 of £59.633m, a decrease of £1.985m since the previous Capital Monitoring report was approved at City Governance Committee on 27th October 2025 (Report 285-2025, Article V refers). The movements that have contributed to this decrease are summarised in paragraph 5.2 of this report. The net movement of budget from 2025/26 into future years of £2.336m will be funded from borrowing and grants and contributions.

Appendix 3, which details the Housing HRA position to the end of September 2025, shows a projected outturn for 2025/26 of £22.456m, an increase of £0.059m since the previous Capital Monitoring report was approved at City Governance Committee on 27th October 2025 (Report 285-2025, Article V refers). The main reasons for this increase are detailed in paragraphs 6.2.1 to 6.2.3 below.

4 BACKGROUND

4.1 The Capital Plan 2025-30 was approved at City Governance Committee on 17 February 2025 (Report 44-2025, Article V refers).

In addition to monitoring the in-year budget (i.e. 2025/26) the total projected cost of each project will be monitored against the cost when the tender acceptance was approved at Committee. Furthermore, the projected completion date for each project will be monitored against the completion date as anticipated when the tender report was approved. The capital programme is being monitored in conjunction with the Council's asset managers.

The Housing HRA Capital Programme 2025/26 was approved as part of the Capital Plan 2025-30 at the City Governance Committee on 17 February 2025 (Report 44-2025, Article V refers).

4.2 Local Authorities from 1 April 2004 are required, by Regulation, to comply with the Prudential Code under Part 7 of the Local Government Act 2003. The Capital Budget for 2025/26 is being monitored within the framework of the updated Prudential Code 2021.

4.3 The Capital Monitoring report provides detailed information on major projects and programmes contained within the Capital Budget and the impact of expenditure movements on future financial years.

5 GENERAL SERVICES CURRENT POSITION

5.1 Appendix 2 details the latest projected outturn for major projects and programmes, both for 2025/26 and for the whole project lifespan. In addition, the Appendix monitors project timescales, with approved completion dates taken from tender approval reports.

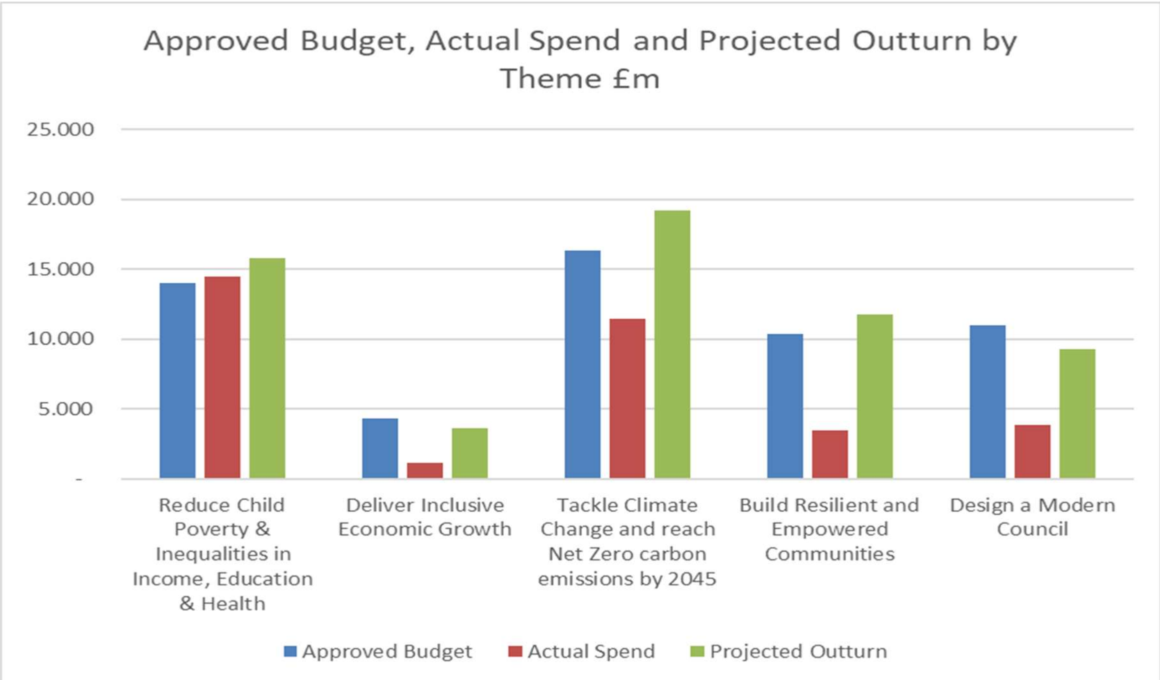
In some instances, it is not possible to provide approved or projected total project costs and timescales due to the budget being a block programme containing various smaller projects within it. In these cases, the total cost is assumed to be the budgeted figure plus previous year actuals. The projected completion date is assumed to be the end of the financial year.

5.1.1 The projects funded from the grant award of £20m to Dundee for the Community Regeneration Partnership (previously named the Levelling Up Partnership) reported to the Fair Work, Economic Growth and Infrastructure Committee on 21 April 2025 (Report 114-2025, Article X refers) are now being progressed with officers working with stakeholders to progress the delivery of the projects, in accordance with the terms of the Partnership's Memorandum of Understanding. Appendix 4 shows the progress to date on the various projects. This will be updated monthly and reported along with the Capital Monitoring report, to City Governance Committee. At present all the projects are progressing satisfactorily the exception of the waterfront project which is under review. Government has requested that projects are making satisfactory progress by the end of the financial year 2025/26, with the exception of the larger College project which has until the end of financial year 2026/27.

Progress is reviewed fortnightly and reported to the Capital Governance Group to ensure strategic oversight and accountability. Should any project within the programme be unable to progress, funding will be reallocated to projects already identified within the programme. Only if funding remains, new projects that contribute to the aims of the package and reflect the menu of interventions developed, could be considered, though such amendments to the programme require to be agreed by UK Government Ministers

5.1.2 Appendix 1 summarises the total gross expenditure for 2025/26 and how this expenditure is funded. The projected budgeted capital expenditure is 100% of the projected capital resources. Project cashflows, for phasing of budgets, are constantly being reviewed. Actual expenditure to 30th September 2025 is £34.367m, 58% of the Revised Budget 2025/26 compared to 45% for the same period last year.

The table below shows a comparison of approved budget, actual spend and projected outturn for 2025/26, broken down by Council Theme.



The net decrease in the projected outturn for 2025/26 reflects additional grant income to be Council, and project/programme budgets being reprofiled from 2025/26 into future years. Key variations are as follows and details are provided in subsequent paragraphs. The remainder of the variances, due to reprofiled project/programmes, are below the £0.250m reporting threshold.

Increase in planned expenditure:

- St Marys Drainage/St Leonards Active Travel - £0.367m

Reduction in planned expenditure:

- Property Lifecycle Development Programme – (£1.036m)

5.2 2025/26 Expenditure Variations

Appendix 1, which details the General Services position to the end of September 2025, shows a revised projected outturn for 2025/26 of £59.633m, a decrease of £1.985m since the previous Capital Monitoring report was approved at City Governance Committee on 27th October 2025 (Report 285-2025, Article V refers). The net movements that have contributed to this decrease are summarised in paragraphs 5.2.1 & 5.2.2 below.

5.2.1 St Marys Drainage/St Leonards Active Travel (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045 – Other Projects) - Additional expenditure of £0.367m in 2025/26. The additional expenditure is attributed to mid-year Transport Scotland grant award and will be utilised to complete the design of Active Travel Improvements within the Strathmartine Ward, in the area bounded by MacAlpine Road in the west, Harestane Road in the east, Laird Street in the north and Camperdown Road to the south. The expenditure is funded by a grant from the Scottish Government so there will be no impact on the Council's level of borrowing.

5.2.2 Property Lifecycle Development Programme (Design a Modern Council) – Reduction in projected expenditure of £1.036m in 2025/26. Budgets have been reprofiled to reflect reprogramming of committed projects, that were due to have been carried out summer school holidays 2025, but due to competing project priorities and the pull on project delivery resource, these committed projects are now programmed to be carried out during summer school holidays 2026. The budget will be required in 2026/27. There will be a reduction in borrowing in 2025/26 and a corresponding increase in 2026/27.

5.3 The table below shows the latest position regarding the capital resources for funding of the 2025/26 programme: -

	Approved Budget £m	**Adjustments £m**	**Revised Budget £m**	**Projected Outturn £m**	**Variance £m**
Borrowing	27.230	1.480	28.710	28.710	-
General Capital Grant	13.187	916	14.103	14.103	-
Capital Grants & Contributions	8.859	5.961	14.820	14.820	-
Capital Receipts – Sale of Assets	2.000	-	2.000	2.000	-
	51.276	8.357	59.633	59.633	-

5.3.1 Over the last 5 years the actual outturns achieved have been: -

	£m
2021/22	45.038
2022/23	44.086
2023/24	73.454
2024/25	105.619
2025/26 (Projected)	59.633

5.4 Projected Total Cost Variations

There are no total cost variations to report since the previous capital monitoring report went to committee.

5.5 Completion Date Variations (this compares the estimated completion date as per the tender acceptance report to the actual completion date)

There are no completion date variations to report since the previous capital monitoring report went to committee.

Officers are constantly reviewing the capital programme to ascertain the impact of global supply chain issues on the timescales for delivering projects. Officers will report any further revisions to estimated completion dates in future capital monitoring reports.

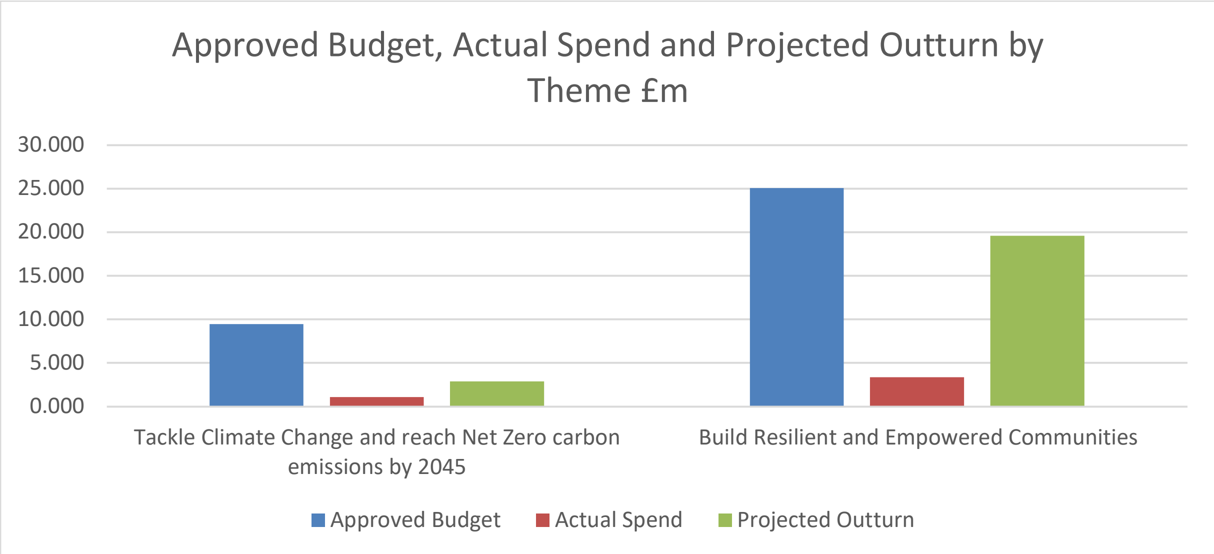
6 HOUSING HRA - CURRENT POSITION

6.1 2025/26 Expenditure Variations

Appendix 2 details the latest projected outturn for each project, both for 2025/26 and for the whole project lifespan. In addition, the Appendix monitors project timescales. In some instances, it is not possible to provide approved or projected total project costs and timescales due to the project being a block programme containing various smaller projects within it. In these cases, the total cost is assumed to be the budgeted figure plus previous year actuals.

Appendix 3 summarises the total gross expenditure for 2025/26 and how this expenditure is funded. The projected budgeted capital expenditure is 100% of the projected capital resources. Project cashflows, for phasing of budgets, are constantly being reviewed. Actual expenditure to 30th September 2025 is £4.424m, 20% of the Revised Budget 2025/26 compared to 23% for the same period last year.

The table below shows a comparison of approved budget, actual spend and projected outturn for 2025/26, broken down by Council Theme.



6.2 Appendix 3, which details the Housing HRA position to the end of September 2025, shows a projected outturn for 2025/26 of £22.456m, an increase of £0.059m since the previous Capital Monitoring report was approved at City Governance Committee on 27th October 2025 (Report 285-2025, Article V refers). The main reasons for this increase are detailed in paragraphs 6.2.1 to 6.2.3 below.

6.2.1 Energy Efficiency – External Insulation and Cavity Fill - Linlathen Phase 1 (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045) - The projected expenditure for 2025/26 has been reduced by £0.800m. Due to delays in the programme commencing, this has reduced the expenditure within this financial year.

6.2.2 Free from Serious Disrepair- Urgent Roofs - (Build Resilient and Empowered Communities) - The projected expenditure for 2025/26 has increased by £0.400m. Approval of an increased budget at September Neighbourhood Regeneration, Housing & Estate Management Committee has allowed for the tender acceptances to be issued for sub-contracted projects (Report 233-2025, Article III refers).

6.2.3 Miscellaneous - Environmental Improvements – (Build Resilient and Empowered Communities) – Adamson and Elders Courts programme projected expenditure in 2025/26 has increased by £0.300m, Environmental Improvements are now progressing and are due to complete this financial year following consultation and will follow completion of recent capital works.

6.3 The table below shows the latest position regarding the funding of the 2025/26 programme: -

	Approved Budget £m	Adjustments £m	Revised Budget £m	Projected Outturn £m	Variance £m
Borrowing	32.301	(11.900)	20.401	20.401	-
Capital Grants & Contributions	1.130	(150)	980	980	-
CFCR	450	-	450	450	-
Capital Receipts – Sale of Assets	460	-	460	460	-
Receipts from Owners	165	-	165	165	-
	34.506	(12.050)	22.456	22.456	-

6.3.1 Over the last 5 years the actual outturns achieved have been: -

	£m
2021/22	12.338
2022/23	9.232
2023/24	12.175
2024/25	16.530
2025/26 (Projected)	22.456

.4 Projected Total Cost Variations

There are no total cost variations to report since the previous capital monitoring report went to committee.

6.5 Completion Date Variations (this compares the estimated completion date as per the tender acceptance report to the actual completion date)

There are no completion date variations to report since the previous capital monitoring report went to committee.

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 have been consulted with the content of this report.

9 **BACKGROUND PAPERS**

9.1 None.

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES **06 NOVEMBER 2025**

2025/26 DUNDEE CITY COUNCIL CAPITAL EXPENDITURE MONITORING TO 30th SEPTEMBER 2025 Appendix 1

GENERAL SERVICES	Approved Capital Budget 2025/26 £000	Total Budget Adjustments £000	Revised Capital Budget 2025/26 £000	Actual Spend 2025/26 £000	Projected Outturn 2025/26 £000	Variance £000	Actual Spend to 30.9.25 as a % of Revised Budget
Capital Expenditure							
Reduce Child Poverty & Inequalities in Income, Education & Health	13,982	1,804	15,786	**14,476**	**15,786**	0	92%
Deliver Inclusive Economic Growth	4,298	(694)	3,604	**1,107**	**3,604**	0	31%
Tackle Climate Change and reach Net Zero carbon emissions by 2045	16,331	2,858	19,189	**11,429**	**19,189**	0	60%
Build Resilient and Empowered Communities	10,397	1,365	11,762	**3,474**	**11,762**	0	30%
Design a Modern Council	10,968	(1,676)	9,292	**3,881**	**9,292**	0	42%
Capital Expenditure 2025/26	**55,976**	**3,657**	**59,633**	**34,367**	**59,633**	**0**	58%
Capital Resources							
Expenditure Funded from Borrowing	27,230	1,480	**28,710**	**19,560**	**28,710**		
General Capital Grant	13,187	916	**14,103**	**6,923**	**14,103**		
Capital Grants & Contributions - project specific	8,859	5,961	**14,820**	**7,596**	**14,820**		
Capital Receipts - Sale of Assets	2,000		**2,000**	**288**	**2,000**		
Capital Resources 2025/26	**51,276**	**8,357**	**59,633**	**34,367**	**59,633**		
Capital Expenditure as % of Capital Resources	**109%**		**100%**		**100%**		

Appendix 2

REDUCE CHILD POVERTY AND INEQUALITIES IN INCOMES, EDUCATION AND HEALTH

Project/Nature of Expenditure	Approved Budget 2025/26 £000	Total Adjusts £000	Revised Budget 2025/26 £000	Expenditure to 30/09/2025 £'000	Projected Outturn 2025/26 £000	Actual Project Cost to 30/09/2025 £000	Note 1 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-East End Community Campus	12,992	2,181	15,173	14,467	15,173	100,194	100,800	100,900	Jul-25	Aug-25
(Less External Funding)	(100)		(100)	(35)	(100)	(35)		(100)		
OTHER PROJECTS - Reduce Child Poverty and Inequalities	990	(377)	613	9	613	468	1,277	1,285		
(Less External Funding)	(210)	(15)	(225)		(15)	(50)	(275)	(275)		
Net Expenditure	**13,672**	**1,789**	**15,461**	**14,441**	**15,671**	**100,577**	**101,802**	**101,810**		
Receipts	**(310)**	**(15)**	**(325)**	**(35)**	**(115)**	**(85)**	**(275)**	**(375)**		
Gross Expenditure	**13,982**	**1,804**	**15,786**	**14,476**	**15,786**	**100,662**	**102,077**	**102,185**		

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 2025-30

Appendix 2

DELIVER INCLUSIVE ECONOMIC GROWTH

Project/Nature of Expenditure	Approved Budget 2025/26 £000	Total Adjusts £000	Revised Budget 2025/26 £000	Expenditure to 30/09/2025 £'000	Projected Outturn 2025/26 £000	Actual Project Cost to 30/09/2025 £000	Note 1 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	2,615	(1,209)	1,406	1,066	1,406	24,562	26,202	26,202	Feb-25	Sep-25
Demolition of Properties & Remediation Works	1,312	556	1,868	64	1,868	235	2,039	2,039	Mar-26	Mar-26
OTHER PROJECTS - Deliver Inclusive Economic Growth	371	(41)	330	(23)	330	1,797	2,321	2,150		
(Less External Funding)	(331)	31	(300)		(300)	(134)	(485)	(434)		
Net Expenditure	**3,967**	**(663)**	**3,304**	**1,107**	**3,304**	**26,460**	**30,077**	**29,957**		
Netted Off Receipts	**(331)**	**31**	**(300)**		**(300)**	**(134)**	**(485)**	**(434)**		
Gross Expenditure	**4,298**	**(694)**	**3,604**	**1,107**	**3,604**	**26,594**	**30,562**	**30,391**		

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 2025-30

Appendix 2

TACKLE CLIMATE CHANGE AND REACH NET ZERO CARBON EMISSIONS BY 2045

Project/Nature of Expenditure	Approved Budget 2025/26 £000	Total Adjusts £000	Revised Budget 2025/26 £000	Expenditure to 30/09/2025 £'000	Projected Outturn 2025/26 £000	Actual Project Cost to 30/09/2025 £000	Current Approved Project Cost £000 (Note 1)	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	1,490	(505)	985	596	985	17,144	17,479	17,533	Sep-24	Mar-26
(Less External Funding)	(1,269)	434	(835)		(835)	(16,479)	(17,314)	(17,314)	Sep-24	Mar-26
Tier 1 Active Travel Infrastructure Fund (formerly known as Cycling, Walking & Safer Routes)	655	517	1,172	448	1,172	448	1,172	1,172	Mar-26	Mar-26
(Less External Funding)	(655)	(517)	(1,172)	(448)	(1,172)	(448)	(1,172)	(1,172)	Mar-26	Mar-26
DCA Lifecycle plant replacement programme	1,110	20	1,130	597	1,130	853	4,550	4,550	Main Works Tender targeted for approval during 2025/26	
Low Carbon Transport (Green Transport Hub & Spokes - Bell Street)	6,414	1,784	8,198	7,015	8,198	16,757	17,940	17,940	Sep-25	Nov-25
(Less External Funding)	(4,519)	(1,784)	(6,303)	(6,303)	(6,303)	(16,045)	(14,400)	(16,045)	Sep-25	Sep-25
Vehicle Fleet & Infrastructure	3,172	861	4,033	2,257	4,033	2,313	4,089	4,089	Mar-26	Mar-26
(Less Sale of Vehicles & Equipment)		(103)	(103)	(99)	(103)	(99)	(103)	(103)	Mar-26	Mar-26
OTHER PROJECTS - Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045	3,490	181	3,671	516	3,671	17,208	22,011	22,037		
(Less External Funding)	(666)	(1,525)	(2,191)	(158)	(2,191)	(260)	(2,817)	(2,817)		
Net Expenditure	**9,222**	**(637)**	**8,585**	**4,421**	**8,585**	**21,392**	**31,435**	**29,870**		
Receipts	**(7,109)**	**(3,495)**	**(10,604)**	**(7,008)**	**(10,604)**	**(33,331)**	**(35,806)**	**(37,451)**		
Gross Expenditure	**16,331**	**2,858**	**19,189**	**11,429**	**19,189**	**54,723**	**67,241**	**67,321**		

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 2025-30

Appendix 2

BUILD RESILIENT AND EMPOWERED COMMUNITIES

Project/Nature of Expenditure	Approved Budget 2025/26 £000	Total Adjusts £000	Revised Budget 2025/26 £000	Expenditure to 30/09/2025 £'000	Projected Outturn 2025/26 £000	Actual Project Cost to 30/09/2025 £000	Note 1 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	3,460	(77)	3,383	1,559	3,383	1,559	3,383	3,383	Mar-26	Mar-26
Street Lighting Renewal	1,016	32	1,048	365	1,048	365	1,048	1,048	Mar-26	Mar-26
City Improvement/Investment Fund	1,342	(951)	391	27	391	69	960	933	Mar-26	Mar-26
(Less External Funding)	(500)	109	(391)	(27)	(391)	(27)	(500)	(391)	Mar-26	Mar-26
Community Regeneration Partnership		700	700	181	700	181	700	700	Mar-26	Mar-26
(Less External Funding)		(700)	(700)	(181)	(700)	(181)	(700)	(700)	Mar-26	Mar-26
Parks & Open Spaces	2,140	76	2,216	758	2,216	1,490	2,998	2,998	Mar-26	Mar-26
(Less External Funding)	(609)		(609)	(305)	(609)	(500)	(804)	(804)	Mar-26	Mar-26
OTHER PROJECTS/PROGRAMMES - Build Resilient and Empowered Communities	2,439	2,285	4,024	584	4,024	2,077	5,565	5,643		
(Less External Funding)		(1,891)	(1,891)	(40)	(1,891)	(800)	(2,648)	(2,651)		
Net Expenditure	**9,288**	**(417)**	**8,171**	**2,921**	**8,171**	**4,233**	**10,002**	**10,159**		
Receipts	**(1,109)**	**(2,482)**	**(3,591)**	**(553)**	**(3,591)**	**(1,508)**	**(4,652)**	**(4,546)**		
Gross Expenditure	**10,397**	**2,065**	**11,762**	**3,474**	**11,762**	**5,741**	**14,654**	**14,705**		

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 2025-30

Appendix 2

DESIGN A MODERN COUNCIL

Project/Nature of Expenditure	Approved Budget 2025/26 £000	Total Adjusts £000	Revised Budget 2025/26 £000	Expenditure to 30/09/2025 £'000	Projected Outturn 2025/26 £000	Actual Project Cost to 30/09/2025 £000	Note 1 Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS/PROGRAMMES - Design a Modern Council										
Baldovie Depot Redevelopment	200	31	231	15	231	259	5,200	5,200	Tender will follow acquisition of land	
Depot Rationalisation Programme	867	(847)	20		20	330	3,063	3,063	Service review ongoing - tender will follow once reviewcomplete	
Dundee Ice Arena Plant & Upgrade	500	(200)	300	**56**	300	1,231	9,100	9,100	Early stages of development with consultation on-going. Tender report will follow	
Property Lifecycle Development Programme	5,089	(552)	4,537	2,168	4,537	5,197	8,569	8,459	Mar-26	Mar-26
Purchase Computer Equipment	1,251	113	1,364	581	1,364	678	1,461	1,461	Mar-26	Mar-26
Schools Connectivity		48	48	48	48	1,537	2,600	2,678		
OTHER PROJECTS/PROGRAMMES - Design a Modern Council	3,061	(269)	2,792	1,013	2,792	4,591	6,993	7,121		
Net Expenditure	**10,968**	**(1,676)**	**9,292**	3,881	**9,292**	**13,823**	**36,986**	**37,082**		
Netted Off Receipts										
Gross Expenditure	**10,968**	**(1,676)**	**9,292**	3,881	**9,292**	**13,823**	**36,986**	**37,082**		

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 2025-30

Appendix 2

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

Project/Nature of Expenditure	Approved Budget 2025/26 £000	Total Adjusts £000	Revised Budget 2025/26 £000	Expenditure to 30/09/2025	Projected Outturn 2025/26 £000	Actual Project Cost to 30/09/2025 £000	Note 1 Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
Energy Efficiency	9,452	(6,571)	2,881	1,078	2,881	1,725	984	2,431	Mar-26	Mar-26
Net Expenditure	**9,452**	**(6,571)**	**2,881**	**1,078**	**2,881**	**1,725**	**984**	**2,431**		
Receipts										
Gross Expenditure	**9,452**	**(6,571)**	**2,881**	**1,078**	**2,881**	**1,725**	**984**	**2,431**		

BUILD RESILIENT AND EMPOWERED COMMUNITIES - HOUSING REVENUE ACCOUNT ELEMENT

Project/Nature of Expenditure	Approved Budget 2025/26 £000	Total Adjusts £000	Revised Budget 2025/26 £000	Expenditure to 30/09/2025	Projected Outturn 2025/26 £000	Actual Project Cost to 30/09/2025 £000	Note 1 Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
Free from Serious Disrepair	11,658	(1,538)	10,120	2,100	10,120	5,506	13,526	13,526	Mar-26	Mar-26
Modern Facilities & Services	876	36	912	188	912	295	1,062	1,062	Mar-26	Mar-26
Healthy, Safe and Secure	5,383	(2,851)	2,532	557	2,532	3,544	5,479	5,499	Mar-26	Mar-26
Miscellaneous	2,497	(162)	2,335	544	2,335	2,739	4,309	4,541	Mar-26	Mar-26
Increased Supply of Council Housing	4,430	(1,673)	2,757	(131)	2,757	1,270	8,673	8,684	Apr-27	Apr-27
(Less External Funding)	(1,130)	150	(980)		(980)		(2,526)	(2,526)	Apr-27	Apr-27
Demolitions	10	66	76	55	76	107	128	128	Mar-26	Mar-26
Sheltered Lounge Upgrades	200		200	33	200	33	200	200	Mar-26	Mar-26
Revenue to Capitalisation		643	643		643		643	643	Mar-26	Mar-26
Net Expenditure	**23,924**	**(5,329)**	**18,595**	**3,346**	**18,595**	**13,494**	**31,494**	**31,757**		
Receipts	**(1,130)**	**150**	**(980)**		**(980)**		**(2,526)**	**(2,526)**		
Gross Expenditure	**25,054**	**(5,479)**	**19,575**	**3,346**	**19,575**	**13,494**	**34,020**	**34,283**		

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 2025-30

DUNDEE CITY COUNCIL CAPITAL EXPENDITURE MONITORING 30 SEPTEMBER 2025 Appendix 3

	Approved Capital Budget 2025/26 £000	Total Budget Adjustments £000	Revised Capital Budget 2025/26 £000	Actual Spend to 30 Sep 2025 £000	Projected Outturn 2025/26 £000	Variance £000	Actual Spend to 30.9.2025 as a % of Revised Budget
Capital Expenditure							
Tackle Climate Change and reach Net Zero carbon emissions by 2045							
Energy Efficiency	9,452	(6,571)	2,881	1,078	2,881	-	37%
Build Resilient and Empowered Communities							
Free from Serious Disrepair	11,658	(1,538)	10,120	2100	10,120	-	21%
Modern Facilities and Services	876	36	912	188	912	-	21%
Healthy, Safe & Secure	5,383	(2,851)	2,532	557	2,532	-	22%
Miscellaneous	2,497	(162)	2,335	544	2,335	-	23%
Increase Supply of Council Housing	4,430	(1,673)	2,757	(131)	2,757	-	-5%
Demolitions	10	66	76	55	76	-	72%
Sheltered Lounge Upgrades	200		200	33	200	-	17%
Revenue to Capitalisation		643	643		643	-	0%
Capital Expenditure 2025/26	**34,506**	**(12,050)**	**22,456**	**4,424**	**22,456**	-	20%
Capital Resources							
Expenditure Funded from Borrowing	32,301	(11,900)	20,401	4,194	20,401	-	
Capital Receipts, Grants & Contributions - project specific							
Scottish Government Grants	930		930		**930**	-	
Incurance contribution	200	(150)	50		**50**		
Capital Funded from Current Revenue							
Council Tax discount reductions used to fund affordable housing	450		450		**450**	-	
Capital Receipts, Grants & Contributions							
Receipts from Owners	165		165		**165**	-	
Capital Receipts:-							
Sale of Assets - Land	460		460	230	**460**	-	
Capital Resources 2025/26	**34,506**	**(12,050)**	**22,456**	**4,424**	**22,456**		
Capital Expenditure as % of Capital Resources	**100%**		**100%**		**100%**		

CAPITAL MONITORING 2025/26

APPENDIX 4

COMMUNITY REGENERATION PARTNERSHIP

Dundee City Council Capital Projects

Project	Grant Award £000	Expenditure to 30/09/2025 £000	Comments	Making satisfactory progress at March 26
Phase 3 Waterfront Office Development	3,000		Project is under review and unlikely to proceed in short-term	TBC
City Centre Masterplanning	200	181	Supporting the City Centre Traffic Modelling study as part of the City Centre Strategic Investment Plan.	Yes
Eastern Quarter Improvements	1,000		Engineers working on detailed design and procuring contractor. Tender report taken to Fair Work, Economic Growth & Infrastructure Committee in February 2026 for approval.	Yes
Dundee Green Circular Active Travel	500		Report 230-2025 approved at Fair Work, Economic Growth & Infrastructure Committee on 18th August, committed £0.5m spend in 25/26	Yes
	4,700	181		

Third Party Capital Projects

Project	Grant Award £000	Expenditure to 30/09/2025 £000	Comments	Making satisfactory progress at March 26
Commercial Buildings Enhancement Scheme	1,000		Scheme is open. The fund has been extended to allow applicants to meet criteria for submissions, after which applications will be assessed. Further phases may be possible dependent on remaining budget. Members will be briefed once grants have been finalised.	Yes
Historic Buildings Renewal Fund	2,000		Scheme open. Engagement underway with potential applicants. The Fund is currently open and is being promoted Members will be briefed once grants have been finalised.	Yes
Community Facilities Grant Scheme	1,000		Scheme closed. 18 Expressions of Interest received - 11 full applications received. Projects currently being assessed by Scoring Panel. Members will be briefed once grants have been finalised.	Yes
Life Sciences Innovation District	2,000		Programme of works subject to a scoping study being undertaken by University of Dundee.	Yes
Dundee Waterfront - A Home For LegalTech Education & Innovation	1,100		Discussions with lead partner progressing.	Yes
Dundee Museum of Transport	1,200		Project subject to conclusion of funding package to enable full project delivery.	Yes
Dundee & Angus College Future Skills	4,500		Dundee & Angus College are in negotiation with the Scottish Funding Council over the wider regeneration of their estate. There is the potential to phase elements of the wider redevelopment with the Future Skills project as Phase 1. Decision anticipated by December. This project has been given an additional year to seek commitment to end March 27	Yes
Dundee & Angus College Health Facility	500		College have identified a space for the facility within Gardyne Road, planning application and building warrant due to be submitted in next 4 weeks, followed by procurement. Likely to be on site by end of 2025 with project completed by end of March 2026.	Yes
Kirkton Community Enterprise Centre	1,500		Development options and approach being reviewed. Stage 1 application for £2m of Regeneration Capital Grant Funding from the Scottish Government has been progressed to Stage 2. The outcome from Stage 2 will not be known until February/March 2026.	Yes
Social Bite Recovery Village	500		Social Bite commencing community consultation on project.	TBC
	15,300	-		

Dundee City Council Revenue Projects

Project	Grant Award £000	Expenditure to 30/09/2025 £000	Comments	Making satisfactory progress at March 26
Housing Research Dundee	60		Brief being finalised for this research.	Yes
Improving Business Support for High Potential Start-ups	120		Support programmes identified, businesses need to be identified.	Yes
Community Facilities Fund - Development Support	70		Support Development of Projects	Yes
	250	-		

TOTAL	20,250	181

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ITEM No …7……….

REPORT TO: **CITY GOVERNANCE COMMITTEE – 17 NOVEMBER 2025**

REPORT ON: **REVENUE MONITORING 2025/2026**

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

REPORT NO: **329-2025**

1 PURPOSE OF REPORT

1.1 To provide Elected Members with an analysis of the 2025/2026 projected revenue outturn as at 31 August 2025 and the impact on the Council's overall revenue budget position.

2 RECOMMENDATIONS

2.1 It is recommended that the Committee:

(a) note that as at 31 August 2025 the General Fund is projecting an overall overspend for the year of £6.511m against the adjusted 2025/2026 Revenue Budget, the impact this has on the Council's General Fund Balances and the actions being taken to address the forecast budget shortfall;

(b) note the budget adjustments totalling £4.884m and detailed in the second column of Appendix A and (summarised in Appendix B) as adjustments to the previously approved Revenue Budget;

(c) note that as at 31 August 2025 the Housing Revenue Account (HRA) is projecting an overspend of £2.111m against the adjusted HRA 2025/2026 Revenue Budget and the impact this has on the projected Renewal & Repair Fund balance earmarked to HRA;

(d) note the information included in paragraph 3.6 in relation to financial recovery and authorise the Executive Director of Corporate Services to continue to take actions to address forecast overspends with the objective of achieving a balanced budget;

(e) note that as outlined in paragraph 3.3, this report does not reflect projections and costs associated with the Voluntary Severance and Early Retirement (VSER) scheme and these will be reflected in future monitoring reports.

3 FINANCIAL IMPLICATIONS

3.1 The unallocated portion of the General Fund as at 31 August 2025 is projecting an overspend of £6.511m against the adjusted 2025/2026 Revenue Budget. The impact this would have on the Council's General Fund Balances is outlined below:

General Fund	Opening Balance 1 April 2025 £000	(Surplus) / Deficit for the Year £000	Transfers (In) / Out	Projected Balance 31 March 2026 £000
Earmarked Carry-forwards *	1,509	504		1,005
Children Services pressures	1,033	334		699
Organisational Change Fund	2,169	16		2,153
Covid cost related pressures *	1,550			1,550

General Fund	Opening Balance 1 April 2025 £000	(Surplus) / Deficit for the Year £000	Transfers (In) / Out	Projected Balance 31 March 2026 £000
Service change initiatives	5,000			5,000
Roof Remedial Works	1,875	1,487		388
Other earmarked Funds	5,948	405		5,543
Service concessions flexibility	39,773			39,773
Total earmarked funds	**58,857**	**2,746**	**0**	**56,111**
Unallocated Balance	8,174	6,511		1,663
Total General Fund	**67,031**	**9,257**	**0**	**57,774**

* These balances will be drawn down as required during the year.

3.2 The projected unallocated general fund balance of £1.663m may fail to provide sufficient in year buffer against potential additional pressures. Additional financial pressures could arise in year from:

- The Housing Revenue Account (HRA) reserve balance at year end is projected to be £1.082m as outlined in paragraph 8.3. A significant risk would arise should the HRA reserve balance be fully drawn down. Any spend over and above the reserve balance would be required to be absorbed by the General Fund.
- Anticipated funding from Scottish Government in relation to the 2025/2026 LGE pay award being lower than the estimate of £1.5m. Refer paragraph 3.4 below.
- Any unplanned and unavoidable expenditure arising over the remainder of the financial year that cannot be contained within the remaining general contingency amount.

3.3 The projections in this report exclude forecast outcomes from the Voluntary Severance and Early Retirement (VSER) scheme. VSER outcomes <u>including any upfront costs</u> of agreeing these settlements will be incorporated in future revenue monitoring reports, once any agreements have been approved and legal arrangements are concluded.

3.4 The approved budget included an allowance of 3% for the 2025/2026 pay awards for both LGE and teachers. It should be noted the pay deal for LGE of 4% increase for the current financial year has been agreed although funding to support the additional 1% is yet to be confirmed. Our estimate is that the additional 1% will cost £1.5m and our assumption is that the Scottish Government will fund this in full. The LGE pay award was made in August, back-dated to April. The estimated cost of £6.057m, as outlined below, is met from the contingency budget and anticipated funding from the Scottish Government. Negotiations regarding the teachers pay award remain ongoing and the outcome of this and any impact will be reflected in future reports.

3.5 Based on the financial information available as at 31 August 2025 the HRA outturn position for 2025/2026 is projecting an overspend of £2.111m. Further details are provided in section 8 of this report.

3.6 <u>Financial Recovery Plan</u>

As agreed previously (Report 240-2025 to City Governance Committee 22 September 2025 refers) given the adverse forecasts on both General Fund and HRA budgets, the following specific actions continue to be taken forward to mitigate current pressures:

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) the Head of Design and Property has established a working group to review all property expenditure and ensure only essential works are undertaken.

e) the Head of Corporate Finance is undertaking a review of all property contracts to ensure that value for money is being achieved across all property, maintenance and inspection contracts.

f) the Head of Design and Property is undertaking a review of energy costs to ensure energy usage is reduced and consider any spend to save projects that can be undertaken. This review will include the raising of awareness to promote more efficient energy usage in all council buildings.

g) the Head of Housing, Construction and Communities is also conducting a thorough review of expenditure and income within the Housing Revenue Account to ensure expenditure is prioritised on essential spend.

The above actions will continue to be monitored closely by the Council Leadership Team through regular meetings and elected members will be kept updated on progress through regular budget monitoring reports.

4 BACKGROUND

4.1 Following approval of the Council's 2025/2026 Revenue Budget by the City Governance Committee on 27 February 2025, this report provides the projected revenue outturn position as at 31 August 2025, against the adjusted 2025/2026 Revenue Budget.

4.2 The total 2025/2026 Revenue Budget is £496.111m. For revenue monitoring purposes, the Council Tax Reduction Scheme budget of £14.741m is moved from expenditure to income and netted off against Council Tax income. This results in total budgeted expenditure of £481.370m for revenue monitoring purposes, as set out in Appendix A.

4.3 This report provides a detailed breakdown of service revenue monitoring information along with explanations of material variances against adjusted budgets. Where services are projecting a significant (underspend) or overspend against adjusted budget, additional details have been provided. Where service expenditure is on target and no material variances are anticipated, additional information has not been provided.

4.4 The forecast position is shown in more detail in the appendices to this report, as follows:

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

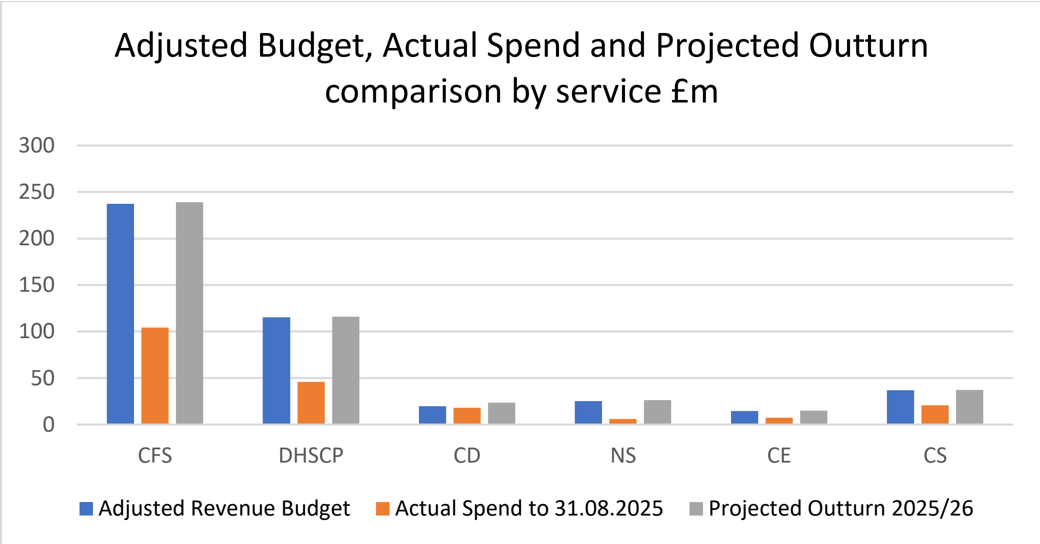
Appendix B lists the budget adjustments undertaken to date.

5 GENERAL FUND SERVICES - MONITORING POSITION AS AT 31 AUGUST 2025

5.1 The forecast position as at 31 August 2025 for General Fund services is summarised below.

	(Under)/Over Spend as at 31 Aug £m	(Under)/Over Spend as at 31 July £m	Movement (from previous month) £m
Net Expenditure	6.732	6.648	0.084
Sources of Income	(0.221)	0.047	(0.268)
Net projected reduction uncommitted balances	**6.511**	**6.695**	**(0.184)**

The graph below details the comparison between each service's actual spend and projected outturn.



6 DETAILED ANALYSIS

The following paragraphs summarise the main areas of variance by service area along with appropriate explanations. These figures reflect movements for the full year to date.

6.1 Children & Families Services: £1.548m overspend

Whilst this area carries a significant proportion of the overall pressure, there has been a reduction in the overall forecast overspend since July 25. The key elements of the overspend relate to staffing costs in Children's Services, which have increased due to service demand in this area £1.052m. There is also an overspend in third party payments for early years childcare, reflecting increased demand and the rising cost of providing care in private nurseries £0.993m. A review is currently underway in this area. There is projected underspend in property costs due to rates rebates (£0.622m) received for 2023/24 and 2024/25.

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

The latest financial monitoring report presented to Dundee IJB projects an overspend of £5.996m for 2025/26 (utilising actual info to end August), with this information presented to Dundee IJB at its meeting on 22nd October 2025. This projected overspend reflects the challenging financial position continuing to be experienced by Dundee IJB and while it reflects progress towards achieving savings targets totalling £17.5m for 2025/26, there remains a shortfall in the overall position.

At present, the IJB only holds £0.644m in General Reserves to offset this shortfall and, as a result, the IJB remains in Financial Recovery with a Financial Recovery Plan also presented to the IJB's October 2025 meeting. For more information. please refer to the Dundee Integration Joint Board Financial Recovery Plan 2025/26 within the agenda papers for the City Governance Committee to be held on 17 November 2025, report 338-2025 refers.

DHSCP is continuing to respond to significant operational challenges in demand and demographics (notably in 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), and in particular staffing challenges (both recruitment and retention, sickness absence and premium cost of back-fill cover) and increasing complexity 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 NHST) colleagues to monitor and mitigate the financial implication.

The Council's estimated share of the Dundee IJP's estimated residual financial deficit as contained in the IJB financial recovery plan is £0.700m, which is included within the overall projections contained in this report.

6.3 City Development: £3.868m overspend

There has been an increase in the overall forecast overspend since July 25. The projected overspend is mainly within Corporate Property £3.087m, primarily due to costs associated with property maintenance, inspection contracts, and remedial repairs arising from inspections.

There is a further £0.366m forecast overspend in Roads and Transportation, which is predominantly as a result of a projected overspends through third party payments for road maintenance. There is also a projected shortfall in income of £0.250m relating to additional commercial rental income that was assumed in the budget but has not materialised so far. In addition, there is a projected shortfall in income for Building Warrants £0.244m and Planning Applications £0.100m.

As part of the financial recovery plan, an analysis of current and historical property costs has been issued across services to identify cost savings and opportunities for property rationalisation. A working group is reviewing the overall position regarding property cost pressures, and the outcome will be reflected in future revenue monitoring reports. Further reductions in energy costs are also being explored together with recruitment to vacant posts in this team.

Ongoing discussions within the service are focused on identifying savings from vacant posts, service redesign opportunities, and other income generation.

In line with previous years there is a medium-term risk of £0.700m under recovery in off-street car parking income against budgeted levels for the current financial year. This reflects parking activity failing to recover fully since the pandemic. There is an amount of £1.550m in contingency reserves remaining to cover this forecasted shortfall although this remains a risk for future years.

6.4 Neighbourhood Services: £0.964m overspend

The projected overspend is within waste management third party payments, predominantly relating to increased gate fee for the waste to energy plant, increased tonnage and reduced electricity income expected to be gained from the excess revenue share for the waste to energy contract £0.384m. There is also a forecast reduction in income from the waste plant due to operational issues within the plant. These relate to the age and reliability of the plant leading to a series of unplanned stoppages with associated loss of revenue. The Council is in regular dialogue with the contractor in relation to the impacts of the plant's performance and the long-term viability of the lifetime extension agreement (LEA). The forecast pressures within this service area are partially offset by a projected underspend of (£0.754m), resulting from the holding of vacant posts.

6.5 Corporate Fleet: £1.015m overspend

Reflects the projected net overspend associated with the corporate fleet. The cost of the Council's fleet remains a budget pressure mainly due to rising expenditure in relation to the external hire of vehicles used by services together with the cost of parts and materials for vehicle repairs.

6.6 Corporate Services: £0.343m overspend

There has been a reduction in the overall forecasted overspend since July 25, mainly due to an increase in the projected underspend in staff costs. The service is currently projecting an underspend of £0.633m in staff costs, resulting from the holding of vacant posts. An overspend of £0.500m in transfer payments, primarily due to increased use of hotels for housing homeless individuals. These costs do not receive full housing benefit subsidy from the Department of Work and Pensions and are outside the control of the Benefit Delivery Team. Additionally, a forecast overspend of £0.243m in supplies and services is being reported, driven by increased costs for IT licence fees, audit fees, software expenses, additional voluntary pension contribution commission, and external fees for professional services. A projected shortfall in income of £0.371m is mainly attributed to under-recovery in Scientific Services and under-recovery of income for car parking in the underground garage.

6.7 Supplementary Superannuation: (£0.313m) underspend

Projected underspend in Supplementary Superannuation costs.

6.8 Miscellaneous Items: £0.325m overspend

Reduction in grant income reflecting lower than expected allocation from Extended Producer Responsibilities.

6.9 Capital Financing Costs: (£1.771m) underspend

The total projected underspend in Capital Financing Costs includes estimated savings of £1.172m relating to a restructuring exercise to replace current loan agreements with short-term local authority borrowing until longer-dated interest rates fall, when appropriate replacement borrowing would be undertaken. The remaining £0.599m underspend is mainly due to greater than expected interest on revenue balances.

6.10 Council Tax: (£0.221m) underspend

The Council Tax projected outturn shows a positive variance of £0.221m, which is based on updated estimates of anticipated Council Tax income, less anticipated Council Tax Reduction costs and taking into account the current Council Tax base (i.e. number of dwellings).

7 EXTERNAL ORGANISATIONS

7.1 The budget includes the assumption that Tayside Contracts will return a surplus in 2025/2026, our share of which will be £0.232m. Any expected variances against this will be reflected as known.

8 HOUSING REVENUE ACCOUNT - MONITORING POSITION AT 31 AUGUST 2025

8.1 The forecast position as at 31 August 2025 for the HRA is summarised below:

	(Under)/Over Spend as at 31 Aug £m	**Under)/Over Spend as at 31 July £m**	**Movement (from previous month) £m**
Net Expenditure	1.995	2.169	(0.174)
Sources of Income	0.116	0.081	0.035
Net over/ (underspend)	**2.111**	**2.250**	**(0.139)**

8.2 The key variances contributing to the above projection include an increased recharge from Construction Services for repairs, reflecting a higher number of employees working on repairs and a pay award that was greater than expected £0.940m. In addition, property-related costs for non-construction repairs and maintenance, such as fire damage, tenant allowances, and decant payments, are expected to exceed the budget by £0.892m. The anticipated cost of relets is also higher than budgeted, due to an increase in the number of relet properties assumed within the budget £0.952m. These adverse variances are partially offset by projected underspends on environmental improvements, resulting from delays in the commencement of these projects (£0.350m).

The above projection also includes estimated savings of £0.433m relating to a restructuring exercise to exit current loan agreements and replace with short-term local authority borrowing until longer-dated interest rates fall, when appropriate replacement borrowing would be undertaken.

8.3 A system of ongoing monitoring will continue to take place up to 31 March 2026 with the objective of the HRA achieving a final outturn which is below or in line with the adjusted 2025/2026 HRA Revenue Budget.

Any variance will be adjusted against the Renewal & Repair Fund, the housing element of which amounted to £3.193m as at 31 March 2025:

HRA Renewal and Repair Fund	**August £m**
Opening Balance as at 1 April 2025	3.193
Less Projected Overspend to 31 March 2026	(2.111)
Projected Balance as at 31 March 2026	**1.082**

9 POLICY IMPLICATIONS

9.1 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.

10 CONSULTATIONS

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

11 BACKGROUND PAPERS

11.1 None.

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES **03 NOVEMBER 2025**

DUNDEE CITY COUNCIL

2025/2026 REVENUE OUTTURN MONITORING

PERIOD 1 APRIL 2025 - 31 AUGUST 2025

	Approved Revenue Budget 2025/26 £m	Total Budget Adjustments (see Appx B) £m	Adjusted Revenue Budget 2025/26 £m	Projected Outturn 2025/26 £m	Projected Variance Over/(under) spend £m	Previous Months Projected Variance £000	Movement Since Previous Month £000
General Fund Services							
Children & Families	233.620	3.767	237.387	238.935	**1.548**	**2.191**	**(0.643)**
Dundee Health & Social Care Partnership	114.842	0.424	115.266	115.966	**0.700**	**0.000**	**0.700**
City Development	18.250	1.338	19.588	23.456	**3.868**	**3.367**	**0.501**
Neighbourhood Services	23.603	1.497	25.100	26.064	**0.964**	**0.938**	**0.026**
Chief Executive	14.320	0.367	14.687	14.712	**0.025**	**(0.031)**	**0.055**
Corporate Services	35.318	1.708	37.026	37.369	**0.343**	**0.555**	**(0.212)**
Construction Services	0.000	1.487	1.487	1.452	**(0.035)**	**(0.064)**	**0.030**
	439.953	10.588	450.541	457.953	**7.413**	**6.955**	**0.457**
Capital Financing Costs / Interest on Revenue Balances	30.863		30.863	29.092	**(1.771)**	**(1.504)**	**(0.267)**
Contingencies:							
- General	0.500	(0.137)	0.363	0.363	**0.000**	**0.000**	
- Budget growth/Pay Pressures	8.324	(4.593)	3.731	3.731	**0.000**	**0.000**	
- Unallocated Corporate Savings	(0.944)	(0.541)	(1.485)	(1.485)	**0.000**	**0.000**	
- New monies	0.922	(0.467)	0.455	0.455	**0.000**	**0.000**	
Tayside Contracts surplus	(0.232)		(0.232)	(0.232)	**0.000**	**0.000**	
Corporate Fleet	3.982	0.034	4.016	5.031	**1.015**	**0.829**	**0.186**
Miscellaneous Items	(7.628)		(7.628)	(7.303)	**0.325**	**0.325**	
Discretionary Non Domestic Rates (NDR) Relief	0.392		0.392	0.503	**0.111**	**0.115**	**(0.004)**
Supplementary Superannuation Costs	3.041		3.041	2.728	**(0.313)**	**(0.313)**	
Tayside Valuation Joint Board	1.149		1.149	1.149	**0.000**	**0.000**	
Empty Property Relief Devolution	1.048		1.048	1.000	**(0.048)**	**0.241**	**(0.289)**
Total Expenditure	**481.370**	**4.884**	**486.254**	**492.986**	**6.732**	**6.648**	**0.084**
Sources of Income							
General Revenue Funding	(335.339)	(2.058)	(337.397)	(337.397)			
Contribution from National Non Domestic Rates (NNDR) Pool	(71.406)		(71.406)	(71.406)			
Council Tax	(70.249)		(70.249)	(70.470)	**(0.221)**	**0.047**	**(0.268)**
Use of Balances -							
Committed Balances c/f	0.000		0.000	0.000			
Earmarked funds	0.000	(2.730)	(2.730)	(2.730)			
Service concessions	(4.376)		(4.376)	(4.376)			
Change Fund	0.000	(0.016)	(0.016)	(0.016)			
R&R Fund	0.000	(0.080)	(0.080)	(0.080)			
(Surplus)/Deficit for the year	**0.000**	**0.000**	**0.000**	**6.511**	**6.511**	**6.695**	**(0.184)**
(Surplus)/Deficit for Housing Revenue Acct	**0.000**	**0.000**	**0.000**	**2.111**	**2.111**	**2.250**	**(0.139)**

Dundee City Council											
Revenue Monitoring to 31st March 2026 - Budget Adjustments to date											
General Fund Services	**Alloc To/From General Conts £000**	**Alloc To/From Conts: Cost Pressures £000**	**Alloc To/From Conts: New Monies £000**	**Alloc To/From Conts: Savings £000**	**Funding Transfers £000**	**Alloc from Earmarked Funds £000**	**Alloc from Change Fund £000**	**Alloc from R&R Fund £000**	**T/Fs Between Depts / Conts £000**	**Dept Totals £000**
Children & Families										**3,767**
Social Care Uplift 2024-25 and 2025-26			467		230					
Revenue Support Grant to Children & Families - Early Learning Care uplift 2025/26					273					
Revenue Support Grant to Children & Families - Holiday playschemes and activities					31					
Earmarked Reserves to Children & Families service re Children Services TPP pressures						334				
Contingencies to Children & Families - LGE 2025/26 Pay Award		2,246								
RSG to Children & Famiilies - Tayside Contracts 2025/26 Pay Award					126					
RSG to Children & Families - uplift to Scottish Recommended Allowance for kinship and foster carers					60					
Dundee Health & Social Care Partnership										**424**
Contingencies to Dundee Health & Social Care Partnership - 2025/26 Pay Award		424								
City Development										**1,372**
Contingencies to City Development - transfer of budget for post				34						
Contingencies to City Development - Bus Shelters/Street Lighting	100									
Earmarked Reserves to City Development - Eden Project						405				
Contingencies to City Development - recruitment approval for post				2						
Contingencies to City Development - 2025/26 Pay Award		767								
RSG to City Development - Tayside Contracts 2025/26 Pay Award					49					
Corporate Services to City Development - Transfer of Software Budget £15k (permanent)									15	
Neighbourhood Services										**1,497**
Renewal & Repair fund to Neighbourhood Services - Kirkton overspend £80k								80		
Contingencies to Neighbourhood Services - Communities Staff Budget				212						
Contingencies to Neighbourhood Services - Maintenance Budget for Caird Park	27									
RSG to Neighbourhood Services - 2025/26 Pay Award					1,027					
RSG to Neighbourhood Services - Tayside Contracts 2025/26 Pay Award					5					
Contingency to NS - ECB recruitment approvals August 2025 Various Refuse Collector posts				146						
Chief Executive										**367**
2024/25 Carry Forwards - Protecting People						38				
Contingencies to Chief Executive - budget for post				26						
Change Fund to Chief Executive - EKOS project							8			
RSG to Chief Executive - 2025/26 Pay Award					80					
RSG to Chief Executive - LACD 2025/26 Pay Award					200					
Chief Executive to Contingencies - Reversal of part of LACD Pay Award 2025/26					(43)					
Corporate Services to Chief Executive - Transfer of Software Budget to LACD £50k									50	
Change Fund to Chief Executive - Improvement Service							8			
Corporate Services										**1,708**
Contingencies to Corporate Services - transfer of budget for various posts				121						
Contingencies to Corporate Services - 2025/26 Pay Award		1,156			20					
Corporate Services to Chief Executive - Transfer of Software Budget to LACD £50k									(50)	
Corporate Services to City Development - Transfer of Software Budget £15k (permanent)									(15)	
Dundee House	10									
2024/25 Carry Forwards - Scottish Welfare Fund						318				
2024/25 Carry Forwards - Cost of Living Advice Work						55				
2024/25 Carry Forwards - Scottish Welfare Fund admin						93				
Construction										**1,487**
Earmarked Reserves to Construction service re Roofs						1,487				
General Contingency										**(137)**
Contingencies to City Development - Bus Shelters/Street Lighting	(100)									
Contingencies to Neighbourhood Services - Maintenance Budget for Caird Park	(27)									
General Contingency to Corporate Services - equipment for Floor 4 Dundee House	(10)									
Contingency: Cost Pressures										**(4,593)**
Contingencies to Children & Families - LGE 2025/26 Pay Award		(2,246)								
Contingencies to Dundee Health & Social Care Partnership - 2025/26 Pay Award		(424)								
Contingencies to City Development - 2025/26 Pay Award		(767)								
Contingencies to Corporate Services - 2025/26 Pay Award		(1,156)								
Contingency: New monies										**(467)**
Social Care Uplift 2024-25 and 2025-26			(467)							

Dundee City Council										
Revenue Monitoring to 31st March 2026 - Budget Adjustments to date										
General Fund Services	**Alloc To/From General Conts**	**Alloc To/From Conts: Cost Pressures**	**Alloc To/From Conts: New Monies**	**Alloc To/From Conts: Savings**	**Funding Transfers**	**Alloc from Earmarked Funds**	**Alloc from Change Fund**	**Alloc from R&R Fund**	**T/Fs Between Depts / Conts**	**Dept Totals**
	£000	**£000**	**£000**	**£000**	**£000**	**£000**	**£000**	**£000**	**£000**	**£000**
Contingency: Unallocated Savings										**(541)**
Contingencies to City Development - budget for driver post (permanent)				(34)						
Contingencies to Neighbourhood Services - Communities Staff Budget				(212)						
Contingencies to City Development - recruitment approval for post				(2)						
Contingencies to Chief Executive - budget for post				(26)						
Contingencies to Corporate Services - transfer of budget for various posts				(121)						
Contingency to NS - ECB recruitment approvals August 2025 Various Refuse Collector posts				(146)						
Total Adjustments (General Fund)	**0**	**0**	**0**	**0**	**2,058**	**2,730**	**16**	**80**	**0**	**4,884**

ITEM No …8………..

REPORT TO: CITY GOVERNANCE COMMITTEE – 17TH NOVEMBER 2025

REPORT ON: DUNDEE INTEGRATION JOINT BOARD – FINANCIAL RECOVERY PLAN 2025/26

REPORT BY: EXECUTIVE DIRECTOR, DUNDEE HEALTH AND SOCIAL CARE PARTNERSHIP

REPORT NO: 338-2025

1 PURPOSE OF REPORT

1.1 The purpose of this report is to share Dundee Integration Joint Board's 2025/26 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 2025/26 as approved by the IJB at its meeting of the 22 October 2025.

3 FINANCIAL IMPLICATIONS

3.1 The latest financial position for Dundee Health and Social Care Partnership for the financial year to 31st March 2026 shows a projected operational overspend of £5,996k based on expenditure to 31 August 2025 (as detailed in report DIJB71-2025).

3.2 This overspend exceeds the parameters of the IJB's approved 2025/26 financial plan (DIJB14-2025 Article IV of minute of IJB meeting 26 March 2025 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. The impact of these actions are anticipated to reduce the overspend by the end of the financial year to around £2,100k.

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 final budget for delegated services was approved at the meeting of the IJB held on the 26 March 2025 (Article IV of the minute of the meeting of 26 March 2025 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 2025/26 financial year.

4.1.3 The principal reasons for the projected financial overspend include continued increase in demand for health and social care services (particularly care at home), increased costs of recharged services hosted by other Tayside IJBs under lead partner arrangements and the anticipated non achievement of agreed 202526 savings initiatives. More detail on this is contained within the IJB's latest Financial Monitoring Report (DIJB71-2025) presented to the IJB's meeting of the 22 October 2025.

4.1.4 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 and into 2025/26. As a result of these existing and ongoing pressures, the IJB faced an unplanned overspend in 2024/25 where a Financial Recovery Plan was presented to the IJB in October 2024 (DIJB54-2024, Article X of the meeting of 23 October 2024 refers).

4.1.5 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 With a projected unplanned overspend of £5,996k in 2025/26, the IJB's remaining General Reserves funding is insufficient to fully cover this.

4.2.2 The actions and options introduced as part of the 2024/25 Financial Recovery Plan continue to be implemented and enhanced. These actions include –

- Continued close scrutiny of all recruitment requests to ensure only posts that are deemed critical are progressed
- 'Discretionary' spend (on areas such as supplies and travel etc) to be kept to absolute minimum
- 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 £13.9m savings and efficiencies from 2025/26 Financial Budget will be delivered this year (against £17.5m target) leaving an estimated £3.6m not delivered (as detailed in DIJB70-2025 Financial Monitoring Position as at August 2025 report, appendix 4).
- 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

4.2.3 Systems to support analysis and monitoring of spend and associated activity and performance have been enhanced, with further improvements to information being progressed where possible 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 Additional actions are now proposed to address the 2025/26 gap:

- Further recruitment prioritisation with a move to a tiered approach for all current red status vacancies where 'tier 1 - must fill' (ie approval of posts where safe staffing levels for in-patient / residential care would be impacted or services 'in distress' or there will be an unavoidable additional cost of not filling posts such as bank, agency or additional hours) and 'tier 2 - short pause' (defer to slow down other areas and manage risk accordingly)
- 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

- Consider 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
- Increased use of digital technologies to further drive efficiencies (any investment requests to purchase equipment / systems will be considered will need to demonstrate financial benefits from the proposal) (see 4.3.6)
- Review of earmarked Reserves and other non-recurring funding to maximise the benefit to 25/26 position. An officer review identifies the potential to release a further c.£500k without impacting on planned activity or Scottish Government requirements, in addition to an uncommitted reserves balance of £644k giving over £1.1m to offset the overspend (see 4.3.5).

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 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. This needs to continue to be balanced however with 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 the community.

4.3 Reserves Position

4.3.1 The IJB's reserves position was reduced at the year ended 31st March 2025 as a result of the unplanned operational overspend of £3,216k during 2024/25. This resulted in the IJB having total committed reserves of £11,091k and uncommitted reserves of £644k at the start of 2025/26 financial year. This provides the IJB with limited flexibility to respond to unexpected financial challenges and provides the opportunity for transition funding for transformation of services. The current reserves position is noted in Table 1 below:

Table 1

Reserve Purpose	Closing Reserves @ 31/3/25
	£k
Mental Health	240
Primary Care	1,933
Drug & Alcohol	926
Strategic Developments	1,998
Revenue Budget Support	2,429*
Service Specific	449
Systems Pressures funding	2,959*
Other Staffing	155
Total committed	**11,091**
General	644
TOTAL RESERVES	**11,734**

*already committed to support the 2025/26 budget

4.3.2 Scottish Government funding in relation to Primary Care Improvement Fund, Mental Health Strategy Action 15 Workforce and Alcohol and Drugs Partnerships can only be spent on these areas and reserve balances have been taken into consideration for these funds by the Scottish Government when releasing further in-year funding.

4.3.3 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.

4.3.4 As part of the Financial Recovery Plan, a review of earmarked and committed reserves balances has been undertaken and the Plan proposes that some balances are decommitted and made available to support the current year overspend position.

4.3.5 The IJB agreed to decommit just over £400k from the current ear-marked reserve balances and redirect the funding to be utilised to support the current year unplanned overspend following an officer review of the purpose for which these reserves were held for. This review includes an assessment of whether there is an essential need for the reserve and if this should now be de-prioritised given the current financial climate. These balances generally include year-end carry forwards as accounting entries and have not been subject to decisions made by the IJB. This funding, alongside the existing general reserves balance of £644k will contribute just over £1.1m towards the current position, leaving a projected recovery plan gap of c.£4.85m to be addressed through the remainder of the recovery plan. This redirection of funding will reduce reserve balances as follows-

Primary Care balance by £375k
Other Staffing by £50k

The remaining balances held within reserves have either fully committed by the IJB or aligned to Scottish Government specific allocations, but all balances continue to be under review and any further opportunities will be considered and reported to IJB.

4.3.6 It has also been recognised that the IJB earmarked £500k within its reserves for future Infrastructure Support improvements. Work has recently been undertaken to consider proposals to use this funding to support current year savings, deliver longer-term benefits and create opportunities for further efficiencies and transformation. The IJB approved in principle to release this funding to invest in the following developments:

- Purchase of mobile devices to support agile working for community-based workers (including Community Nursing teams, and consideration of need within Social Care teams) and support a shift to digital enabled services
- Purchase of case management (Mosaic) licences to further support agile working
- Purchase of enhanced Co-Pilot and Power BI licences to allow a small number of staff to fully utilise the capacity of these and generate administrative and support services
- Recruitment of a 12-month project business manager post to support the wider income generation and income maximisation work and help achieve existing savings proposals.

4.3.7 A summary of the projected year-end Reserves balances incorporating the impact of the proposals along with anticipated planned spend in 2025/26 is detailed in Appendix 2.

5 POLICY IMPLICATIONS

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

6 CONSULTATIONS

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

7 BACKGROUND PAPERS

7.1 None.

DAVE BERRY
EXECUTIVE DIRECTOR,
DUNDEE HEALTH AND SOCIAL CARE PARTNERSHIP

Date: 28th October 2025

Appendix 1

Financial Recovery actions - estimated additional impact	
	£k
Projected 25/26 Shortfall (as at 31/8/25)	5,996
Use of General Reserves	-644
Decommitment of earmarked and ring-fenced reserves	-500
	4,852
Continued close scrutiny of recruitment requests*	nil
Discretionary Spend controls	-100
Supplementary Staffing spend	-300
Absence levels reduction	-100
Delivery of savings balance, including income maximisation	-1,500
Further reduction in Care at Home spend	-500
Overspending service areas to be brought back within budgets	tbc
Enhanced vacancy management criteria	-208
Collaborative working to address Tayside-wide pressures and explore opportunities	tbc
Opportunities within individual service areas	tbc
Digital opportunties to further drive efficiencies	tbc
Ongoing review of earmarked reserves	tbc
Estimated Residual Financial Deficit	2,144
* Financial impact already incorporated into projections	

Appendix 2

Reserve Purpose	Closing Reserves @ 31/3/25	Decommitment proposal	Anticipated 25/26 Utilisation	Anticipated Closing Reserves @ 31/3/26
	£k	£k	£k	£k
Mental Health	240		-240	0
Primary Care	1933	-375	-820	738
Drug & Alcohol	926	-75	-652	199
Strategic Developments	1998		-940	1058
Revenue Budget Support	2,429		-2,429	0
Service Specific	449		-449	0
NHST - System pressures funding	2,959		-2,959	0
Other Staffing	155	-50	-50	55
Total committed	**11,091**	**-500**	**-8,539**	**2,052**
General	644		-644	0
TOTAL RESERVES	**11,734**	**-500**	**-9,183**	**2,052**

REPORT TO: CITY GOVERNANCE COMMITTEE – 17 NOVEMBER 2025

REPORT ON: BUDGET CONSULTATION 2026/27

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 306-2025

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 2026/27 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 2026/27 will include the options set out in Appendix A; and

(b) authorises the Executive Director of Corporate Services to finalise the options for consultation and to make the necessary arrangements to undertake the 2026/27 budget consultation.

(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 on 22 September 2025 (Article VII of the meeting of the City Governance Committee 22 September 2025. Report 235-2025 refers) the Council is currently projected to realise a budget shortfall of £8.4m for 2026/27. This projected deficit does not include provision for any recurring pressures from financial year 2025/26 where the Council are projecting a £6.7m overspend (Article VII of the meeting of City Governance Committee 27 October 2025. Report 292-2025 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 2026/27.

4.2 The options in the Appendix could contribute up to £4.2m towards the projected shortfall for 2026/27. The budget shortfall assumes that the full financial impact of the staffing reductions of 100 posts, agreed as part of the 2025/26 budget process, are delivered. 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 funded from Council Tax, which generates net income of £0.7m for each percentage increase or further budget savings. In the event that further budget savings are necessary to be proposed to close any remaining gap, should further consultation be required in relation to these proposals, then details will be brought back to committee at a later date prior to any consultation taking place.

4.3 The UK Government Autumn Budget Statement has been announced as 26 November 2025. As a consequence of the UK budget being announced later than previous years, the Scottish budget will not be announced until 13 January 2026. Until the Local Government finance settlement is known, which will be earliest 14 January 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 2026/27 officers have identified a range of potential savings that could be taken forward, as set out in Appendix A.

CONSULTATION PROCESS

4.7 Subject to approval by the Committee, the options set out in Appendix A will be included in the council's 2026/27 budget consultation.

4.8 The consultation will run for a four-week period over November and December 2025 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.

4.9 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.

4.10 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 **2 NOVEMBER 2025**

Option	Description	Implementation Date	Possible Savings (£000)	
			2026/27	2027/28
1	**Cultural organisations** The Council could no longer provide financial support to the following cultural organisations - Dundee Heritage Trust - Dundee Contemporary Arts - Dundee Rep	01/04/2026	521	521
2	**UNESCO funding** Review contribution towards UNESCO (cost pressure reduction)	01/04/2026	60	60
3	**Community Regeneration** Reduce funding to support Community Regeneration	01/04/2026	452	452
4	**Children and families service commissioned services** Review of commissioned services managed by children's social work	01/04/2026	525	525
5	**School crossing patroller service** The Council could change how the school crossing patrollers provision operates	01/08/2026	92	148
6	**School swimming pools** The Council could close the swimming pools in Baldragon Academy, Harris Academy and St Johns RC High School.	01/04/2026	258	258
7	**Discretionary Housing Payments** The Council could remove the additional monies it provides to enhance the funding available for Discretionary Housing Payments.	01/04/2026	200	200
8	**Scottish Welfare Fund** The Council could remove the additional monies it provides to enhance the funding available for the Scottish Welfare Fund.	01/04/2026	103	103
9	**Lifeguarding service** The Council could stop the lifeguarding service provided on a seasonal basis at Broughty Ferry Beach.	01/04/2026	32	32
10	**Recycling centre hours** The Council could withdraw the summer opening hours at Baldovie and Riverside recycling centres.	01/04/2026	34	34
11	**Waste and recycling collection frequency** The council could change waste and recycling service provision and collection frequencies	01/10/2026	72	143
12	**Third party payments and other grants** The Council could no longer provide financial support to the following cultural organisations: - Lead Scotland - Dundee International Women's Centre - Boomerang - Under 12s project - Dudhope Centre – Bharatiya Ashram	01/04/2026	191	191

	- Harris education and recreation centre - Community Safety Partnership			
13	**Bus services** The council could no longer subside the evening and Sunday services on the Number 10 bus.	15/08/2026	134	134
14	**Public space CCTV** Cease to provide maintenance of public space CCTV cameras	01/04/2026	48	48
15	**City events** The council could review the level of financial support provided for events in the city centre that celebrate St Andrews Day and Christmas.	01/04/2026	145	145
16	**City Centre ambassadors** The council could remove the provision of 2 city centre ambassador vacant posts	01/04/2026	56	56
17	**General economic development** The council could withdraw support for several initiatives currently funded through economic development budget including: - Forth & Tay Offshore - Creative Dundee	01/04/2026	22	22
18	**Road safety** Withdrawal of routine traffic and speed survey activities	01/04/2026	40	40
19	**Winter road maintenance** Proposals to mitigate the annual overspend on winter maintenance budget (cost pressure reduction)	01/10/2026	400	400
20	**Devolved School Management** Proposal to reduce Devolved School Management budgets by 1%	01/04/2026	586	586
21	**Community Officer and Local Community Planning Partnerships** Proposal to remove Community Officer and Local Community Planning Partnerships from West End and Broughty Ferry wards	01/04/2026	68	68
22	**Public Toilets** Proposal to rationalise public toilets provision within the city	01/04/2026	39	39
23	**Secondary Schools Bus Network** Proposal to no longer provide additional non-statutory bus services for secondary schools	12/10/2026	73	146

ITEM No …10………..

REPORT TO: CITY GOVERNANCE COMMITTEE – 17 NOVEMBER 2025

REPORT ON: GLOBAL CUSTODY SERVICES PROCUREMENT (TAYSIDE PENSION FUND)

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 315-2025

1. PURPOSE OF REPORT

1.1 The purpose of this report is to provide an update on the development of a sourcing strategy for the tender process for Global Custody Services and to seek approval to commence a compliant tender process, leading to the award of a Framework contract.

2. RECOMMENDATION

2.1 It is recommended that the Committee:

a) approves the commencing of a procurement exercise in respect of the project described (based on the sourcing strategy summarised in Section 5 this report);

b) approves the continuation of current contract for an interim period covering 1 January 2026 to 30 June 2026, to allow the requirement to be competed;

c) remits the Executive Director of Corporate Services to complete a mini-competition exercise, utilising the framework detailed in this report, in compliance with the Public Contracts (Scotland) Regulations 2015; and

d) note that the outcome of the mini-competition exercise and any recommendation to award this contract will be brought back to Committee in due course

3. FINANCIAL IMPLICATIONS

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

3.2 The outcome of the mini-competition exercise will require further committee approval prior to the contract being awarded. The costs will be met in full by Tayside Pension Fund.

4. DETAILS OF THE PROJECT BEING COMMISSIONED

4.1 Dundee City Council are seeking a supplier for the provision of Global Custody Services for Tayside Pension Fund (TPF) for a period of 9 years with 2 contract break points during this period (at the end of years 3 and 6). From previous experience and market testing conducted, the total cost of the contract awarded is anticipated to be approximately £2.025m (approx. £225,000 per annum) over a contract period of 9 years. The current contract which expires in December 2025 shall be extended to 30 June 2026.

A custodian for a pension fund is a financial institution responsible for safely holding and managing the fund’s assets. They ensure that investments are securely stored, handle transactions, keep accurate records, and provide regular reports. They function as a trusted third party that protects the pension fund’s money and helps ensure everything is properly tracked and compliant with regulations. Their services include:

- Core Custody Services & Safekeeping
- Trade Settlement & Income Collection
- Corporate Actions

- Tax Reclaims, including document completion for clients (including the UK)
- Class Action Recoveries

The custodian also provides investment and ESG performance reporting as well as investment accounting and ONS returns.

4.2 There are no alternative delivery opportunities as this type of service is provided by a limited number of multinational specialist companies. It is also unsuitable for collaboration, as service provision is bespoke to each pension fund, based on their individual circumstances.

4.3 As this is a specialist financial services contract, there are no recognisable community benefits, community wealth building opportunities, or environmental considerations. There are expected economic benefits in the form of bespoke financial services to provide Tayside Pension Fund with compliant safe custody of assets.

5 SOURCING STRATEGY SUMMARY

5.1 Although this contract is for specialist financial services, there is a framework available. This is the Norfolk LGPS Framework Multi-Provider Framework Agreement for the Provision of Global Custody Services. There are a small number of suppliers on this Framework, and it is intended to invite all Framework Suppliers to bid under a mini-competition exercise.

5.2 The expected range of benefits that this contract will deliver is limited as this is a contract for specialist financial services. There are expected economic benefits in the form of bespoke financial services to provide Tayside Pension Fund with compliant safe custody of assets.

6. RISK ANALYSIS

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

Description of Risk	Actions to be taken to manage Risk
Commercial Risk – That either the price objectives are not achieved up front or there are other costs that arise during the contract and diminish the overall benefits.	Under the Framework agreement, costs are fixed / or price increases, e.g., RPI for the duration.
Technical Risk – This concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the specification	The overarching Specification is contained within the Framework Contract documents. Dundee City Council's requirements for the compliant safe custody of assets will be clearly set out in the mini-competition documents.
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	The Framework Suppliers have a proven track record in delivering this requirement. The current contract requires to be extended to ensure service coverage.
Contractual Risk – Being able to remedy the shortcomings in the contractor's performance, without severely damaging the contract and avoiding reliance on the contracted supplier as the contract develops.	Framework Service Specification and Contract Conditions provide a structure for monitoring performance. The Framework Call Off procedures are clearly set out for Purchasers undertaking mini-competition exercises.
Legal Risk – where a procurement is found unsound in law, through the public procurement rules	Procurement will be conducted via a legally compliant Framework, in compliance with the Public Contracts (Scotland) Regulations 2015.

7. CONCLUSION

7.1 The information above demonstrates clarity of sourcing strategy for the procurement of services.

8. POLICY IMPLICATIONS

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

9. CONSULTATION

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

10 BACKGROUND PAPERS

10.1 None

PAUL THOMSON
EXECUTIVE DIRECTOR CORPORATE SERVICES **27 OCTOBER 2025**