



City Chambers
DUNDEE
DD1 3BY

8th August, 2025

Dear Colleague

You are requested to attend a MEETING of the **CITY GOVERNANCE COMMITTEE** to be held in the Council Chamber, City Chambers, City Square, Dundee and also to be held remotely on Monday, 18th August, 2025 following the meetings of the City Council and Climate, Environment and Biodiversity and Fair Work, Economic 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.dundee.gov.uk/live or alternatively they may attend in person.

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

Yours faithfully

GREGORY COLGAN

Chief Executive

AGENDA OF BUSINESS

1 DECLARATION OF INTEREST

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

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

2 MINUTE OF MEETING OF PENSION SUB COMMITTEE AND PENSION BOARD - Page 1

(The minute of meeting of Pension Sub Committee and Pension Board held on 17th March, 2025 is submitted for noting).

3 SUPPORT FOR ALL COMMUNITIES IN THE CITY

This Item has been placed on the agenda at the request of Councillor Flynn who will ask that Committee reaffirms its full support for all our communities in the city, following the recent public meetings organised by The National Black and African Association (NABA), and that any form of Racism is unacceptable.

4 CHIEF EXECUTIVE SERVICE'S SERVICE PLAN 2023/2028 PROGRESS REPORT FOR 2024/2025 - Page 7

(Report No 210-2025 by the Chief Executive, copy attached).

5 NEIGHBOURHOOD SERVICES' SERVICE PLAN 2023/2027 – ANNUAL PROGRESS REPORT 2024/2025 - Page 29

(Report No 232-2025 by the Executive Director of Neighbourhood Services, copy attached).

6 CAPITAL EXPENDITURE MONITORING 2025/2026 - Page 53

(Report No 216-2025 by the Executive Director of Corporate Services, copy attached).

7 REVENUE MONITORING 2025/2026 - Page 69

(Report No 211-2025 by the Executive Director of Corporate Services, copy attached).

8 SCRUTINY COMMITTEE ANNUAL REPORT - Page 77

(Report No 217-2025 by the Chief Internal Auditor, copy attached).

9 DUNDEE'S COVID MEMORIAL REMEMBERING TOGETHER - Page 83

(Report No 185-2025 by the Director, Leisure and Culture Dundee, copy attached).

10 SOURCING STRATEGY FOR ACOUSTIC EQUIPMENT FOR THE CAIRD HALL - Page 99

(Report No 222-2025 by the Director, Leisure and Culture Dundee, copy attached)

11 SOURCING STRATEGY AND PROPOSED TENDER AWARD FOR THE PROVISION OF A W360 WORKFLOW AND DOCUMENT MANAGEMENT SYSTEM - Page 103

(Report No 212-2025 by the Executive Director of Corporate Services, copy attached).

12 IT NETWORK HARDWARE PURCHASE - Page 105

(Report No 219-2025 by the Executive Director of Corporate Services, copy attached).

13 AVAYA TELEPHONE SYSTEM LICENSES AND SUPPORT RENEWAL - Page 111

(Report No 218-2025 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.

14 SOURCING STRATEGY

ITEM No ...2.....

At a JOINT MEETING of the **PENSION SUB-COMMITTEE** of the **CITY GOVERNANCE COMMITTEE AND THE PENSION BOARD** held remotely on 17th March, 2025.

Present:-

PENSION SUB-COMMITTEE

BAILIES

Willie SAWERS

COUNCILLORS

Ken LYNN

Steven ROME

Dorothy McHUGH

PENSION BOARD

Bill DUFF

George RAMSAY

Arthur NICOLL

Stewart DONALDSON

Kenny DICK

Bailie Willie SAWERS, Convener in the Chair.

I DECLARATION OF INTEREST AND APOLOGIES

No declarations of interest were made.

The Sub-Committee and Board noted apologies had been received from Bailie Kevin Keenan.

II MINUTE OF PREVIOUS MEETING

The minute of meeting of 9th December, 2024 was submitted and approved.

III APPOINTMENT OF CHAIRPERSON OF PENSION BOARD

There was submitted Agenda Note AN13-2025 advising the Sub-Committee and Board that in accordance with the Public Service Pensions Act 2013, the Sub-Committee were asked to seek nominations for the post of Chair of the Pension Board for the period of 12 months. The post of Chair of the Pension Board was subject to annual change.

The Sub-Committee and Board agreed that George Ramsay be Chair of the Pension Board for this period.

IV TAYSIDE PENSION FUNDS RISK REGISTER

There was submitted Report No 93-2025 by the Executive Director of Corporate Services seeking approval for the Quarterly Risk Register for Tayside Pension Fund.

The Sub-Committee and Board:-

- (i) approved the Quarterly Risk Register for Tayside Pension Fund, noting that the undernoted changes for the previous quarter:-

Item 3 - Funding Liquidity. The risk that funds would be insufficient to meet liabilities as they fall due was considered to have reduced reflecting the significant level of cash currently available through the Fund's segregated mandates and property portfolio in relation to the value of benefits that require to be paid out to members each month. The likelihood had reduced from low (2) to very low (1) resulting in revised overall risk scoring of 4 (previously 8).

Item 7 - Funding Investment. The risk that employer contributions would rise significantly due to poor/negative investment returns was considered to have reduced reflecting the recent performance

on Fund's investments. Since the previous actuarial valuation was undertaken as at March 2023 quarterly results had shown positive trends although this would continue to be monitored closely ahead of the next actuarial valuation at March 2026. The likelihood had reduced from medium (3) to low (2) resulting in a revised overall risk scoring of 10 (previously 15).

V PENSION ADMINISTRATION PERFORMANCE – QUARTERLY UPDATE TO 30TH DECEMBER, 2024

There was submitted Report No 94-2025 by the Executive Director of Corporate Services providing information on the recent quarter's operational performance in relation to Pension Administration and other general developments in this area over the above period.

The Sub-Committee and Board:-

- (i) noted the content of the report.

VI TAYSIDE PENSION FUND – AUDIT SCOTLAND ANNUAL AUDIT PLAN 2024/2025

There was submitted Report No 95-2025 by the Executive Director of Corporate Services providing a summary of the responsibilities and approach of Audit Scotland in respect of Tayside Pension Fund for 2024/2025.

The Sub-Committee and Board:-

- (i) noted the content of the report by Audit Scotland at Appendix A to the report; and
- (ii) agreed to provide Audit Scotland with confirmation of any instances of actual, suspected or alleged fraud, as a requirement of the revised International Standard on Accounting (ISA) 240.

VII INTERNAL AUDIT RISK ASSESSMENT AND AUDIT PLAN 2025/2026

There was submitted Report No 96-2025 by the Executive Director of Corporate Services setting out the risk assessment undertaken by Pricewaterhouse Coopers (PwC) and details their internal audit plans for Tayside Pension Fund for 2025/2026.

The Sub-Committee and Board:-

- (i) agreed to review and approve the Internal Audit plan by Pricewaterhouse Coopers (PwC) as detailed in Appendix A to the report and noted that the outcome of these audits would be reported to the Sub-Committee at a future date.

VIII TAYSIDE PENSION FUND INTERNAL AUDIT REPORTS – THIRD PARTY MANAGEMENT REVIEW

There was submitted Report No 97-2025 by the Executive Director of Corporate Services submitting audit reports prepared by the Fund's Internal Auditor, Pricewaterhouse Coopers (PwC).

The Sub-Committee and Board:-

- (i) noted the content of the report on the audit review undertaken, and approved the management response.

IX TREASURY POLICY STATEMENT 2025/2026

There was submitted Report No 98-2025 by the Executive Director of Corporate Services revising the Fund's Treasury Policy Statement which was intended to govern all treasury activities carried out by Tayside Pension Fund.

The Sub-Committee and Board:-

- (i) approved the policies and procedures laid out in the appended Treasury Policy Statement 2025/2026, noting that the Treasury Policy Statement must be reviewed annually, and that there were no changes.

X TREASURY MANAGEMENT STRATEGY 2025/2026

There was submitted Report No 99-2025 by the Executive Director of Corporate Services reviewing the Treasury Management Strategy for Tayside Pension Fund.

The Sub-Committee and Board:-

- (i) agreed to review the Treasury Management Strategy for Tayside Pension Fund.

XI PENSION ADMINISTRATION STRATEGY

There was submitted Report No 100-2025 by the Executive Director of Corporate setting out the Fund's policy in respect of the standards required of both the Fund and the participating employers to ensure that statutory obligations were met and to demonstrate effective and efficient service delivery. The strategy contained a variety of performance measures against which the Fund and participating employers were assessed, with performance reported to the Sub-Committee and Board.

The Sub-Committee and Board:-

- (i) agreed to approve the strategy contained within, noting that there were no changes.

XII TAYSIDE PENSION FUND COMMUNICATION POLICY

There was submitted Report No 101-2025 by the Executive Director of Corporate Services presenting a communications policy as required by the Local Government Pension Scheme (Scotland) Regulations 2014.

The Sub-Committee and Board:-

- (i) approved the Communications Policy which had been reviewed and updated in conjunction with the Fund's Administration Strategy, noting that the Communications Policy must be reviewed annually, and that there were no changes.

XIII THE PENSIONS REGULATOR - GENERAL CODE UPDATE

There was submitted Agenda Note AN14-2025 advising the Sub-Committee and Board that the External Auditors Annual Report on the Tayside Pension Fund Accounts 2023/24 had previously considered by the Pension Sub-Committee and Board (Article VI of the Minute of the Meeting of Pension Sub-Committee and Pension Board 23rd September, 2024, report 273-2024 refers). The action plan to this report noted the Pension Regulators General Code of Practice was introduced on 28th March 2024 and it was agreed a review of the code requirements would be undertaken during the year. It was confirmed that ISIO had been commissioned to undertake this review on behalf of the Fund. This review was underway and the outcome would be presented to the Sub-Committee and Board in a report at a later date.

The Sub-Committee and Board:-

- (i) agreed to note this item.

XIV TAYSIDE PENSION FUND BUSINESS PLAN 2025/2026

There was submitted Report No 102-2025 by the Executive Director of Corporate Services introducing the annual business plan for the Tayside Pension Fund.

The Sub-Committee and Board:-

- (i) noted the information within the report and approved the 2025/2026 Business Plan which applied to the administration and management of the Tayside Pension Fund.

The Sub-Committee and Board resolved 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 items of business on the grounds that they involved the likely disclosure of exempt information as defined in paragraphs 4, 6 and 11 of Part I of Schedule 7A of the Act.

XV TAYSIDE PENSION FUND

(a) TAYSIDE PENSION FUND PERFORMANCE SUMMARY

There was submitted Report No 103-2025 by the Executive Director of Corporate Services reviewing investment performance of the Fund's investment managers for the quarter to 31st December, 2024. The report compared investment performance of the Fund with the Fund's specific benchmarks which consist of various stock and security market indices.

The Sub-Committee and Board:-

- (i) noted the information contained therein with regard to the performance of the Tayside Main Fund and their Fund Managers.
- (b) SUMMARIES OF INVESTMENTS AND TRANSACTIONS SUMMARIES OF INVESTMENTS AND TRANSACTIONS 1ST OCTOBER, 2024 – 31ST DECEMBER, 2024

There was submitted Report No 104-2025 by the Executive Director of Corporate Services reviewing the investment activities of Tayside Pension Fund's five Fund Managers for the quarter to 31st December, 2024 and summarising the transactions of each Fund Manager and showing the market values of the Pension Fund.

The Sub-Committee and Board:-

- (i) noted the information contained therein with regard to the performance of the Tayside Main Fund and their Fund Managers.
- (c) SECURITIES LENDING 6 MONTH ACTIVITY TO 31ST DECEMBER, 2024

There was submitted Report No 105-2025 by the Executive Director of Corporate Services presenting an update on Securities Lending activity for the period ended 31st December, 2024.

The Sub-Committee and Board:-

- (i) noted the content of the report.
- (d) QUARTERLY FUNDING UPDATE AS AT 31ST DECEMBER, 2024

There was submitted Report No 106-2025 by the Executive Director of Corporate Services reviewing the current funding level of the Fund as assessed by the Fund Actuary.

The Sub-Committee and Board:-

- (i) noted the report by the Fund Actuary.

XVI INVESTMENT STRATEGY IMPLEMENTATION UPDATE

A verbal update was given to the Sub-Committee and Board on the Investment Strategy Implementation Update by the Fund's Investment Consultant.

The Sub-Committee and Board:-

- (i) noted the content of the update.

XVII ANNUAL PERFORMANCE REVIEW TO 31ST DECEMBER, 2024

There was submitted Report No 107-2025 by the Executive Director of Corporate Services, considering the Isio report "Annual Review of Investment Performance 2024" which had been completed in February 2025.

The Sub-Committee and Board:-

- (i) noted the content of the Isio report (Appendix 1 to the report).

XVIII PRESENTATION

Joe Moroney and Maria Vanegas from Apollo gave a short presentation to the Sub-Committee and Board.

After Mr Moroney and Ms Vanegas had given their presentation and answered questions from members, the Chair thanked the presenters on behalf of members of the Sub-Committee and Board.

Willie SAWERS, Chair.

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REPORT TO: CITY GOVERNANCE COMMITTEE – 18 AUGUST 2025

**REPORT ON: CHIEF EXECUTIVE'S SERVICE PLAN 2023 – 2028
PROGRESS REPORT FOR 2024-25**

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 210-2025

1.0 PURPOSE OF REPORT

To update elected members on progress made during financial year 2024/25 in relation to the Chief Executive's Service Plan for 2023 - 2028.

2.0 RECOMMENDATIONS

It is recommended that Committee notes the progress summarised in section 5.0 and approves the attached detailed progress report.

3.0 FINANCIAL IMPLICATIONS

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

4.0 BACKGROUND

- 4.1 In April 2025, elected members endorsed the Council's Performance Management Framework (2025-28) (Article XII of the minute of the meeting of City Governance Committee on 21 April 2025, Report No: 125-2025, 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 the Chief Executive's Service will contribute to improving outcomes.
- 4.3 The Chief Executive's Service Plan (Article IV of the City Governance Committee on 21 August Report No: [119-2023](#)) sets out the strategic direction for the service for five years (finance over a five year period from financial years 2023/24 to 2027/28) 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.

5.0 PROGRESS SUMMARY

- 5.1 The full report attached as Appendix 1 is the second annual progress report in relation to this Service Plan and it covers performance for financial year 2024/25. It 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. The Service Plan Improvement Action Plans for 2024/25 and for 2025/26 can be found on pages 10 and 11.

- 5.2 14 out of the 17 (82%) indicators in the plan have improved or been maintained since the last progress report and 15 of the 17 (88%) are on target or within the 5% target threshold.
- 5.3 The service continues to make good progress towards the key priorities during the second year of the plan with 15 of the 35 (43%) actions now complete. Ownership of one action has been transferred to Corporate Services. A further 16 (48%) actions are on schedule for completion by the due date, 15 of these are 50% or more complete. The one action which is currently behind schedule is not within the full control of the Council. Developments in relation to a digital NEC are being driven by Transport Scotland. There are three new actions added as a result of the Best Value Thematic report agreed at Scrutiny Committee on 25 June 2025, these are the actions showing as less than 20% (red).

6.0 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.

7.0 CONSULTATIONS

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

8.0 BACKGROUND PAPERS

None.

GREGORY COLGAN
CHIEF EXECUTIVE

5 AUGUST 2025

ANDREA CALDER
HEAD OF CHIEF EXECUTIVE'S SERVICE



Chief Executive's Service

Performance Report 2024/25

Executive Summary by Head of Chief Executive's Service

Some of the key achievements and developments by the service over the past year include:

Strategic Planning

Regular progress reporting on the Council Plan and service plans to monitor progress towards our targets and meeting both the City and Council priorities is now well established with each service area reporting to Committee on a six-monthly basis. Each Service Plan is aligned to the three citywide priorities in the City Plan (2022-32) and the further two priorities in the Council Plan (2022-27).

A revised Performance Management Framework (2025/28) was approved at City Governance Committee in April and is being deployed across all service areas. The framework identifies which strategic plans are in scope and sets out standards for performance reporting.

The third annual report was prepared on the **Council Plan** setting out progress during 2024/25 and considered by the City Governance Committee in June 2025. The next six-monthly progress report for 2025/26 (Year 4) will be considered by Committee later this year.

The third annual report on the City Plan is also being prepared and will be considered by the Dundee Partnership in September 2025. This will subsequently be reported to the City Governance Committee in October 2025.

Best Value

A report by the Accounts Commission on their findings on a best value thematic review of the Council's progress with transformation stated "The transformation programme is well resourced and there are planned improvements in the development of new transformation projects with clear criteria being set and new monitoring arrangements for them. The council has robust officer-led governance arrangements in place through its Transformation Board". An improvement action plan sets out how the Council will respond to the three recommendations and details what action we will take, identifies the responsible officers and dates for implementation. The agreed actions to respond to the recommendations have been added to this service plan and progress will be monitored and reported on through this Service Plan until complete. The first update on progress with the recommendations will be provided in the next mid-year service plan report around November 2025.

Fairness

The eighth Annual Report on Dundee's **Fairness and Local Child Poverty Action Report (LCPAR)** was prepared and considered by the Dundee Partnership, Fairness Leadership Panel and agreed at City Governance Committee on 23 June 2025 (Report No. 191-2025).

The report reflected the work undertaken by the Dundee Partnership aimed at addressing poverty and its wider societal impacts on our communities. The annual report tracked performance with the indicators set in the Fairness Plan, compared to the previous 3 years, and compared to the year 3 target. It also included progress made on each of the actions in the Plan during 2024/25. It showed that the Dundee Partnership continues to take extensive action to reduce poverty and mitigate the impact experienced by families, children, individuals, and communities. Within the report, the summary of the Fairness and Child Poverty Plan performance by priority theme reported that, overall, 24% of the performance indicators in the Fairness Plan are on or within 5% of the target. Furthermore, it reported that 72% of performance indicators have improved over the previous year.

In their report in April 2025, the Co-Chairs of the Fairness Leadership Panel stated "People are starting to notice what we are trying to achieve here in Dundee. The respected Joseph Rowntree Foundation studied our work and produced a briefing called [Alternative voice: inclusive decision-making empowering Dundee's community](#). As a result, we recently attended a national conference held in Dundee to highlight our approach and encourage other areas to commit to genuinely listening to and collaborating with local experts from experience".

The **Fairness Leadership Panel** held its third Annual Conference in November 2024. These conferences help the Panel share key issues they have focused on over the past year and hear from a cross section of sectors about current issues and concerns. The importance of the subject was reflected in the excellent attendance from local communities; local and neighbouring councils; NHS and Public Health; local employability services; third sector organisations and charities; local housing associations; Scottish Government; Social Security Scotland; faith communities; further education; and the Arts. There were also representatives from funders, the Robertson Trust and the National Lottery; and the local Northwood Charitable Trust.

Efforts continue to support communities who are experiencing the worst impacts of the ongoing cost-of-living crisis that is exacerbating all aspects of poverty in our disadvantaged communities. The Child Poverty/Employability Pathfinder has expanded from Linlathen to Mid-Craigie, Douglas and Stobswell West, supporting the development of multi-agency advice hubs. Despite economic challenges, the number of Living Wage accredited employers in Dundee continues to grow, supporting efforts to reduce in-work poverty. The take up of free school meals continues to rise and a pension credit uptake campaign secured £2.8 million for Dundee citizens. Schools are sensitively providing stigma-free access to cosy clothes and food larders and proposals to embed a welfare rights service for Care Experiences Young People have been agreed and are being implemented. The What Matters to You Initiative is operating in 3 communities and is to be expanded to all wards including Community Cafes and a Make it Happen Fund.

In 2024/25 the capital element of the Community Regeneration Fund was transferred to Communities to manage. The Dundee Partnership Team (DPT) continues to coordinate and administer the revenue element of the fund. A total of £448,779 was allocated, with £3,447 remaining. The allocations from March 2024 to March 2025 are made up of:

- 129 Small Grants totalling £250,038.
- 34 Youth Inclusion grants totalling £198,741.

Equalities

The Council's 2025-29 Mainstreaming Equality Report (122-2025) was approved by City Governance Committee on 21 April 2025 (Article XI of the minute refers).

Overall, Dundee City Council made good progress in mainstreaming its equality outcomes for 2021-2025 into its everyday practice. Of the 87 individual specific actions, 78 have been fully completed with the remaining nine actions having a completion rate of between 40% and 85%. These outstanding actions have been incorporated and will be progressed within the new 2025-2029 plan.

In developing the proposed equality outcomes and action for 2025-2029, the Council consulted with key equality groups from across the city and specific feedback was provided. This feedback has helped shape the outcomes and actions. The Council will continue to meaningfully engage with relevant stakeholders and individuals with protected characteristics, to ensure that we achieve our outcomes as set out in this plan.

The proposed new Equality Outcomes for 2025-2029 include data and equalities information, inclusive communication, lived experience, council workforce and education.

Communications

The past six months have seen a continued focus on delivering impactful and inclusive communications, both in the way information is conveyed and, in the channels, used to reach more people.

A digital-first approach means that corporate social media channels highlighting services, disseminating information in impactful ways, and providing immediate feedback now reach over 94,000 users – a 6% increase in the past six months alone. For context, the equivalent figure in 2020/21 was around 67,000. Core platforms are Twitter, Facebook, LinkedIn and Instagram, but TikTok and BlueSky are also supported and WhatsApp has been established as a broadcast channel.

Around half a million pages are viewed on the corporate website every month. The website newsroom run by the communications team is one of the most popular areas of the site, with almost 200,000 page views over the past year.

The winter 24/25 phase of the tourism focused 'Put Dundee on Your Map' delivered excellent, cost-effective visibility. It resulted in around 6.1 million impressions and almost 2 million completed video views. Engagement (not including video views) has also grown over the past year and has surpassed expectations and industry standards. The final planned phase of the campaign has been launched for summer 2025.

Good progress has been made on public engagement. A budget consultation exercise held in November and December 2024 received 3571 responses – more than treble the previous year's total. A number of other consultations, ranging from school estate changes to leisure and culture services, have also been promoted.

Other major communications campaigns included supporting the development of the Drumgeith Community Campus and Greenfield Academy, raising awareness of the Dundee Climate Fund and various elements of the Take Pride in Your City/Community campaign, as well as continued signposting to ongoing Cost of Living support. The page set up as a single source of Cost-of-Living help has now been viewed 54,678 times.

There has also been a significant focus on growing the use of OneDundee as the primary employee communications tool, including the On The Move version which can be accessed by all colleagues from any device. Use of the On The Move Version has grown significantly in recent months, reaching numbers of employees not seen since the early days of the Covid pandemic. An average of 33,700 On the Move page views were recorded per month in 2024/25, compared with 16,000 over the previous 12 months. Total page views per month averaged 120,000 – the equivalent of more than 17 page views per employee per month. A redesign of OneDundee will be launched soon.

Transformation

The service continues to promote the Transformation Programme in several ways. A Sharepoint site has been set up to provide general information, theme and project details, resources, documents and latest news. Updates on the programme and how employees can get involved have also been shared via the Chief Executive's video blog.

Actions from the Internal Audit report on 'Service Design and Business Improvement' have been progressed over the past six months. These actions include reviewing our approach to project management, including the development of a project life cycle and a review of our approach to benefits identification and realisation and how resource transformation projects moving forward, including training.

Trackers are now in place for all transformation projects that are in progress. A skills and training document has been prepared to capture the core skills that project sponsors may wish to consider when identifying project team members and the resources, support and/or training available to address any knowledge gaps. A Transformation Programme delivery timeline has been created, and work is ongoing to revise our Service Design methodology.

A review of the Transformation Programme governance has been undertaken and agreed. This follows the establishment of thematic boards empowering lead officers to deliver transformational change at pace while ensuring effective governance and consistency of reporting.

National Entitlement Card in Dundee Update

At the end of year 2024/25, there were 85,036 citizens in Dundee with an NEC smartcard, an increase of 2,587 from 2023/24. 79% of Under 22s have an NEC card for 5-21-year-old free bus travel, which has increased from 75% from last year. Over 10 million free bus journeys have been taken by the U22s residents of Dundee since the scheme began in 2022. In our annual survey of Dundee young people, over 1,300 respondents told us how free bus travel is positively impacting them, with 79% telling us they use the bus at least once the week, including 62% who use it most days, and 34% using bus travel everyday with their pass. As a result of free bus travel, 90% of young people told us they are doing

more because of free travel. They fed back a comprehensive range of examples of activities and reasons of how this is benefitting them including supporting and developing their independence, increasing the time they spend with family and friends, increasing leisure and learning activities, and increasing the indoor and outdoor activities they take part in.

National Entitlement Card Programme Office (NECPO)

The National Entitlement Card (NEC) is Scotland's National Smartcard, offering access to many public services across the country for all 32 local authorities. The NECPO team collaborated with Young Scot and the Improvement Service to support the development and launch of the YS Mobile App in February 2025. Available on both Apple and Android platforms, the app enables Young Scot members to engage with services such as discounts, rewards and competitions. The app includes a digital version of the Young Scot NEC, allowing user to access offers across Scotland and find discounts relevant to their location or travel plans. Although the YSNEC must be linked to the app, the app itself does not provide access to free bus travel. Replacement cards can also be requested directly from the app.

NECPO supported Transport Scotland's initiative to modernise ferry concessionary travel by introducing smart ferry vouchers, initially rolled out in Orkney and Shetland. These digital vouchers are stored on the National Entitlement Card and Young Scot National Entitlement Card, replacing previously issued paper vouchers. The digital system removes the need for physical vouchers, reduce the risk of losing them and enables easier advance booking of ferry journeys. While initially focus has been on Orkney and Shetland, discussions are underway with Transport Scotland to explore future expansion to the Clyde and Hebridean Isles.

The Card Management System and Card Production Bureau contracts have been extended to October 2027. This extension provides continuity and stability during the final two years of the current agreements, ensuring the necessary time to engage with key stakeholders and collaboratively define the scope for future procurement exercises.

Scottish Cities Alliance

The Scottish Cities Alliance is collaboration between Scotland's eight cities – Aberdeen, Dundee, Dunfermline, Edinburgh, Glasgow, Inverness, Perth, and Stirling and the Scottish Government - working together to unlock and showcase the country's significant economic potential.

Established in 2011 to advance the [Agenda for Cities](#), the Alliance aims to build a stronger economic future for Scotland by aligning the efforts of its cities and delivering a long-term strategy to attract investment and create economic growth

The Alliance team are hosted by Dundee City Council but have separate funding and governance arrangements and are committed to fostering local and national collaboration, ensuring Scotland's cities are globally competitive destinations for investment.

For noting their annual report for 2024/25 has been published and is available at: <https://scottishcities.org.uk/wp-content/uploads/2025/07/SCA-Annual-Report-2024-25-1.pdf>.




Chief Executive's Service Overview

Service Priorities are aligned to the Council Plan priorities below:





Key Performance Indicators Summary 2024/25

Status of Key Performance Indicators compared to our Targets

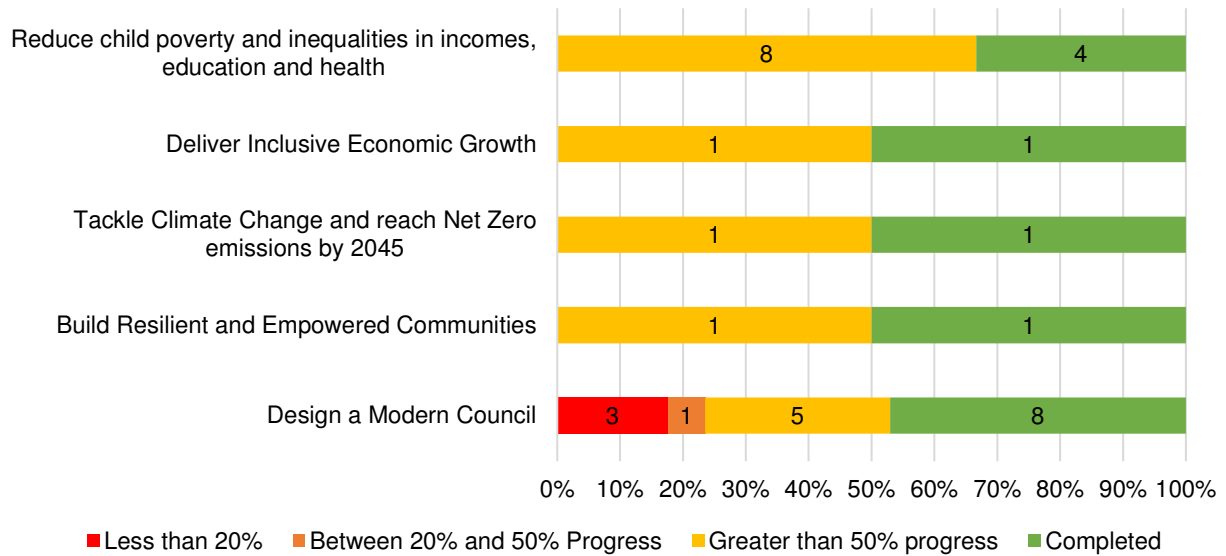
	Best compared to target	Furthest away from target
 12 on target	Number of engagements on Facebook per month (99.5% above target)	% of employees who have had 'Quality Conversation' reviews (18.9% below target)
 3 within 5% of target	% of the Fairness and Child Poverty Plan Indicators Improving (63.6% above target)	% of stage 1 complaints responded to within target or agreed extended timetable (Council) (18.2% below target)
 2 more than 5% from target	Percentage of under 22s saying they did more as a result of the free bus scheme (42.9% above target)	Number of Citizens with NEC smartcard (4.1% below target)

Annual Trend of Key Performance Indicators

	Most Improved PI's	Most Deteriorated PI's
 14 Improving and Maintaining	Number of engagements on Facebook per month (↑103%)	Percentage of Council Plan Performance Indicators that are maintained or improving (↓11.8%)
 3 Deteriorating	% of equality outcomes actions completed (↑66.7%)	Average daily website page view numbers (↓3.5%)
	Average number of workdays lost through sickness absence per FTE employee in CEXs (↑62.5%)	Number of living wage accredited employers based or headquartered in Dundee (↓1.6%)

What Action Will We Take?

Service Plan Actions



Actions which have been completed in the year 2024/25:

- Take up of National Entitlement – Under 22s NEC card for free bus travel
- Review our workforce data and ensure that succession planning arrangements to ensure that sufficient resources are in place to work on Council and our service priorities
- Deliver on the Mainstreaming Equalities Report Action Plan
- Ensure new software is developed and implemented to manage the complaint handling procedures and reporting requirements
- Provide training and quality assurance for the corporate complaints system.
- Publish Community Profiles using Census and related data
- Update and publish a new Performance Management Framework
- Promote take up of free bus travel on the NEC for all eligible groups
- Publish a new About Dundee using the latest census data and launch with census briefings and training

Actions which are currently overdue:

- Work with partners to explore a digital NEC (50% complete, due 1st April 2025)

Update on Progress on Previously Highlighted Areas for Improvement

The performance indicators below were highlighted as areas for improvement in the [Mid-year Progress Report](#) which was approved at the City Governance Committee on 8 January 2025. The table outlines the progress made on each highlighted indicator.

Area for Improvement	Progress Made
% City Plan indicators improving or maintained	The % of City Plan indicators which are improving or being maintained has increased from 63% to 67% over the last year. Performance is now above target. At the time of writing this report, the City Plan Annual Report was being prepared and may be subject to change as City Plan indicators are updated.
Number of living wage accredited employers based or headquartered in Dundee	At the end of the financial year 2024/25, there were 126 accredited living wage employers in Dundee who have collectively uplifted over 2,000 staff to the real living wage. These employers collectively employ over 43,600 people who are covered by a Living Wage commitment. The target for living wage accredited employers in Dundee has been reviewed by the Dundee Partnership and has changed to a more realistic and achievable number given the huge challenges in relation to the Cost of Living.
Level of Engagement with City marketing campaigns	Performance has increased significantly over the last year. From just under 90,000 in 2023/24 to just under 120,000 in 24/25. The figures reflect the Put Dundee On Your Map city marketing campaign plus engagement with native content on One City Many Discoveries' Meta social media channels (link clicks and content interactions via Facebook and Instagram). The focus of the Put Dundee on your Map campaign, under the tagline Do It All in Dundee, has switched to video views which are not recorded as "engagements" under this measure. More than 2.5million video views were recorded. The cost-effective delivery means the campaign burst has now exceeded respective targets across all audiences. This has been achieved despite a 50% reduction in the campaign budget.










Areas for Improvement 2025/26 and Improvement Action Plan






Area for Improvement	Planned improvement activity	Lead Officer	Target Completion Date
% of stage 1 complaints responded to within target or agreed extended timetable (Council) (18.2% below target)	Response times have improved from 70.7% (2023/24) to 81.8% (2024/25) over the last year however, performance remains below target. A new complaints system has been implemented and training delivered to	Senior Policy Officer	March 2026

	investigating officers. The process upgrades should support performance improvement and response time trends will be monitored closely.		
% of employees who have had 'Quality Conversation' reviews (17% below target)	The number of quality conversations undertaken with employees within the service has increased from 68.4% (2023/24) to 73% (2024/25) over the last year. The Service Management Team will review completion rates monthly and take any action required to ensure every employee is provided the opportunity to have this dialogue with their line manager.	Head of Chief Executive's Service	March 2026
Percentage of Council Plan Performance Indicators that are maintained or improving (11.8% deterioration)	Although still above target, the number of indicators improving or being maintained has fallen from 77% to 68% over the last year. This is mainly due to many of the indicators being subject to higher targets in year 3 of the Council Plan. Council Leadership Team will continue to review performance of Council Plan indicators regularly and take action to address areas where performance is deteriorating.	Head of Chief Executive's Service	March 2026

Detailed Updates by Priority Theme

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

PERFORMANCE INDICATOR (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






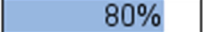

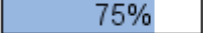

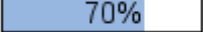



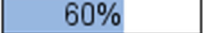
ACTION PROGRESS SYMBOLS AND STAGES EXPLAINED	
	Unassigned – The action has been created on the system but hasn't yet had the required relevant officers assigned to it.
	In Progress - Action is progressing well, on target for achieving all objections set in the initiation phase. 20% - The task is defined 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 or/and an alternative has been initiated







Reduce Child Poverty and Inequalities in Incomes, Health, and Education

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
✓	% of the Fairness and Child Poverty Plan indicators improving	40%	52%	72%	44%	46.5%	↑	↑	Eighteen of the twenty-five performance indicators in the local child poverty action plan have improved when comparing the latest data available to the previous year.
✓	% of equality outcome actions completed	39%	60%	100%	100%	100%	↑	↑	All outcome actions from our 2021-25 EQ Mainstreaming Report have been completed. Our new 2025-2029 Mainstreaming Report was agreed on 21 April 2025.
⚠	Percentage of age 5-21 population provided with an NEC Card	67%	75%	79%	82%	86%	↑	↑	At the end of 2024/25, there were 24,302 under 5–21-year-olds with an NEC card which includes free bus travel out of a total 5-21 population of 30,721 (from most recent National Records of Scotland mid-year population estimate for 2023). This is an increase from 23,107 at the end of 2023/24.
✓	Percentage of under 22s saying they did more as result of the free bus scheme (attended educational, healthy, or social activity)	57%	82%	90%	63%	66.5%	↑	↑	From a survey of 1392 responses, 1307 had an NEC for free bus travel. Out of these 1307 young people, 90% said they were able to do more because of it.

	Action Title	Progress Bar	Due Date	Latest Update
✓	Improve access for BSL users in Dundee	<div><div>100%</div></div>	30-Sep-2024	Completed July 2024
✓	Take up of National Entitlement – Under 22s NEC card for free bus travel	<div><div>100%</div></div>	30-Apr-2026	Completed September 2024
✓	Deliver on the Mainstreaming Equalities Report Action Plan	<div><div>100%</div></div>	31-Mar-2025	The current Equalities Mainstreaming Action Plan to 2025 has now been completed and a new Plan for 2025-2029 was agreed by Committee in April 2025.

	Action Title	Progress Bar	Due Date	Latest Update
	Publish Community Profiles using Census and related data		31-Oct-2024	Census Profile produced along with a ward summary, presented to extended CLT session in June 2025. Poverty Profile 2025 produced was presented alongside the Fairness Action Plan report at Committee in June 2025.
	Implement identified areas for improvement of the Integrated Impact Assessment procedures and carry out regular reviews of IIAs		01-Apr-2026	The Community Planning Team, within the Chief Executive's Service are currently working in collaboration with IT to update the online tool and guidance and streamline processes to meet legislative requirements.
	Conduct an annual impact survey in Dundee on increased inclusion of children and young people and their families from free travel (per year up to 2026)		01-Apr-2026	This year's impact survey was well promoted on the Council's social media channels and was directly shared throughout schools by the Education service. As a result, it had a higher number of responses (1392) than the previous year's (1292). The feedback collected gave a useful insight into the impact of free bus travel with a mixture of quantitative and qualitative data.
	Monitor progress of the Local Fairness Initiatives to ensure support and engagement across council services, as well as implementing changes to services or policies, as appropriate		31-Mar-2027	The Linlathen Local Fairness Initiative continues to mature with services and community activities expanding. Work has commenced to deliver on the commitment to external wall insulation as a major measure to reduce fuel poverty. The employability approach that proved successful in Linlathen is now being extended to Mid-Craigie and Douglas. Progress in the Stobswell West Local Fairness Initiative is accelerating following a Columba 1400 planning event and the appointment of a co-ordinator for the year 2025/26. The first drop-in session for local people to access benefits /employability/housing and other advice and support was held in the Dundee International Women's Centre on 30 May.
	Promote uptake of free period products		31-Mar-2028	Demand remains high for access to products across community premises. Promotion of premises is made available via the website. Revised guidance has been made available to schools highlighting process for provision.
	Jointly facilitate the work of the Dundee Fairness Leadership Panel and convene annual Fairness Leadership Panel conferences.		31-Mar-2028	The Fairness Leadership Panel's report was published in April 2025. All of its recommendations were endorsed by the Dundee Partnership Management Group and the City Governance Committee on 21 April. These were included in Fairness and Child Poverty Action Plan that was approved by Committee in June 2025.
	Develop a longer-term emergency food approach based on the Cash First principles to promote financial security to prevent ongoing food need		31-Mar-2027	As part of the Cash First approach, 18 trained dedicated Community Guiders are actively providing dedicated signposting and referral support for those presenting with mental health & substance use challenges, as well as issues surrounding financial security and money worries. These Guiders are based in community food projects, third sector organisations and community initiatives focusing on income maximisation and associated wraparound support.

	Action Title	Progress Bar	Due Date	Latest Update
				In addition, from June 2024 to present, Faith in Community Dundee's Cash First coordinator has separately delivered Cash First orientated signposting training to frontline staff and volunteers across a range of public and third sector organisations.
	Produce annual Fairness and Child Poverty progress reports		31-Mar-2028	The Annual Local Child Poverty and Fairness Action Plan Progress Report for 2024/25 was approved by City Governance Committee on 23 June 2025.
	Maintain the Provision of Period Products		31-Mar-2028	In 2024/25, 420,000 individual product pieces have been provided within community premises and schools within budget. Provision of period products within communities remains steady with access available in schools and across all localities. Demand remains high across deprived communities in particular from community centres and libraries and via the food network. A new provider has been operating the home delivery service, and this has led to an improved, more efficient service.






Delivering Inclusive Growth and Community Wealth Building



	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term	Long Term	Latest Update
		Value	Value	Value	Target	Target	Trend	Trend	
	Level of engagement with city marketing campaigns	88,021	89,325	119,996	97,043	101,895			Reflects the Put Dundee on Your Map city marketing campaign plus engagement with native content on One City Many Discoveries' Meta social media channels. The focus of the Put Dundee on your Map campaign, under the tagline Do It All in Dundee, has switched to video views which are not recorded as "engagements" under this measure. More than 2.5million video views were recorded. The cost-effective delivery means the campaign burst has now exceeded respective targets across all audiences. This has been achieved despite a 50% reduction in the campaign budget.
	Number of living wage accredited employers based or headquartered in Dundee	122	128	126	126	131			At the end of 2024/25, there were 126 accredited Living Wage employers in Dundee, who have collectively uplifted 2,128 staff to the real Living Wage. These employers collectively employ 43,627 staff who are covered by a Living Wage commitment. While this a decrease from the previous year, it is up from two years ago.

	Action Title	Progress Bar	Due Date	Latest Update
	Implement the next phase of the city marketing campaign	<div><div>100%</div></div>	31-Mar-2024	Completed March 2024.
	Increase the impact of the Dundee Living Wage City campaign	<div><div>85%</div></div>	31-Mar-2028	Living Wage Week was celebrated in November 2024 with events highlighting new and existing accredited employers. Work has begun on a new three-year Living Wage Action Plan. An engagement survey was issued to strengthen relationships with accredited employers. Initial engagement has also started with care providers in Dundee.



Tackle Climate Change and Reach Net Zero Emissions by 2045

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
	Number of Citizens with NEC smartcard	78,613	82,449	85,036	88,638	93,070			The number of Dundee citizens with an NEC card has increased by over 2,500 over the past year.

	Action Title	Progress Bar	Due Date	Latest Update
	Promote take up of free bus travel on the NEC for all eligible groups	<div><div>100%</div></div>	01-Apr-2025	A wider accessibility project is planned with NEC partners in financial year 25/26.
	Work with partners to explore a digital NEC	<div><div>50%</div></div>	01-Apr-2025	Transport Scotland have progressed to consultation looking to develop a digital concession in the future. It is not yet known if this will be incorporated into the NEC scheme. Discussions are ongoing and are driven by Transport Scotland. This action will be extended to 31 March 2027.




















Building Resilient and Empowered Communities








	Action Title	Progress Bar	Due Date	Latest Update
✓	Improve inclusivity in our corporate communications.	<div><div>100%</div></div>	31-Mar-2024	Completed January 2024.
▶	Co-ordinate and administer the Community Regeneration Fund	<div><div>95%</div></div>	31-Mar-2028	By 31st March 2025, £448,779 of the CRF budget had been allocated. This is 99.2% of the annual budget (now consisting of 100% Revenue funds). The allocation for financial year 2025/26 is £452,226.








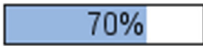

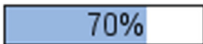

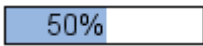








Designing a Modern Council and Transformation

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
✓	% City Plan indicators improving or maintained	63%	63%	67%	67%	68%	↓	↓	At the time of preparing this report, the annual City Plan progress report is also being drafted. The position being reported within this report may change once all City Plan indicators have been updated. Any change will be reflected retrospectively in the mid-year service plan progress report for 2025/26.
✓	Percentage of Council Plan Performance Indicators that are maintained and improving	54.6%	77.3%	68.2%	67%	68%	↓	↑	The Council Plan Annual Report 2024/25 was approved by the City Governance Committee on 23 rd June 2025. This was the third annual report and performance was measured against year three targets, many of which have increased from year two.
✓	Average daily website page view numbers	13,299	16,843	16,258	14,662	15,395	↓	↑	Website visitor numbers have exceeded the target for the past 3 years.
✓	Number of engagements on Facebook per month	19,203	20,800	42,229	21,171	22,230	↑	↑	Following data collection issues in first half of the year, engagement was much higher during the second half of the year, averaging at 72,771 per month during this period. There was high engagement on particular topics

	Performance Indicator	Yr -2	Yr -1	Current Year	Current Year	Year 3 (25/26)	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Target	Target			
									including the Council's response to Storm Eowyn, and items relating to Drumgeith Community Campus.
	Number of Social Media Followers	76,348	85,646	90,901	84,000	88,200			The number of followers on social media continues to increase year on year.
	% of FOI requests where response sent to Information Governance within 10 days (CEXs)	85.3%	95.1%	96.8%	100%	100%			In 2024/2025 Chief Executive Services received 63 Freedom of Information requests. We responded to 61 within the target of 10 working days (internal target). All however are within the 20 working days target for FOI responses.
	% of stage 1 complaints responded to within target or agreed extended timescales (Council)	82.4%	70.7%	81.8%	100%	100%			During 2024/25, there were 687 Stage 1 complaints. 66.8% (459) were closed within the target of 5 days. A further 15% (103) of Stage 1 complaints were closed within extension.
	% of stage 1 complaints responded to within target or agreed extended timescale (CEXs)	100%	100%	100%	100%	100%			There were no stage 1 complaints for the service during this period.
	Average number of working days lost through sickness absence per FTE employee in CEXs	2.7	5.64	2.1	3	3			The annual average number of working days lost through sickness absence was 2.1, which is a significant improvement on the 2023/24 position. However, there was a deteriorating trend at the end of 2024/25, with Q4 having an average of 3.43 days.
	% of employees who have had 'Quality Conversation' reviews	n/a	68.4%	73%	90%	90%		n/a	This is the second year of the new annual process being deployed across services. This is discussed regularly at management team meetings and monitored monthly at team level.

	Action Title	Progress Bar	Due Date	Latest Update
✓	Complete review and implement changes to the structure and operation of the Dundee Partnership	 100%	31-Dec-2023	Completed December 2023.
✓	Embed the culture of regular performance reporting and use of Pentana across the Council	 100%	30-Jun-2025	Completed April 2024.
✓	Review our workforce data and ensure that succession planning arrangements to ensure that sufficient resources are in place to work on Council and our service priorities	 100%	31-Mar-2024	Completed October 2024.
✓	Develop real time monitoring data e.g., active travel and city centre footfall	 100%	01-Apr-2024	Completed July 2024.
✓	Provide training and quality assurance for the corporate complaints system.	 100%	31-Mar-2027	There are regular Handling Complaints Training sessions offered to staff throughout the year via MyLearn, the sessions are aimed at new complaints investigators, as those who already handle and investigate complaints, as a refresher workshop. We have integrated the quality assurance checks into the regular activities of the Corporate Complaints Review group, where members of the group carry out regular peer reviews of complaints for their departments. Regular quality checks of complaints that took more than 40 days to close are also carried out as part of our Complaints Improvement Plan.
✓	Ensure new software is developed and implemented to manage the complaint handling procedures and reporting requirements	 100%	31-Mar-2024	New Corporate Complaints software hosted on Granicus Firmstep platform was launched on 1st April 2025 in line with the annual complaints reporting period of 1st April - 31st March. All new complaints are now recorded on the new system. Key staff received training on how to use the system. Council wide communications have been shared to ensure all staff are aware of the change. No new complaints are being recorded on the old system.
✓	Update and publish a new Performance Management Framework	 100%	31-Oct-2024	The Performance Management Framework (2025-28) was approved by City Governance Committee on 21 April 2025. There is an active communications strategy in place to promote and deploy the framework across the Council. Guidance was developed and issued to all services.

	Action Title	Progress Bar	Due Date	Latest Update
	Publish a new About Dundee using the latest Census data and launch with census briefings and training	 100%	31-Dec-2024	Two new statistical documents have been produced which cover the latest Census and poverty related data in Dundee. The 2025 Poverty profile is now published on the Dundee Partnership's Fairness webpage on the Dundee City Council website. A census report comparing 2022 with 2011 for Dundee and key information for Ward areas is complete and has been published this on the website alongside the poverty profile.
	Promote the use of the new Local Government Benchmarking Framework dashboard across the Council	 90%	31-Mar-2026	A link to the dashboard was included in LGBF Benchmarking report 2023/24 which was approved by Councillors. Dundee Performs, which includes a link to the dashboard, has been highlighted as an example of good practice by the Improvement Service. A new statement is now included in Annual Governance Statement self-assessment on the use of benchmarking, reflecting the SPI's requirement for benchmarking as a means for continuous improvement.
	Promote applications for national awards (in particular, the COSLA Excellence Awards and Scottish Public Service Awards)	 90%	30-Jun-2028	This action is an ongoing task so has not been marked as completed. Teams have however been encouraged to apply for the external awards. In December 2024 the Local Fairness Initiative was recognised as a finalist in the Scottish Public Service Awards in the Voluntary Sector Partnership category. The COSLA Excellence awards have launched for 2025 and nominations are being submitted in all 5 categories.
	Ensure service budgets are actively monitored and agreed savings delivered	 70%	31-Mar-2028	Agreed savings delivered and regular monitoring of budgets in place.
	Continue to monitor financial impacts on cultural organisations, we support financially	 70%	31-Mar-2028	Annual process in place for information gathering on financials, visitors, funding and recovery plans. Monitoring meetings are held, as appropriate.
	Administer the Change Fund to grow the number of successful ideas to generate efficiency savings and projects that deliver efficiencies	 50%	30-Apr-2026	Since the last update, change fund applications have been approved in relation to LACD Review and the Support Services Review. Change fund monies have also been approved to support the transformation projects being undertaken by SOLACE/IS. The output from this national work will be considered alongside the council's own Transformation Programme. All Transformation Board members have been asked by the Chief Executive to consider how the change fund could be best used in order to deliver new transformation opportunities.
	Lead the next phase of the Transformation Plan to Design a Modern Council.	 40%	31-Mar-2027	Following the publication of an Internal Audit of Transformation in April 2024, the majority of recommendations have now been met i.e., benefits tracking, programme timeline and skills/training identification. Work is ongoing to progress the recommendation in relation to service design. The

	Action Title	Progress Bar	Due Date	Latest Update
				Accounts Commission have now published the report on their thematic review of the council's approach to transformation. The review represents the third year of Audit Scotland's revised approach to best value. This balanced report does not highlight any significant risks and commends the governance approach in place. The three recommendations focus on financial savings associated with transformation, benefits tracking and increasing awareness of the programme for elected members and the public. The latter will be addressed by including more detail in the 'Design a Modern Council' section of the Council Plan six monthly and annual reports. Discussions are ongoing regarding the approaches to be taken to meet the remaining two recommendations. .
	Expand the use of Power BI across the Council	<div><div>40%</div></div>	31-Mar-2025	This action is now an IT action and has been removed from the Chief Executive's Service Plan.
	Review arrangements for reporting of financial savings linked to the transformation programme to more clearly show how the programme supports the budget setting.	<div><div>0%</div></div>	31-Dec-2025	New action agreed on 25 June 2025 to address the recommendations in the Best Value Thematic Review on Transformation. First progress update will be given in the mid-year Service Plan Progress Update Report.
	The reporting of the Transformation Programme within the Council Plan will be enhanced to provide more detail for elected members and the public. This will include publicly available information on the website	<div><div>0%</div></div>	31-Dec-2025	New action agreed on 25 June 2025 to address the recommendations in the Best Value Thematic Review on Transformation. First progress update will be given in the mid-year Service Plan Progress Update Report.
	Continue to roll out the new approach to benefits tracking to ensure benefits trackers are compiled at the start of new transformation projects.	<div><div>0%</div></div>	31-Mar-2026	New action agreed on 25 June 2025 to address the recommendations in the Best Value Thematic Review on Transformation. First progress update will be given in the mid-year Service Plan Progress Update Report.

ITEM No ...5.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 18 AUGUST 2025

REPORT ON: NEIGHBOURHOOD SERVICES PLAN 2023-2027 - ANNUAL PROGRESS REPORT 2024/25

REPORT BY: EXECUTIVE DIRECTOR NEIGHBOURHOOD SERVICES

REPORT NO: 232-2025

1.0 PURPOSE OF REPORT

- 1.1 To provide Committee with an annual update showing progress as of 31st March 2025 for the Neighbourhood Services Plan which was agreed by the Neighbourhood Services Committee on the 12 June 2023.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Committee note the Service Plan update appended to the report.

3.0 FINANCIAL IMPLICATIONS

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

4.0 BACKGROUND

- 4.1 Report No 116-2023 presenting the Service Plan for Neighbourhood Services for the period 2023 – 2027 was approved at the Neighbourhood Services Committee of the 12 June 2023 (Article III of the minute of this meeting refers). The Service Plan outlines the strategic direction for Neighbourhood Services for the period covering financial years 2023/24 up to 2026/27 and outlines key priorities and improvements which the service intends to deliver, based on financial and employee resources which are expected to be available. It also provides details of 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.
- 4.2 This report provides an update on the performance indicators and actions under each priority theme in Neighbourhood Services Service Plan for the period up to 31st March 2025. In each theme, where required, the report identifies further improvement activity to achieve the targets and actions in the plan.
- 4.3 Neighbourhood Services is responsible for Housing and Construction Service, Communities, Community Safety and Environment Service.

5.0 PERFORMANCE AND PROGRESS

- 5.1 The Neighbourhood Services' annual progress report shows the Service is focused on tackling its key priorities as well as contributing to those agreed in the Council Plan and City Plan.
- 5.2 The summary of Neighbourhood Service Plan performance confirms that over 70%, 27 of the performance indicators are on or within 5% of the target at the year end.
- 5.3 The best performing indicators at the year end point are: -
- Percentage of registered private sector properties managed by an Accredited Landlord or Letting Agent
 - Average length of time taken to complete emergency repairs

- Percentage of tenancy offers refused during the year
- Number of people consulted on Community Planning issues
- Number of Dundee Citizens engaged in CLD Programmes

The indicators needing further improvement are: -

- Street Cleanliness Score - Streets cleaned to an acceptable standard
- Average number of days taken to re-let properties
- Average time taken to complete non-emergency repairs
- Reduce the number of occupational health surveillance appointments not attended

5.4 No actions were overdue in this reporting period and 3 actions have completed during this period. These are:

- Develop youth activities via CLD youth workers teams
- Maximise participatory budgeting in all forms
- Target work to the most disadvantaged communities including focused local fairness initiatives in Linlathen and Stobswell West

All actions scheduled to have been completed up to this reporting period have been completed. 100% of actions are noting 50% or more progress.

5.5 In addition to the performance indicators included in the Service Plan, it is recommended that supplementary indicators be incorporated to provide a more comprehensive overview of service performance. Performance in relation to these additional indicators will be presented in subsequent updates. The supplementary indicators are as follows: -

- Average case duration for those assessed as homeless or threatened with homelessness
- Number of cases awaiting discharge of statutory duty
- Number of breaches of the unsuitable accommodation order
- Number of households in temporary accommodation at end of period
- Percentage of homeless or potentially homeless applicants securing permanent accommodation
- Number of homeless applications
- Net cost of waste collection per premise
- Net waste disposal cost per premise

5.6 The Neighbourhood Services Plan Progress report is set out in appendix 1 of this report.

6.0 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.

7.0 CONSULTATIONS

7.1 The Council Leadership Team were consulted in the preparation of this report and are in agreement with its contents.

8.0 BACKGROUND PAPERS

8.1 None.

Tony Boyle
Executive Director of Neighbourhood Services

Date: 23 July 2025

Neighbourhood Services

Service Plan 2023-2027

Annual Report



Foreword

Neighbourhood Services is responsible for the management and maintenance of housing and the environment, waste management, supporting people to develop their communities and keeping people safe and healthy. Quality of life for the citizens of Dundee is one of our key priorities and Neighbourhood Services has overseen the transformation of communities with new housing, community facilities and building a strong sense of pride and satisfaction across the city.

Sustainability and a commitment towards increasingly enhancing biodiversity and environmental quality are key to our service delivery. By leading the way through ambitious initiatives such as the low emission zone, we are setting a benchmark that we hope others will follow. By working together with the private and voluntary sectors across the city we can all adopt more sustainable practices. Our Waste and Recycling Strategy sets out our plans to maximise recycling and minimise general waste.

Neighbourhood Services together with its strategic partners have ambitious plans to decarbonise and improve the energy efficiency of our existing housing stock as set out within the Housing Energy Efficiency and Net Zero Strategy 2023-2027. The Service is also committed to increasing the supply of affordable housing across the city through the Strategic Housing Investment Plan and Local Housing Strategy. These plans address housing need, to ensure that affordable new build housing meets high standards in terms of energy efficiency while reducing the impact of residential accommodation on the climate. New build social rented accommodation meets 'Net Zero' guidance in terms of improved energy efficiency and moving towards the decarbonisation of residential accommodation using alternatives to fossil fuel for heating.

Dundee has well established processes for locality planning to facilitate work between community planning partners and communities. There is a Local Community Planning Partnership (LCPP) covering each of the eight wards of the city. These LCPPs are one of our key mechanisms for empowering communities with local people sitting alongside service providers as equal partners taking collective action. People who know their own communities best, people who have lived experience of using services and local workers who have built up relationships in those communities, work together to ensure the community's voice is heard and that local people are at the heart of actions taken to reduce inequalities in their neighbourhoods.

The framework for community participation and Participatory Budgeting (PB) will deliver active participation of citizens in local decision making. The Council has used a range of ways to support local community engagement and local community planning; community involvement and engagement activities underpin these plans. Our Engage Dundee model commits to holding city wide engagement every two years as well as ongoing engagement, consultation and working with communities at a local level.

Neighbourhood Services will continue to review the needs of employees in adapting to challenging legislative and resource constraints through our Workforce Plans. We will continue to work with our employees, partners, Government and communities to deliver on the key priorities in this Service Plan.

Tony Boyle – Executive Director of Neighbourhood Services.

Achievements

Under the direction of the Service Plan, Neighbourhood Services has continued to deliver strongly against strategic objectives. A summary of some of the key achievements by each service across Neighbourhood Services is described below: -

2.1 Environment

2.1.1 Biodiversity and Greenspace: -

- Completion of the Lawn Tennis Association funded upgrading of all Dundee's parks, tennis courts and the partnership agreement between the Council and Tennis Scotland, which will increase participation via programmes e.g. 'tennis for free'.
- Since April 2024, Dundee's two Countryside Rangers have led 100 events involving over 1,500 children and adults.
- Completion of city centre tree survey and open space audit.
- Appointment of contractors working to remove trees most affected by Ash Dieback.
- One of Dundee's most popular and biodiverse woodland sites, Templeton Woods, has benefited from approximately £100,000 improving access for visitors by upgrading the car park and planting 2,200 native trees.

2.1.2 Bonnie Dundee was awarded a Silver Gilt Medal at the 2024 RHS Britain in Bloom UK Finals. This accolade recognises the city's outstanding horticultural achievement, environmental responsibility and community participation. Judges noted "the volunteering movement across the city was very impressive" and that it was good to see "the Council coordinating activity with a strong strategic vision" with regards to ongoing development within the city.

2.1.3 Capital projects in parks and open spaces included upgrades at Stobsmuir Ponds, introducing new planted 'floating islands' as well as enhancements to the Discovery Rose Garden. New biodiverse planting at Dryburgh Gardens Sheltered Housing has been introduced as well as new planting areas at Windmill Gardens to enhance the Broughty Ferry Active Travel Project.

2.1.4 Planting on roundabouts along Riverside Drive was upgraded improving sightlines and enhancing this key gateway route into the city.

2.1.5 Continued improvement of the overall recycling rate, as the Waste Strategy Action Plan progresses.

2.1.6 Residual waste going to landfill has reduced from 2% to 1.5%.

2.1.7 Successful bid to the Scottish Government's Recycling Improvement Fund as a contribution to the costs of upgrading the Council's two recycling centres at Baldovie and Riverside.

2.1.8 Launch of Mobile Waste App (initial uptake of over 11,500 users) with a sustained communications plan to help householders identify what goes in each bin as well as setting reminders for collections and signposting them to information and advice in relation to recycling and re-use.

- 2.1.9 Litter Picks: A total of 77 registered litter picks took place throughout the year; these involved an estimated 1,377 participants over an estimated 1,426 volunteer hours.
- 2.1.10 DCC Community Clean Ups: These targeted days of action were delivered in the Linlathen, Strathmartine, Stobswell West and City Centre areas using a partnership approach. Lunchtime volunteer sessions at the City Centre Community Clean Up saw 33 volunteer hours over 3 days by DCC staff, Elected Members and staff from local businesses.
- 2.1.11 Play Area Improvements: As part of an ongoing programme of renewals and upgrades, over £400,000 has been invested in play areas in the North East, Lochee and East End wards during 2024/25.

Housing & Construction

- 2.2.1 In 2024/25, a total of 341 social housing completions were achieved across the city in partnership with our Registered Social Landlords, the highest number of completions for several years. All of these new homes have met or surpassed the current building regulations and meet the Energy Efficiency Standard for Social Housing, ensuring that our tenants live in warm, affordable homes.
- 2.2.2 The Rapid Rehousing Transition Plan (RRTP) highlights that in a very challenging housing environment nationally, efforts and innovation of our teams and across sector have impacted positively on people experiencing homelessness. Whilst pressure on the homeless service has increased, the service has continued to ensure it meets its legislative duty by providing temporary accommodation to everyone who needed it in 100% of cases. Progress includes: -
- The service has 'flipped' 203 temporary furnished properties to permanent accommodation.
 - Tenancy Sustainment for homeless households permanently rehoused is currently 90.97%.
 - 1061 households were assisted to secure permanent accommodation during 2024/2025
 - There has been a 13% drop in the number of children associated with households accommodated in temporary accommodation by Dundee City Council.
- 2.2.3 On the 13/05/2024, Housing and Construction Services presented the Relet and Repairs Recovery Plan to the Neighbourhood Regeneration, Housing and Estate Management Committee. The Plan set out to reduce the number of void properties from 545 to 200 within 20 weeks. This was achieved by 21/10/2024 and the number of void properties reduced to 199.
- 2.2.4 Some of the works carried out by Housing and Construction Services in this period include:
- 48,366 reactive repairs completed
 - 1,222 mainstream properties and 319 network properties prepared for relet.
 - 11,254 Gas Safety Checks completed on time
 - 2144 Electrical Safety Inspections
 - 170 major and 270 minor disabled adaptations were complete
 - Capital Improvements including Window Replacement, Roof Replacement, Kitchen, Heating and Boiler Replacements to over 500 properties.

2.2.5 A Survey of Tenants and Residents (STAR) was completed in 2023 to report in the return on the Scottish Social Housing Charter for 2024 onward (the survey is required every three years). The Service presented an overview of the results to the Housing Best Value Review Group. Key areas of improvement included: -

- Overall service satisfaction, 83.2% of tenants surveyed were satisfied – an improvement on last survey (2021) which was 80.8% and better than the council average
- Percentage satisfied with quality of home was 83.3% compared with 76.4% in 2021.
- % satisfied with opportunities to participate in decision making was 82.2% compared with 66.6% in 2021.
- The percentage of people satisfied with their most recent repair in the past 12 months was 86.0%, compared to 78.9% in 2021.

2.3 Communities, Safety & Protection

2.3.1 Community centres saw substantial engagement, with 428,000 visits recorded over the year.

2.3.2 Wide-reaching community involvement was promoted, with 708 people contributing to Local Community Planning and 2,668 generating ideas for capital investment through the new Neighbourhood Capital Fund—1,724 of whom were young people.

2.3.3 Supported by The Hunter Foundations and BBC Children in Need, our partnership with What Matters To You (WM2U) led by Children and Families, supported by Communities has shifted from service provision to empowering families and young people through Values Based Leadership Experiences with Columba1400. This led parents and youth to take leadership roles in their schools and communities, launching initiatives like a parental peer support group in Fintry, family activity groups in Charleston, a men's group in Kirkton, opportunities for young people at DISC in Stobswell, and transition support at Greenfield Academy. Youth Work teams delivered targeted support, notably through the "Imagine A Man" training, fostering positive male role models and open dialogue among young people.

2.3.4 The Community Health Advisory Forum organised a city-wide Cost of Living event to address financial challenges faced by residents, influencing local strategic planning. The group was excited to be asked for a representative to attend the Child Poverty and Inequalities Strategic Leadership Group, providing a direct link to the implementation of Dundee's City Plan.

2.3.5 Kirkton Community Centre SCIO were supported to bring in £1.5 million of funding of Levelling Up Monies to support their ambition to build a community enterprise centre on the site of the old Kirkton community centre. The service has supported local community groups to bring in a further £409,000 of external funding for local initiatives.

2.3.6 Ongoing support was provided by the Humanitarian and English for Speakers of Other Languages (ESOL) Teams to newcomers through resettlement and English language programmes, helping them build new lives in Dundee.



Performance Indicators Status Explained -

Key Performance Targets: ● On target ▲ Close to target ● More than 5% away from Target



Short/Long Term Trends - ▲ Improving ▬ No Change ▼ Getting Worse

Short term trend data is analysed by frequency as noted on the indicator e.g., an indicator with monthly data will be compared with the previous month

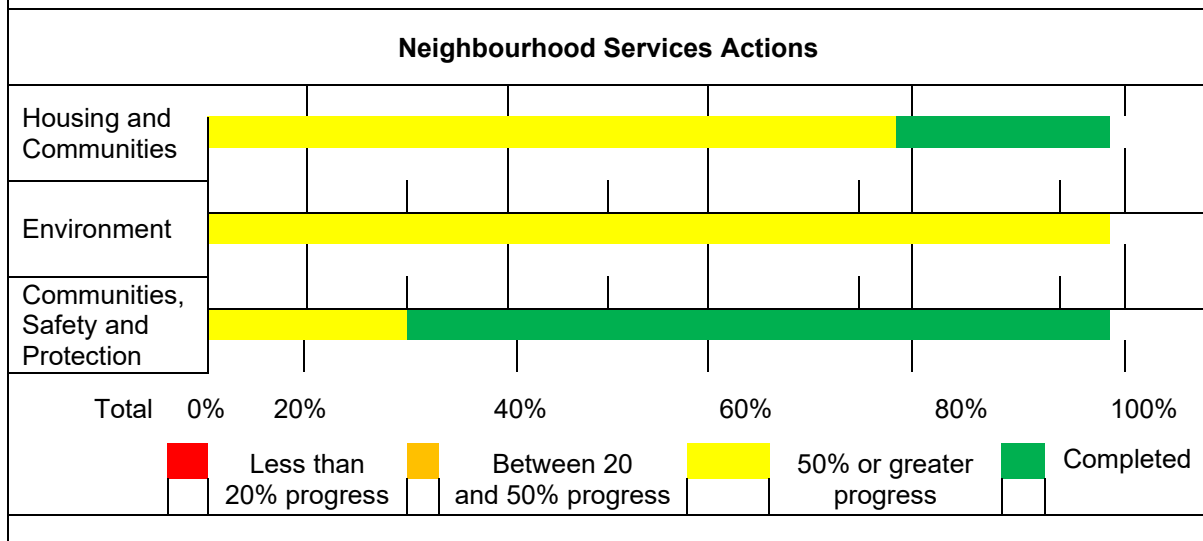
ACTION LEGENDS EXPLAINED

Status	Progress Bar	Due Date
		31- Mar 2027
<p>Green tick shows that the action has been completed.</p> <p>A green triangle means the planned action has started, an officer is assigned to lead it and there is an update within the timeframe the officer has been asked to update e.g. quarterly.</p> <p>A red symbol indicates that the action is overdue.</p>	<p>The officer assigned to lead / report on the action is asked to provide a self-assessed percentage complete when providing an update. A high percentage is taken to mean there is a plan and the structures, systems and resources are to a reasonable extent in place to deliver it.</p> <p>Complete usually means the improved or new policy, product or process is now embedded and adopted as business as usual in the relevant operations.</p>	<p>Agreed either in the plan approved by committee or by the assigned officer when being set up in the monitoring system. Read in conjunction with progress.</p>

Best and Worst Performance Indicators

Best Performing Indicators		<p>Percentage of registered private sector properties managed by an Accredited Landlord or Letting Agent</p> <p>Average length of time taken to complete emergency repairs</p> <p>Percentage of tenancy offers refused during the year</p> <p>Number of people consulted on Community Planning issues</p> <p>Number of Dundee Citizens engaged in CLD Programmes</p>
Worst Performing Indicators		<p>Street Cleanliness Score - Streets cleaned to an acceptable standard</p> <p>Average number of days taken to re-let properties</p> <p>Average time taken to complete non-emergency repairs</p> <p>Reduce the number of occupational health surveillance appointments not attended</p>

What Action Will We Take?



Actions which have been completed in the year 2024/25:

Maximise participatory budgeting in all forms.

Develop youth activities via CLD youth worker teams.

Target work to the most disadvantaged communities including focused local fairness initiatives in Linlathen and Stobswell West










Actions which are currently overdue:

No actions are currently overdue



Communities, Safety and Protection

Communities, Safety and Protection Performance Indicators





	Performance Indicator	2022/23 Value	2023/24 Value	2024/25 Mid-Year Value	2024/25 Value	2024/25 Target	Short Term Trend	Long Term Trend	Latest Update
	Number of attendances by young people engaged in Diversionary Learning Programmes.	36,160	40,069	19,325	38,588	40,000			Diversionary programmes are in place Monday to Friday, targeted at local community wards with the highest needs. This gives young people the opportunity to access a positive learning opportunity each evening and divert some away from possible anti-social/offending behaviour.
	Number of targeted groupwork sessions	7,760	6,056	3,180	6,818	8,000			The communities service continues to offer high numbers of targeted group work support to adults and young people across the city. While we have seen an increase in 2024/2025, we have not met our target annual target. However, we have seen an increase in the number of adults and young people accessing individual support from CLD staff suggesting changing priorities across communities.
	Number of learners receiving individualised support to reduce risk and support positive outcomes	863	972	754	919	900			<p>The communities service has seen an increase in the number of young people and adults accessing individual support to improve outcomes. This takes the form of</p> <ul style="list-style-type: none"> • One to one ESOL or literacy support to adults who want to improve their reading, writing, spelling, numeracy, or digital skills, • Young people referred by education and other partners who need additional support to address challenges to learning such as family or social issues, help them to build confidence, meet goals and progress to other learning. • Local community members being supported to take action in their area or help around governance or taking on a committee role.

	Performance Indicator	2022/23 Value	2023/24 Value	2024/25 Mid-Year Value	2024/25 Value	2024/25 Target	Short Term Trend	Long Term Trend	Latest Update
✓	Number of Recovery & Resilience Sessions (Capacity Building)	1,731	2,585	1,217	2,139	1900	↓	↑	The targets have been exceeded for this period owing in part to the significant increase in family empowerment work supported by What Matters to You (WM2U). A number of groups are being supported through AGMs and development sessions to look at organisational governance and this will be a priority over 25/26
✓	Number of people attending community centres	331,151	460,110	237,945	428,768	333,000	↓	↑	Community Centres continue to be the focus of a huge amount of anti-poverty work and, increasingly, family empowerment work. Community cafes are an area of growth and Warm Spaces continued to be offered in 24/25
✓	Number of people consulted on Community Planning issues	3,454	10,729	6,108	12,201	4,000	↑	↑	We have seen very high numbers of local people consulted on community priorities for the Neighbourhood Capital Fund. In addition, the numbers of consultation in part due to the expansion of WM2U in Whitfield to compliment the consultation carried out in Charleston and Kirkton. School holiday programmes were also run across the city during the summer months providing the opportunity to engage with large numbers of families about issues important to them.
✓	Number of Dundee Citizens engaged in CLD Programmes	4,808	4,861	3610 (corrected)	5,369	5,000	↑	↑	The consistent high numbers of young people and adults engaged in CLD activities suggests a growing interest and participation in lifelong learning and community empowerment. Involvement in CLD is leading to increased social cohesion, community involvement, and an awareness of various programmes and initiatives across the city.
⚠	Percentage of Dundee Citizens from SIMD 1&2 (20% SIMD Rank) engaged in CLD learning programmed activities	57.18%	56.8%	60.6%	58.5%	60%	↑	↑	The communities service continues to target our CLD offer to Dundee's priority communities and with other disadvantaged groups with a focus on reducing the impacts of poverty and inequality and building stronger empowered communities.
✓	% of communicable disease cases and outbreaks investigated within 48 hours of being brought to our attention	100%	100%	100%	100%	100%	▬	▬	67 Communicable disease notifications received within the last period up to today 17/01/25 where contact was made or attempted and an investigated was then carried within 48 Hours of being brought to our attention where applicable. There were no outbreaks recorded in this period of time.

	Performance Indicator	2022/23 Value	2023/24 Value	2024/25 Mid-Year Value	2024/25 Value	2024/25 Target	Short Term Trend	Long Term Trend	Latest Update
									<p>Due to a change in investigation procedures, we also received an additional 8 notifications which were investigated by Tayside Health Board rather than ourselves due to the nature of the reported communicable disease.</p> <p>This Performance indicator will be transferred to City Development.</p>
✓	Number of antisocial behaviour complaints	1,470	1,302	735	1,314	1,587	↓	↑	<p>Whilst there has been a slight increase in the number of antisocial complaints in 2024/25 compared to the previous year, work is ongoing to reduce incidents of antisocial behaviour where possible. This includes a high level of preventative measures, early intervention and engagement, and working collaboratively with both internal and external partners. This target is continually reviewed and will reduce to 1432 for 2025/26.</p>
✓	Percentage of food safety inspections completed for risk rated food premises, as per the Food Safety Scotland's Food Law Code of Practice (Scotland).	N/A	97%	N/A	96%	87%	↓	↓	<p>During the period between 01/04/2024 and 31/09/2024, a total of 492 Food Law Rating Scheme programmed inspections were carried out, achieving an inspection rate of 98% so far this year.</p> <p>This Performance indicator will be transferred to City Development.</p>
✓	Percentage of serious health & safety accidents receiving a response within 48 hours	100%	100%	N/A	100%	97%	▬	▬	<p>Neighbourhood Services Environmental Health is the enforcing authority for health and safety legislation for a range of sectors including offices, retail, hospitality and retail premises. During the period between 01/04/2024 and 31/09/2024, a total of 28 reportable accidents were received. 100% of these were assessed and responded to within 48 hours.</p> <p>This Performance indicator will be transferred to City Development.</p>
✓	Percentage of registered private sector properties managed by an Accredited Landlord or Letting Agent	31%	31%	N/A	30%	25%	▬	↑	<p>Currently 30% which is a slight decrease from last year (1%). The number of accredited landlords has remained static however the number of registered properties has increased from last year. Landlord accreditation is a voluntary scheme run by Dundee Landlord Accreditation. This group of members is made up of</p>

	Performance Indicator	2022/23 Value	2023/24 Value	2024/25 Mid-Year Value	2024/25 Value	2024/25 Target	Short Term Trend	Long Term Trend	Latest Update
									volunteers from letting agents and private landlords across the sector. When landlords are accredited, they are agreeing to uphold a standard higher than the minimum and is good practice but not compulsory. Once accreditation is achieved, they go onto a database managed by Private Sector Services team.

Communities, Safety and Protection Actions
















	Action	Progress Bar	Due Date	Latest Update
	Increase community use and ownership of Council owned assets	<div><div>75%</div></div>	31-Mar-2027	3 pre-applications for Community Asset Transfer and a full CAT request from Mid-Lin have been received. A task and finish group in Communities has been established to review the support materials
	Develop youth activities via CLD youth workers teams	<div><div>100%</div></div>	31-Mar-2025	Action Completed
	Maximise participatory budgeting in all forms	<div><div>100%</div></div>	31-Mar-2027	Action Completed
	Target work to the most disadvantaged communities including focused local fairness initiatives in Linlathen and Stobswell West	100%		Action Completed















Housing and Construction






Housing and Construction Performance Indicators

	Performance Indicator	2022/23 Value	2023/24 Value	2024/25 Mid-Year Value	2024/25 Value	2024/25 Target	Short Term Trend	Long Term Trend	Latest Update
✓	Number of Council and Registered Social Landlord new housing completions	101	264	186	341	200	↑	↑	To the end March, there were 341 affordable housing completions including 23 market acquisitions by Dundee City Council. This is progressing well towards exceeding the annual target.
✓	% of gas safety certificates obtained within 12 months	100%	99%	100%	100%	100%	↑	↑	100% completed before the anniversary date.
⛔	% of reactive repairs carried out within timescales	78.87%	79.29%	81.96%	83.1%	93%	↑	↑	A backlog of non-urgent repairs has persisted but is reducing, and as we work our way through these older repairs, the proportion of jobs completed on time is improving. This year the service has completed 48,366 repairs.
✓	% of lets to statutory homeless households	53.5%	51.8%	71.9%	66.8%	55%	↑	↑	The majority of lets were made to homeless applicants whilst also addressing other allocation priorities such as management transfers, unsuitable housing conditions and throughcare protocols. Permanent lets to alleviate and prevent homelessness continues to be a priority to reduce pressures on temporary accommodation.
✓	Average length of time taken to complete emergency repairs	4.93(hrs)	4.4 (hrs)	4.17 (hrs)	4.14 (hrs)	6 (hrs)	↑	↑	The service continues to respond to emergency repairs well within the target of 6 hours and to date have completed over 2382 emergency repairs.
⚠	% of reactive repair jobs completed right first time	78.35%	79%	81.31%	82.63%	85%	↑	↑	This measure is of jobs completed on time and without subsequent complaint or rework. The Scottish Housing Regulator (SHR) is currently consulting on a replacement measure. For the year 2024/25 82.63% of reactive repairs

	Performance Indicator	2022/23 Value	2023/24 Value	2024/25 Mid-Year Value	2024/25 Value	2024/25 Target	Short Term Trend	Long Term Trend	Latest Update
									were considered right first time, reflecting the fact many repairs are being completed after the target date because of the repairs backlog. This can be further broken down and approximately 1% of repairs not complete right first time is due to recall works.
	Average number of days taken to re-let properties	104.4	96.06	92.9	79.76	45			Days to let continues to show an improvement in performance. This year's performance is mainly attributed to the implementation of the void recovery plan and the efforts of all teams involved. A number of long-standing voids were also let during this period which will help the longer-term trend.
	% of lets to BME groups (Quarterly and Yearly)	1.3%	2.1%	1.5%	1.6%	3.3%			This is not a mandatory question on the housing application and is dependent on applicants completing this section. Proportion of lets to Black Minority and Ethnic (BME) groups remains below target and there has been a small reduction in applications from BME applicants.
	% of tenancy offers refused during the year	47%	37.5%	34.1%	39.7%	47%			This is a strong performance with levels of refusals contributing to reductions in days to let. Every effort is made to minimise refusals through a housing options approach and regular reviews of applications.
	Percentage of new tenancies sustained for more than one year	89.53%	88.9%	89.36%	90.97%	90%			The service is maintaining tenancy sustainment levels despite increased levels of allocations to homeless households. Tenancy Sustainment for Homeless Households over the previous year is currently over 90%.
	% Gross rent arrears	11.71%	10.7%	9.59%	7.3%	6.4%			We are working with our colleagues in Corporate Services to reduce rent arrears. Rent arrears have reduced to 7.3%. The team continue to support tenants maintain their rent charge via Discretionary Housing Payments and Tenant Hardship Fund alongside collaborative working with advice services to maximise income.

	Performance Indicator	2022/23 Value	2023/24 Value	2024/25 Mid-Year Value	2024/25 Value	2024/25 Target	Short Term Trend	Long Term Trend	Latest Update
	Average time taken to complete non-emergency repairs	15.8	13.79	16.32	15.67	9			Following a targeted approach to reducing relets, Construction Services is concentrating resources on housing repairs. This increased resource will see a drop in jobs already in the system and in turn will show improved performance going forward in the average time to complete non-emergency repairs. As the service completes older repairs then this will have the impact of increasing the average hours.
	Percentage of tenants satisfied with the overall service provided by their landlord	80.84%	83.2%	83.2%	83.2%	90%			An improved performance from 80.84% to 83.2%. The Service is reviewing the overall response from this Survey to further inform an improvement plan to continue improving performance.
	Percentage of tenants satisfied with the overall quality of home	76.45%	83.2%	83.2%	83.2%	88%			The STAR survey carried out at the end of 2023 showed an improved performance in terms of tenants satisfied with the overall quality of their home. To build on this performance, the Housing Service is due to carry out a 100% Stock Condition Survey which will further inform resource allocation within the Housing Capital Plan The Service has introduced satisfaction surveys at all new tenant visits so that satisfaction levels can be monitored during the 3-year star survey period
	% of Rent due lost through properties being empty	2.33%	2.16%	1.04%	1.77%	1.5%			This is a cumulative indicator and represents the amount of annual rent lost due to voids after 6 months. The void improvement plan significantly reduced the percentage of rent due lost through properties being empty. There is ongoing monitoring of voids performance by housing and construction teams.

Housing and Construction Actions







	Action	Progress Bar	Due Date	Latest Update
	Maintain momentum in energy efficiency and wall insulation programmes to reduce fuel poverty for children and families	<div><div>60%</div></div>	31-Mar-2027	As reported to the Neighbourhood Regeneration, Housing and Estate Management committee on 13 May (sourcing strategy report 128-2024), it sets out the 3 phases of the Linlathen Retrofit project which are to be tendered via the Scotland Excel Energy Efficiency Contractors framework. Designs are being finalised to include not only Structural Insulation, but new windows, Solar PV and Battery Storage if feasible.
	Build affordable houses that meet community needs	<div><div>50%</div></div>	31-Mar-2027	As at the end of financial year 2024/5 a total of 341 social rented houses were completed. This is well in excess of the Council Plan target of 200 units
	Integrated Housing Management System (IHMS)	<div><div>50%</div></div>	Revised Due Date 31-Jul-2026	I.T. development and implementation is ongoing. Project Plan is under review.
	Modernisation of Construction Services	<div><div>50%</div></div>	Revised Due Date 31-Jul-2026	Review of progress to date and options appraisal to identify optimal route to implementation of repairs by appointment commenced.
	Complete the annual rent consultation exercise	<div><div>65%</div></div>	31-Mar-2027	The rent consultation for the increase in rents in 2025/26 has been completed with a response rate of 18.6%.









Environment


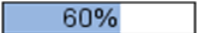

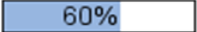
Environment Performance Indicators


	Performance Indicator	2022/23 Value	2023/24 Value	2024/25 Mid-Year Value	2024/25 Value	2024/25 Target	Short Term Trend	Long Term Trend	Latest Update
✓	Number of clean ups /litter picks recorded citywide (maintain/increase)	59	68	26	77	52	↑	↑	Litter picks are supported and encouraged city wide as part of the Council's Take Pride in Your City campaign, the 2024/25 total is 77 litter picks, which is an increase on the previous year. The figure provided is for known litter picks registered with DCC Environment and Keep Scotland Beautiful, this does not include litter picking by groups or individuals who carry out work without engaging with DCC or KSB, so the actual figure is likely to be higher.
✓	Number of 'Friends of Parks Groups' (maintain / increase)	N/A	9	9	9	9	▬	▬	In 2024/25, there were 9 Friends of Parks groups. The Council will continue to support existing groups and to encourage the development of new groups where appropriate.
✓	Maintain or increase the number of Keep Scotland Beautiful (KSB) Green Flag awards achieved	7	7	7	7	7	▬	▬	Green Flag Awards are awarded every summer. Dundee successfully retained all 7 Green Flags in 2024/25 for; Barnhill Rock Garden, Slessor Gardens and Waterfront Place, Dundee Law, Templeton Woods, Baxter Park, Trottick Mill Ponds LNR and Riverside Nature Park. There is potential to develop applications for further sites in future (e.g. Magdalen Green) but the aim is to retain 7 sites for 2025/26.
✓	Number of KSB, It's Your Neighbourhood' groups reaching the outstanding level (maintain / increase)	N/A	12	N/A	12	12	▬	▬	It's Your Neighbourhood is a community environmental improvement initiative managed by Keep Scotland Beautiful in partnership with the RHS. The volunteer-led community groups which enter are awarded one of five certificate levels, the highest being Outstanding level. 13 groups from Dundee entered IYN in 2024/25, of which 12 received an


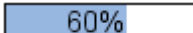
	Performance Indicator	2022/23 Value	2023/24 Value	2024/25 Mid-Year Value	2024/25 Value	2024/25 Target	Short Term Trend	Long Term Trend	Latest Update
									Outstanding level certificate. 10 of these groups also received a Certificate of Distinction which are awarded to groups who have consistently grown and improved over the years of taking part.
	Street Cleanliness Score - Streets cleaned to an acceptable standard	86.2	86.4	N/A	83.2	94			During 2024/25, a dedicated plan was progressed to target priority locations, hotspots and routes across Dundee. This included targeted mechanical sweeping, roll out of larger capacity bins, delivery of four community clean ups, support for community litter picking initiatives, review of resources and route planning, staff training and use of technology to streamline services. Noting a decrease in value of 3.2% to 83.2% for 2024/25, Environment will strive to continue to implement measures to improve this score throughout 2025/26. In part, improvements will be delivered through the Take Pride in Your City Action Plan 2024-26 Action Plan which has an emphasis on partnership working to make best use of resources and actions which focus on modernising operational processes to improve the appearance of open spaces across the city. This includes use of digital technology and data analysis to streamline service delivery, continuing the roll out of larger capacity bins, ongoing recruitment and training, review and update of Streetscene routes, engaging with the public on community initiatives to reduce litter, and partnering with schools, businesses, higher education institutions, sports clubs and other Service areas. Findings in the end of year LEAMS report will be scrutinised to identify areas for improvement, but this is not yet available.
	Retain the Keep Scotland Beautiful Beach Award (Broughty Ferry)	1	1	1	1	1			Scotland's Beach Award, administered by Keep Scotland Beautiful, is awarded in May each year.

	Performance Indicator	2022/23 Value	2023/24 Value	2024/25 Mid-Year Value	2024/25 Value	2024/25 Target	Short Term Trend	Long Term Trend	Latest Update
									Broughty Ferry beach successfully maintained its award in 2024/25. Application has been submitted for 2025/26.
✓	Retain the Keep Scotland Beautiful (KSB) City Category	1	1	N/A	1	1			The 'Bonnie Dundee' entry was nominated by Keep Scotland Beautiful to take part in the RHS Britain in Bloom 2024 UK finals, so could not enter Beautiful Scotland this year, but were nonetheless awarded a Certificate of Recognition at the 2024 Beautiful Scotland awards. Bonnie Dundee was awarded a Silver Gilt Medal in the City Category of Britain in Bloom 2024. This accolade recognises the city's outstanding horticultural achievement, environmental responsibility and community participation. Judges noted "the volunteering movement across the city was very impressive" and that it was good to see "the Council co-ordinating activity with a strong strategic vision" with regards to ongoing development within the city.
✓	% of household waste landfilled	2%	1.5%	N/A	N/A	7%			The landfill rate for 2024 is still to be reviewed and verified by SEPA and this is expected to be in September 2025 and confirmation of the landfill rate % will be published at that time.
✓	Percentage of household waste recycled or composted.	35.6%	36.6%	N/A	N/A	40.2%			The recycling rate for 2024 is still to be reviewed and verified by SEPA and this is expected to be in September 2025 and confirmation of the recycling rate % will be published at that time.

Environment Actions

	Action	Progress Bar	Due Date	Latest Update
	Manage waste sustainably by reducing, reusing, recycling and recovering waste to improve resource efficiency whilst working towards a circular economy.		31-Mar-2032	<p>The Waste Strategy Team are working on a range of activities to help reduce waste and increase recycling within the city.</p> <p>The Mobile App continues to gain traction with householders with approx. 11,500 users and is an established platform for providing updates and information to users.</p> <p>The team are currently preparing the 2025 -2030 waste strategy for approval later this year. An interface with key actions and aspects of the Take Pride Campaign will be included in the updated plan.</p>
	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.		31-Mar-2027	<p>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. Further to previous updates referencing the pedestrianisation of Union Street, work is progressing on pedestrian and public realm improvements to Lochee High Street with development works expected to be completed by summer 2025. The Council have continued to work in partnership with Sustrans and the local community at Stobswell with the creation of pocket parks in the area and a collaborative concept design has been developed for the next planned pocket park at Eliza Street. Following the publication of Dundee's City Centre Strategic Investment Plan during 2023, consultants have been appointed to assist with the creation of an Eastern Quarter masterplan. The consultants are working with the Council on the preparation of the masterplan in order to deliver the strategic outcomes of the strategy and to establish a programme of deliverable public realm projects which will inform future capital investment in the Eastern Quarter of the city centre. A wide variety of considerations are being factored into the masterplan and proposed projects, including opportunities to enhance public spaces and active travel through green and blue infrastructure.</p> <p>In addition to the above, the action recognises the ability of supported communities to be partners and leaders on local plans and initiatives which diversify green spaces. To that extent Local Community Planning Partnerships have actions in their Local Community Plans to focus on the opportunities that local green and open spaces present locally which further the wider biodiversity and community food growing aspirations of the city. Further to initiatives previously highlighted: -</p>




	Action	Progress Bar	Due Date	Latest Update
				<ul style="list-style-type: none"> · North East Community Empowerment Team supporting Family Group to enhance Finmill Community Centre courtyard with planting. · Whitfield Greenspaces Group volunteers, supported by the North East Community Empowerment Team, are to recommence community litter picks. · Lochee Empowerment team, working with Landscape design team, organised two design workshops which attracted 32 residents who live around Spey Drive play area. The first workshop assessed their aspirations and the second confirmed the design for the park, which has now been completed. · Lochee Residents and Tenants Association, supported by the Lochee Empowerment team & Planning officers has developed a street art project which will provide an aspirational backdrop to the development of a pocket park in Lochee High St at its junction with Bank St. · Beechwood Park has been refurbished with new play equipment and a Multi-Use Games Area following a co-design project with the Beechwood Residents group. The Lochee Empowerment team and the Landscape Design team. · Friends of Clatto volunteers have made improvements to various paths throughout the park including providing disabled access to accessible toilets. · Climate Action Fund monies were used to purchase gardening gloves, compost, seeds to grow potatoes and fertiliser. These items were made into packs which were then distributed to community members across Strathmartine. · The floodlights for the Multi Use Games Arena in the greenspace at Keswick Terrace have now been connected and are switched on in the evenings.
	Review revised Waste Charter Code of Practice once published & conduct impact/cost-benefit analysis	<div data-bbox="763 1086 958 1125"> <div data-bbox="763 1086 875 1125">50%</div> <div data-bbox="875 1086 958 1125"></div> </div>	31-Dec-2026	<p>Following the enactment of the Circular Economy Bill, the Waste Routemap is now being taken forward and the key activity at the moment is the Co-design of future kerbside collection services which is a key element of the revised Waste Charter Code of Practice, ahead of the code becoming mandatory.</p> <p>A schedule for the various engagement activities is now available with the aim of completing the review of the Code of Practice by the end of 2026 and the Council are fully involved in this process.</p>

Action	Progress Bar	Due Date	Latest Update
 Deliver the action plan to reduce waste, and reuse or recycle more	 60%	31-Mar-2027	<p>The team are currently preparing the 2025 -2030 Waste strategy for approval later this year. An interface with key actions and aspects of the Take Pride Campaign will be included in the updated plan.</p> <p>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.</p>




Corporate Measures - Neighbourhood Services

Corporate Performance Indicators - Neighbourhood Services

	Performance Indicator	2022/23 Value	2023/24 Value	2024/25 Mid-Year Value	2024/25 Value	2024/25 Target	Short Term Trend	Long Term Trend	Latest Update
	Reduce the number of occupational health surveillance appointments not attended	139	103	N/A	153	48			<p>This is an internal measure relating to staff attending occupational health surveillance appointments. The annual target shows 153 appointments not attended. The service has put measures in place to ensure contact information between employees, and the Occupational Health provider is accurate to ensure that alerts for upcoming appointments are highlighted to the employee and the appropriate manager.</p>

Corporate Actions - Neighbourhood Services

	Action	Progress Bar	Due Date	Latest Update
	Review management of risk assessment process including development of inventory and completion of Annual Assurance statements	<div><div>90%</div></div>	23-Dec-2025	The H&S Team continue to support NS management to develop and implement updated procedures to manage operational risk assessments. Information created by these new procedures will support NS to in completing their Annual Assurance statements.

REPORT TO: CITY GOVERNANCE COMMITTEE – 18 AUGUST 2025
REPORT ON: CAPITAL EXPENDITURE MONITORING 2025/26
REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES
REPORT NO: 216–2025

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 June 2025.

Appendix 1, which details the General Services position to the end of June 2025, shows a revised projected outturn for 2025/26 of £61.899m, an increase of £5.923m since the Capital Plan 2025-30 was approved at City Governance Committee on 17th February 2025 (Report 44-2025, Article V refers). The net movements that have contributed to this increase are summarised in paragraph 5.2 of this report. The net movement of budgets from 2025/26 into 2026/27 of £4.274m will be funded from a combination of borrowing and grants and contributions.

Appendix 3, which details the Housing HRA position to the end of February 2025, shows a projected outturn for 2025/26 of £27.526m, a decrease of £6.980m since the Capital Plan 2025-30 was approved at City Governance Committee on 17th February 2025 (Report 44-2025, Article V refers). The main reasons for this increase are detailed in paragraphs 6.2.1 to 6.2.7 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

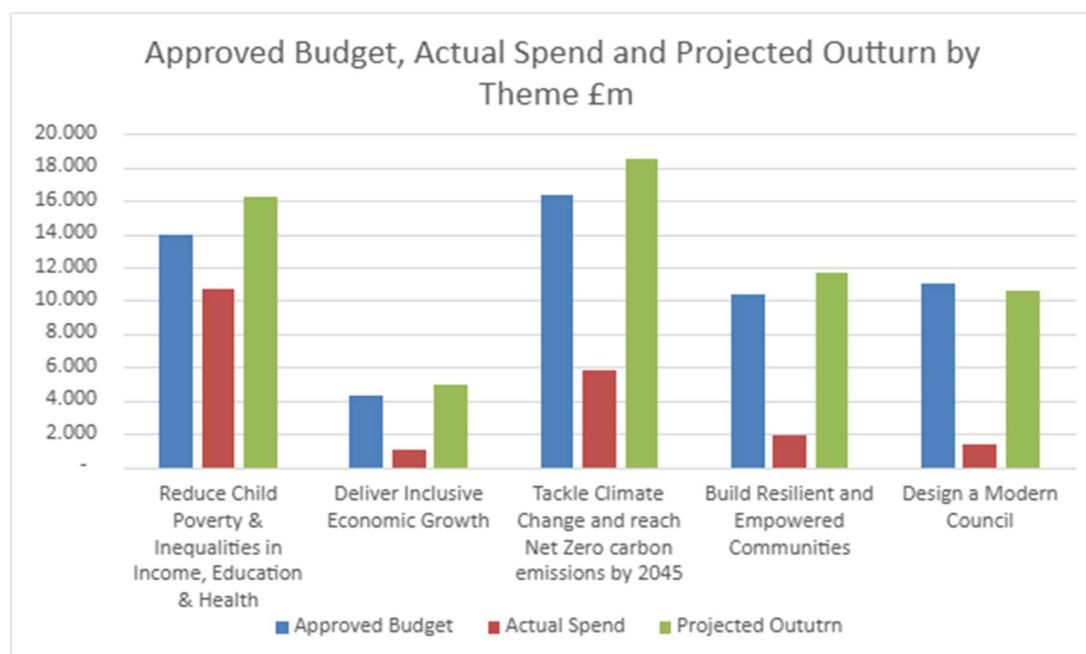
- 5.1 Appendix 2 details the latest projected outturn for major projects and programmes, both for 2025/26 and for the whole project lifespan. In addition, the Appendix monitors project timescales, with approved completion dates taken from tender approval reports.
- In some instances, it is not possible 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.

The projects funded from the capital 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 undertaken and details of funds committed to spend in 2025/26 will be reflected in this and future capital monitoring reports (see para 5.2.6 below).

Appendix 1 summarises the total gross expenditure for 2025/26 and how this expenditure is funded. The projected budgeted capital expenditure is 101% of the projected capital resources. Project cashflows, for phasing of budgets, are constantly being reviewed. Actual expenditure to 30th June is £20.796m, 34% of the Revised Budget 2025/26 compared to 20% 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 increase in the projected outturn for 2025/26 reflects additional grant income being awarded to the Council, and project/programmes budgets being reprofiled from 2025/26 into 2026/27. Key variations are as follows and details are provided in subsequent paragraph.

Increases in planned expenditure:

- Projects carried forward from 2024/25 - £6.871m
- Tier 1 Active Travel Infrastructure Fund - £0.517m
- Transport & Infrastructure- Dundee Transformation Corridors - £0.745m
- Vacant & Derelict Land Investment Programme - £0.695m
- United Kingdom Shared Prosperity Fund - £0.521m
- Community Regeneration Partnership - £0.500m

Reduction in planned expenditure:

- Sports Facilities-Upgrade Community Sports Provision - (£0.400m)
- Property Rationalisation Programme - (£0.453m)
- Depot Rationalisation Programme - (£0.877m)
- Water Resilient Dundee - (£0.356m)
- Flood Risk Management - (£0.704m)
- City Improvement/City Investment Fund - (£0.964m)

5.2 2025/26 Expenditure Variations

Appendix 1, which details the General Services position to the end of June 2025, shows a revised projected outturn for 2025/26 of £61.399m, an increase of £5.423m since the Capital Plan 2025-30 was approved at City Governance Committee on 17th February 2025 (Report 44-2025, Article V refers). The net movements that have contributed to this increase are summarised in paragraph 5.2.1 to 5.2.11 below.

- 5.2.1 Additional expenditure of £6.871m on various projects across the Capital Programme to take account of slippage within the 2024/25 Capital Programme since the Capital Plan 2025-30 was approved in February 2025 (Report 44-2025, Article V refers) and is required to be carried forward into 2025/26. This budgeted expenditure will be funded from a combination of borrowing and grants and contributions.
- 5.2.2 Tier 1 Active Travel Infrastructure Fund (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045) – Additional expenditure of £0.517m in 2025/26. The expenditure is funded by a grant from Transport Scotland. The purpose of the grant is to undertake a programme of works for local cycling, walking and safer routes. There will be no impact on the Council's level of borrowing.
- 5.2.3 Transport & Infrastructure (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045 – Other Projects) – Additional expenditure of £0.745m in 2025/26. This expenditure is funded by a grant from Transport Scotland. The grant will be used to develop the design of Sustainable Transport Corridors along the Lochee and Arbroath Road arterial routes, to improve bus priority measures and active travel. There will be no impact on the Council's level of borrowing.
- 5.2.4 Vacant Derelict Land Investment Programme (Build Resilient and Empowered Communities – Other Projects) - Additional expenditure of £0.695m in 2025/26. This expenditure is funded by a grant from the Scottish Government. The grant will be used to regenerate sites within the Lochee area. There will be no impact on the Council's level of borrowing.
- 5.2.5 United Kingdom Shared Prosperity Fund (Build Resilient and Empowered Communities – Other Projects) – Additional expenditure of £0.521m in 2025/26. This expenditure is funded by a grant from the UK Government. The grant will be used to support business sites, premises and supporting people into employment. There will be no impact on the Council's level of borrowing.
- 5.2.6 Community Regeneration Partnership – (Build Resilient and Empowered Communities – Other Projects – Additional expenditure of £0.500m in 2025/26 on Dundee Green Circular Active Travel Improvements. The improvements will create a more attractive and accessible route for both pedestrians and cyclists on the Green Circular improving both safety and usability. This expenditure will be funded from a capital grant from the Community Regeneration Partnership Fund. There will be no impact on the Council's level of borrowing.
- 5.2.7 Sports Facilities (Build Resilient and Empowered Communities – Other Projects) - Reduction in projected expenditure of £0.400m in 2025/26 on Upgrade of Community Sports Provision. The first phase of improvement works will complete by the end of the year, and discussions are ongoing to develop the next phase of the works which will be delivered during 2026/27. There will be a reduction in borrowing in 2025/26 and a corresponding increase in 2026/27.
- 5.2.8 Property Rationalisation (Design a Modern Council – Other Projects) - Reduction in projected expenditure of £0.453m in 2025/26. A review to determine the appropriate level and type of spaces required to deliver council services continues to be developed. Any works resulting from this review will be carried out from this budget. 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.
- 5.2.9 Depot Rationalisation Programme (Design a Modern Council) – Reduction in projected expenditure of £0.877m in 2025/26. The reduction in budget reflects the current rescoping of the project ensuring the design development for depot requirements meets Construction Services future operational requirements. The budget will be required in future years. There will be a reduction in borrowing in 2025/26 and a corresponding increase in future years.

- 5.2.10 Water Resilient Dundee (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045 – Other Projects) - Reduction in projected expenditure of £0.356m in 2025/26. The budget is for the delivery of projects identified as part of Dundee Water Resilient partnership with Scottish Water. It is to be used to fund new and existing projects incorporating Blue Green Infrastructure across the city. The budget will be required in 2026/27. There will be a reduction in borrowing in 2025/26 and a corresponding increase in future years.
- 5.2.11 Flood Risk Management (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045 – Other Projects) - Reduction in projected expenditure of £0.704m in 2025/26. This budget is for match funding for a Flood Protection Scheme on the Dighty. There is currently still no Scottish Government funding agreement for the cycle 2 projects. This budget will be required in future years. There will be a reduction in borrowing in 2025/26 and a corresponding increase in future years.
- 5.2.12 City Improvement/Investment Fund (Build Resilient & Empowered Communities) - Reduction in projected expenditure of £0.964m in 2025/26. The budget has been prioritised in the City Centre with projects currently at development stage and works are programmed to commence during 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	5.359	32.589	32.589	-
General Capital Grant	13.187		13.187	13.187	-
Capital Grants & Contributions	8.859	4.838	13.697	13.697	-
Capital Receipts – Sale of Assets	<u>2.000</u>	-	<u>2.000</u>	<u>2.000</u>	-
	<u>51.276</u>	<u>10.197</u>	<u>61.473</u>	<u>61.473</u>	<u>-</u>

- 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)	61.473

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.

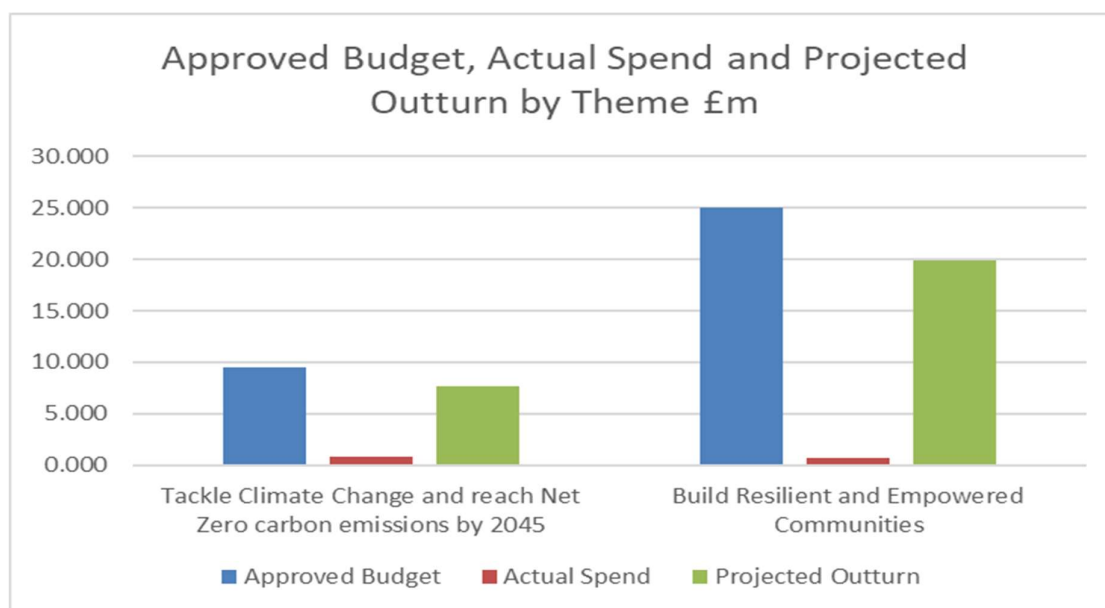
6 HOUSING HRA - CURRENT POSITION

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 June 2025 is £1.510m, 5% of the Revised Budget 2025/26 compared to 12% 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 June 2025, shows a projected outturn for 2025/26 of £27.526m, a decrease of £6.980m since the Capital Plan 2025-30 was approved at City Governance Committee on 17th February 2025 (Report 44-2025, Article V refers). The main reasons for this decrease are detailed in paragraphs 6.2.1 to 6.2.7 below.

6.2.1 Energy Efficiency – External insulation and Cavity Fill (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045) - Projected expenditure for 2025/26 has decreased by £0.739m. This reduction is due to a review of the programme revealing delays in project delivery, specifically related to the design and tendering processes that are required before delivery. Consequently, the delivery timescales have been impacted. The projections have now been updated to reflect the latest timelines and estimates.

6.2.2 Energy Efficiency – MSD Carbon Steel Distribution and Pipework Replacement (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045) – The projected expenditure for 2025/26 has been reduced by £0.900m. This adjustment is due to the ongoing option appraisal process, which has required updates to the expenditure projections to align with the latest timelines for the options appraisal to conclude before design and tendering processes can commence which impact delivery timescales.

6.2.3 Free from Serious Disrepair - Roofs (Build Resilient and Empowered Communities) - The projected expenditure has decreased by £1.024m in 2025/26. This reduction is attributed to revised anticipated costs for projects currently onsite, which are expected to conclude within this financial year, in accordance with previous tender reports agreed upon at the committee.

- 6.2.4 Free from Serious Disrepair – Windows (Build Resilient and Empowered Communities) - The projected expenditure for 2025/26 has been reduced by £1.598m. This decrease is due to the consolidation of projects with other workstreams, including EWI, and the requirement for additional technical input before the tender process. The updated projects will be reported back to the committee.
- 6.2.5 Healthy, Safe and Secure - Smoke Detector Programme – (Build Resilient and Empowered Communities) - The projected expenditure for 2025/26 has decreased by £1.100m. A tender for the replacement programme will be presented to the committee later this year.
- 6.2.6 Healthy, Safe and Secure - Electrical Upgrading – (Build Resilient and Empowered Communities) - The projected expenditure for 2025/26 has been reduced by £0.500m. This decrease is attributed to a revised scope of works requiring additional technical input to ensure successful delivery before the tender process is submitted to the committee.
- 6.2.7 Increased supply of Council Housing - Blackness Road (Build Resilient and Empowered Communities). The projected expenditure for the project in 2025/26 has decreased by £1.283m. This reduction results from revised anticipated costs due to the phasing of the programme within this financial year, following a competitive tender exercise for Blackness previously reported to the committee.
- 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	(6.980)	25.321	25.321	-
Capital Grants & Contributions	1.130	-	1.130	1.130	-
CFCR	450	-	450	450	-
Capital Receipts – Sale of Assets	460	-	460	460	-
Receipts from Owners	<u>165</u>	-	<u>165</u>	<u>165</u>	-
	<u>34.506</u>	<u>(6.980)</u>	<u>27.526</u>	<u>27.526</u>	-

- 6.3.2 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)	27.526

6.4 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 AUGUST 2025

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2025/26 DUNDEE CITY COUNCIL CAPITAL EXPENDITURE MONITORING TO 30th JUNE 2025

Appendix 1

	<u>Approved Capital Budget 2025/26 £000</u>	<u>Total Budget Adjustments £000</u>	<u>Revised Capital Budget 2025/26 £000</u>	<u>Actual Spend 2025/26 £000</u>	<u>Projected Outturn 2025/26 £000</u>	<u>Variance £000</u>	<u>Actual Spend to 30.6.25 as a % of Revised Budget</u>
GENERAL SERVICES							
<u>Capital Expenditure</u>							
Reduce Child Poverty & Inequalities in Income, Education & Health	13,982	2,201	16,183	10,679	16,183	0	66%
Deliver Inclusive Economic Growth	4,298	636	4,934	1,022	4,934	0	21%
Tackle Climate Change and reach Net Zero carbon emissions by 2045	16,331	2,216	18,547	5,867	18,547	0	32%
Build Resilient and Empowered Communities	10,397	1,280	11,677	1,868	11,677	0	16%
Design a Modern Council	10,968	(410)	10,558	1,360	10,558	0	13%
Capital Expenditure 2025/26	55,976	5,923	61,899	20,796	61,899	0	34%
<u>Capital Resources</u>							
Expenditure Funded from Borrowing	27,230	5,359	32,589	13,941	32,589		
General Capital Grant	13,187		13,187	3,461	13,187		
Capital Grants & Contributions - project specific	8,859	4,838	13,697	3,469	13,697		
Capital Receipts - Sale of Assets	2,000		2,000	(75)	2,000		
Capital Resources 2025/26	51,276	10,197	61,473	20,796	61,473		
Capital Expenditure as % of Capital Resources	109%		101%		101%		

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 30/06/2025 £'000	Projected Outturn 2025/26 £000
MAJOR PROJECTS - Reduce Child Poverty and Inequalities					
School Estate Investment-East End Community Campus	12,992	2,181	15,173	10,676	15,173
(Less External Funding)	(100)		(100)		(100)
OTHER PROJECTS - Reduce Child Poverty and Inequalities	990	20	1,010	3	1,010
(Less External Funding)	(210)		(210)		(210)
Net Expenditure	13,672	2,201	15,873	10,679	15,873
Receipts	(310)		(310)		(310)
Gross Expenditure	13,982	2,201	16,183	10,679	16,183

Note 1				
Actual Project Cost to 30/06/2025 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
96,403	100,800	100,900	Jul-25	Aug-25
		(100)		
462	1,469	1,469		
(50)	(260)	(260)		
96,815	102,009	102,009		
(50)	(260)	(360)		
96,865	102,269	102,369		

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	Total Adjusts	Revised Budget 2025/26	Expenditure to 30/06/2025	Projected Outturn 2025/26	Note 1				
	£000	£000	£000	£'000	£000	Actual Project Cost to 30/06/2025	Current Approved Project Cost	Projected Total Cost	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS - Deliver Inclusive Economic Growth										
Site 6 South Side - Office Development	2,615	91	2,706	1,026	2,706	24,522	26,202	26,202	Feb-25	Jun-25
OTHER PROJECTS - Deliver Inclusive Economic Growth	1,683	545	2,228	(4)	2,228	1,987	2,763	2,632		
(Less External Funding)	(331)	41	(290)		(290)	(134)	(475)	(424)		
Net Expenditure	3,967	677	4,644	1,022	4,644	26,375	28,490	28,410		
Netted Off Receipts	(331)	41	(290)		(290)	(134)	(475)	(424)		
Gross Expenditure	4,298	636	4,934	1,022	4,934	26,509	28,965	28,834		

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 30/06/2025 £'000	Projected Outturn 2025/26 £000
MAJOR PROJECTS - Tackle Climate Change and Reach Net Zero Emissions by 2045					
Broughty Ferry to Monifieth Active Travel Improvements	1,490	(505)	985	90	985
(Less External Funding)	(1,269)	434	(835)	85	(835)
Tier 1 Active Travel Infrastructure Fund (formerly known as Cycling, Walking & Safer Routes)	655	517	1,172	156	1,172
(Less External Funding)	(655)	(517)	(1,172)	(156)	(1,172)
DCA Lifecycle plant replacement programme	1,110	20	1,130	142	1,130
Low Carbon Transport (Green Transport Hub & Spokes - Bell Street)	6,414	1,784	8,198	3,881	8,198
(Less External Funding)	(4,519)	(1,784)	(6,303)	(3,616)	(6,303)
Vehicle Fleet & Infrastructure	3,172	30	3,202	1,277	3,202
(Less Sale of Vehicles & Equipment)		(19)	(19)	(19)	(19)
OTHER PROJECTS - Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045	3,490	370	3,860	321	3,860
(Less External Funding)	(666)	(1,131)	(1,797)	(13)	(1,787)
Net Expenditure	9,222	(801)	8,421	2,148	8,431
Receipts	(7,109)	(3,017)	(10,126)	(3,719)	(10,116)
Gross Expenditure	16,331	2,216	18,547	5,867	18,547

Note 1

Actual Project Cost to 30/06/2025 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
16,638	17,479	17,533	Sep-24	Mar-26
(16,394)	(17,314)	(17,314)	Sep-24	Mar-26
156	1,172	1,172	Mar-26	Mar-26
(156)	(1,172)	(1,172)	Mar-26	Mar-26
398	4,550	4,550	Main Works Tender targeted for approval during 2025/26	
13,623	17,940	17,940	Sep-25	Sep-25
(13,358)	(14,400)	(16,045)	Sep-25	Sep-25
5	3,258	3,258	Mar-26	Mar-26
(19)	(19)	(19)	Mar-26	Mar-26
17,712	25,372	25,398		
(873)	(2,974)	(2,964)		
17,732	33,892	32,337		
(30,800)	(35,879)	(37,514)		
48,532	69,771	69,851		

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 30/06/2025 £'000	Projected Outturn 2025/26 £000
MAJOR PROJECTS - Build Resilient and Empowered Communities					
Road Maintenance Partnership	3,460	(77)	3,383	768	3,383
Street Lighting Renewal	1,016	32	1,048	252	1,048
City Improvement/Investment Fund	1,342	(951)	391	141	391
(Less External Funding)	(500)	109	(391)	0	(391)
Parks & Open Spaces	2,140	214	2,354	452	2,354
(Less External Funding)	(609)		(609)	(152)	(609)
OTHER PROJECTS/PROGRAMMES - Build Resilient and Empowered Communities	2,439	2,062	4,501	255	4,501
(Less External Funding)		(1,971)	(1,971)	402	(1,971)
Net Expenditure	9,288	(582)	8,706	2,118	8,706
Receipts	(1,109)	(1,862)	(2,971)	250	(2,971)
Gross Expenditure	10,397	1,280	11,677	1,868	11,677

Note 1

Actual Project Cost to 30/06/2025 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
768	3,383	3,383	Mar-26	Mar-26
252	1,048	1,048	Mar-26	Mar-26
178	1,596	1,487	Mar-26	Mar-26
0	(500)	(391)	Mar-26	Mar-26
1,613	3,580	3,580	Mar-26	Mar-26
(347)	(804)	(804)	Mar-26	Mar-26
1,892	6,083	6,142		
(358)	(2,728)	(2,728)		
3,998	11,658	11,717		
(705)	(4,032)	(3,923)		
4,703	15,690	15,640		

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	Total	Revised Budget	Expenditure to	Projected Outturn	Note 1				
	2025/26 £000	Adjusts £000	2025/26 £000	30/06/2025 £'000	2025/26 £000	Actual Project Cost to 30/06/2025 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS/PROGRAMMES - Design a Modern Council										
Baldovie Depot Redevelopment	200	32	232	4	232	248	5,200	5,200	Tender will follow acquisition of land	
Depot Rationalisation Programme	867	(847)	20		20	431	3,063	3,063	Service review ongoing - tender will follow once review complete	
Dundee Ice Arena Plant & Upgrade	500	(24)	476	25	476	1,199	9,100	9,100	Early stages of development with consultation on-going. Tender report will follow	
<u>Property Lifecycle Development Programme</u>	5,089	418	5,507	208	5,507	3,219	9,522	8,908	Mar-26	Mar-26
Purchase Computer Equipment	1,251	113	1,364	140	1,364	225	1,469	1,469	Mar-26	Mar-26
Schools Connectivity		48	48	48	48	1,537	2,600	2,679		
OTHER PROJECTS/PROGRAMMES - Design a Modern Council	3,061	(150)	2,911	935	2,911	4,730	6,796	6,909		
Desktop Management Software		212	212		212					
Net Expenditure	10,968	(410)	10,558	1,360	10,558	11,589	37,750	37,328		
Netted Off Receipts										
Gross Expenditure	10,968	(410)	10,558	1,360	10,558	11,589	37,750	37,328		

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 30/06/2025	Projected Outturn 2025/26 £000
Energy Efficient	9,452	(1,824)	7,628	790	7,628
Net Expenditure	9,452	(1,824)	7,628	790	7,628
Receipts					
Gross Expenditure	9,452	(1,824)	7,628	790	7,628

Note 1				
Actual Project Cost to 30/06/2025 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
1,652	8,520	8,520	Mar-26	Mar-26
1,652	8,520	8,520		
1,652	8,520	8,520		

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 30/06/2025	Projected Outturn 2025/26 £000
Free from Serious Disrepair	11,658	(2,266)	9,392	585	9,392
Modern Facilities & Services	876	35	911	1	911
Healthy, Safe and Secure	5,383	(1,855)	3,528	46	3,528
Miscellaneous	2,497	157	2,654	234	2,654
Increased Supply of Council Housing	4,430	(1,279)	3,151	(188)	3,151
(Less External Funding)	(930)		(930)		(930)
Demolitions	10	52	62	33	62
Sheltered Lounge Upgrades	200		200	9	200
Net Expenditure	24,124	(5,156)	18,968	720	18,968
Receipts	(930)		(930)		(930)
Gross Expenditure	25,054	(5,156)	19,898	720	19,898

Note 1				
Actual Project Cost to 30/06/2025 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
3,992	12,799	12,799	Mar-26	Mar-26
151	1,061	1,061	Mar-26	Mar-26
3,033	6,515	6,515	Mar-26	Mar-26
2,413	4,875	4,875	Mar-26	Mar-26
1,213	8,673	8,678	Apr-27	Apr-27
	(2,326)	(2,326)	Apr-27	Apr-27
85	114	114	Mar-26	Mar-26
9	200	200	Mar-26	Mar-26
10,896	31,911	31,916		
	(2,326)	(2,326)		
10,896	34,237	34,242		

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 JUNE 2025**Appendix 3**

	<u>Approved</u> <u>Capital</u> <u>Budget</u> <u>2025/26</u> <u>£000</u>	<u>Total</u> <u>Budget</u> <u>Adjustments</u> <u>£000</u>	<u>Revised</u> <u>Capital</u> <u>Budget</u> <u>2025/26</u> <u>£000</u>	<u>Actual</u> <u>Spend to</u> <u>30 Jun 2025</u> <u>£000</u>	<u>Projected</u> <u>Outturn</u> <u>2025/26</u> <u>£000</u>	<u>Variance</u> <u>£000</u>	<u>Actual Spend</u> <u>to 30.6.2025</u> <u>as a % of</u> <u>Revised</u> <u>Budget</u>
<u>Capital Expenditure</u>							
<u>Tackle Climate Change and reach Net Zero carbon emissions by 2045</u>							
Energy Efficiency	9,452	(1,824)	7,628	790	7,628	-	10%
<u>Build Resilient and Empowered Communities</u>							
Free from Serious Disrepair	11,658	(2,266)	9,392	585	9,392	-	6%
Modern Facilities and Services	876	35	911	1	911	-	0%
Healthy, Safe & Secure	5,383	(1,855)	3,528	46	3,528	-	1%
Miscellaneous	2,497	157	2,654	234	2,654	-	9%
Increase Supply of Council Housing	4,430	(1,279)	3,151	(188)	3,151	-	-6%
Demolitions	10	52	62	33	62	-	53%
Sheltered Lounge Upgrades	200		200	9	200	-	5%
Capital Expenditure 2025/26	34,506	(6,980)	27,526	1,510	27,526	-	5%
<u>Capital Resources</u>							
Expenditure Funded from Borrowing	32,301	(6,980)	25,321	1,510	25,321	-	
Capital Receipts, Grants & Contributions - project specific							
Scottish Government Grants	930		930		930	-	
Insurance contribution	200		200		200		
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		460	-	
Capital Resources 2025/26	34,506	(6,980)	27,526	1,510	27,526		
Capital Expenditure as % of Capital Resources	100%		100%		100%		

REPORT TO: CITY GOVERNANCE COMMITTEE – 18 AUGUST 2025

REPORT ON: REVENUE MONITORING 2025/2026

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 211-2025

1 PURPOSE OF REPORT

- 1.1 To provide Elected Members with an analysis of the 2025/26 projected revenue outturn as at 31 May 2025 and the impact on the Council's overall balances position.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Committee:

- (a) note that as at 31 May 2025 the General Fund is projecting an overall overspend of £5.703m against the adjusted 2025/2026 Revenue Budget and the impact this has on the projected Council's General Fund Balances;
- (b) note the budget adjustments totalling £1.895m and detailed in the second column of Appendix A and (summarised in Appendix B) as virements to the previously approved Revenue Budget;
- (c) note that as at 31 May 2025 the Housing Revenue Account (HRA) is projecting to breakeven against the adjusted HRA 2025/26 Revenue Budget and the impact this has on the element of the projected Renewal & Repair Fund balance earmarked to HRA;
- (d) authorise the Executive Director of Corporate Services to:
 - (i) take steps to control in year spend to reduce the projected overspends including by limiting overtime, ceasing avoidable expenditure on supplies and services;
 - (ii) further review earmarked balances and;
 - (iii) in consultation with Corporate Leadership Team identify further financial recovery options.

3 FINANCIAL IMPLICATIONS

- 3.1 The unallocated portion of the General Fund as at 31 May 2025 is projecting an overspend of £5.703m against the adjusted 2025/26 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			1,509
Children Services pressures	1,033			1,033
Organisational Change Fund	2,169			2,169
Covid cost related pressures *	1,550			1,550
Service change initiatives	5,000			5,000
Roof Remedial Works	1,875	1,281		594
Other earmarked Funds	5,948			5,948

General Fund	Opening Balance 1 April 2025 £000	(Surplus) / Deficit for the Year £000	Transfers (In) / Out	Projected Balance 31 March 2026 £000
Service concessions flexibility	39,773			39,773
Total earmarked funds	58,857	1,281	0	57,576
Unallocated Balance	8,174	5,703		2,471
Total General Fund	67,031	6,984	0	60,047

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

- 3.2 The approved budget included an allowance of 3% for the 2025/26 pay awards for both LGE and teachers. Provision for the pay award is included within contingencies and has not yet been allocated to service budgets. It should be noted that CoSLA's pay offer for LGE of 4% increase for the current financial year has been agreed although funding to support the additional 1% is yet to be determined. Negotiations regarding the teachers pay award remain ongoing and the outcome of this and any impact will be reflected in future reports.
- 3.3 Based on the financial information available as at 31 May 2025 the HRA outturn position for 2025/26 is projecting breakeven. Further details are provided in section 8 of this report.

4 BACKGROUND

- 4.1 Following approval of the Council's 2025/26 Revenue Budget by the City Governance Committee on 27 February 2025, this report provides the projected revenue outturn position as at 31 May 2025, against the adjusted 2025/26 Revenue Budget.
- 4.2 The total 2025/26 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.

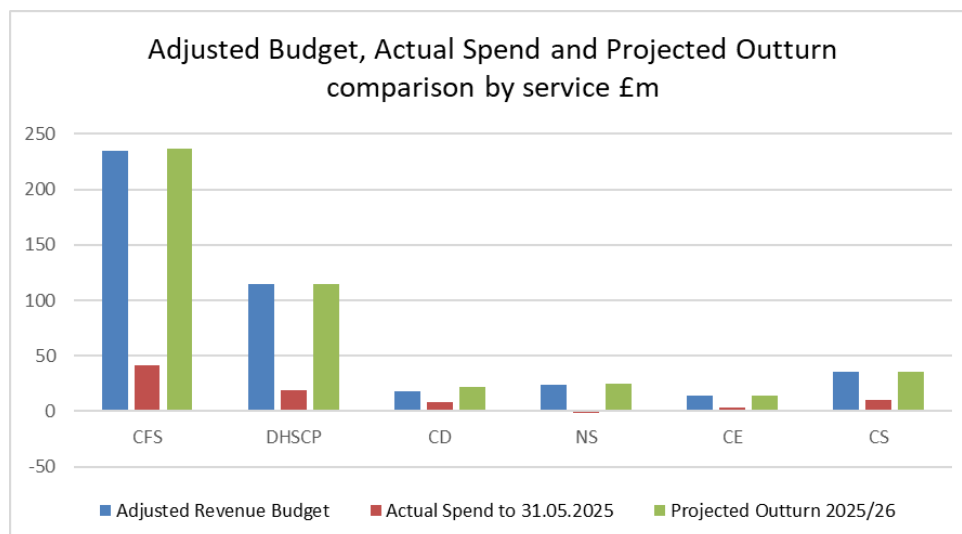
Appendix B lists the budget adjustments undertaken to date.

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

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

	(Under)/Over Spend as at 31 May £m
Net Expenditure	5.851
Sources of Income	(0.147)
Net projected reduction uncommitted balances	5.703

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 along with appropriate explanations. These figures reflect movements for the full year to date.

6.1 Children & Families Services: £1.550m overspend

	May £m
Projected overspend in Children Services staff costs relating to LGE £0.463m and agency £0.465m	0.928
Projected overspend mainly within Children Services supplies & services	0.480
Projected overspend on pupil transport relating to taxis and buses ordered by service	0.315
Projected underspend within Children Services third party payments	(0.420)
Projected overspend within Early Years third party payments, mainly as number of hours in private nurseries have increased	0.706
Projected additional income relating to funding for unaccompanied asylum-seeking children	(0.414)

6.2 Dundee Health & Social Care Partnership (DHSCP)

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. Any overspend is met from available reserves in the first instance. In accordance with the Integration Scheme, any projected overspend requires the development of a recovery plan with NHS Tayside and the DHSCP. The DHSCP is continuing to respond to changes in demand and demographics, and in particular staffing challenges, complexity of needs in community settings, and the wider impact of whole system pressures across health and social care sector. DHSCP financial forecast will be reported to the Integrated Joint Board on 20 August 2025. The position will be reflected in the council's next revenue monitoring report.

6.3 City Development: £3.600m overspend

	May £m
Projected overspend in corporate property mainly due to costs of health and safety related repairs	3.600

A working group is being formed to review the position with regard to property cost pressures. The outcome of this review will be reflected in future revenue monitoring reports.

6.4 Neighbourhood Services: £0.809m overspend

	May £m
Projected overspend in waste management third party payments, mainly relating to increased MEB Gates Fees, increased tonnage and forecasted lower electricity income expected to be gained from the excess revenue share for the waste to energy contract	0.464
Streetscene & Land Management: income mainly from projects, fees & charges and ground maintenance activities are forecasted to be lower than budgeted	0.421
Reduction in expected income from waste plant (lines 1 & 2) due to operational issues	0.627
Projected underspend in staff costs due to vacancies	(0.585)

6.5 Corporate Services: £0.096m overspend

	May £m
Projected underspend in staff costs due to various vacancies	(0.244)
Projected shortfall in Scientific Services cost recoveries. In addition, fees and charges are lower than budget due to reduced income for underground garage	0.540

6.6 Corporate Fleet: £0.348m 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. The fleet review is ongoing to ensure the overall fleet utilised by services is in line with the budget provision available and that the true cost of fleet managed on behalf of external bodies is recovered accordingly and the outcome will be reported to members as part of future monitoring reports.

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: (£0.599m) underspend

Projected underspend mainly due to higher than expected interest on revenue balances.

EXTERNAL ORGANISATIONS

- 6.9 Our budget includes the assumption that Tayside Contracts will return a surplus in 2025/26, our share of which will be £0.232m. Any expected variances against this will be reflected as known. Please note we have set aside an allowance for Tayside Contracts pay awards within our pay contingency that will be allocated to service budgets in due course.

7 HOUSING REVENUE ACCOUNT - MONITORING POSITION AT 31 MAY 2025

- 7.1 The forecast position as at 31 May 2025 for the HRA is summarised below:

	(Under)/Over Spend as at 31 May £m
Net Expenditure	0.000
Sources of Income	0.000
Net over/ (underspend)	0.000

- 7.2 There are a number of known risks within HRA Budget including pay award, employers NI contributions, garden maintenance charges and energy costs. A detailed review is ongoing to identify how to contain these within the overall budget. Any necessary changes to the outturn following this review will be reflected to the next committee report.

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 2025/26 HRA Revenue Budget. Any final variance will be adjusted against the Renewal & Repair Fund, the housing element of which amounted to £3.193m as at 31 March 2025.

8 POLICY IMPLICATIONS

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

9 CONSULTATIONS

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

10 BACKGROUND PAPERS

- 10.1 None.

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

05 AUGUST 2025

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DUNDEE CITY COUNCIL					75
2025/2026 REVENUE OUTTURN MONITORING					
PERIOD 1 APRIL 2025 - 31 MAY 2025					
	Approved	Total	Adjusted		Projected
	Revenue	Budget	Revenue	Projected	Variance
	Budget	Adjustments	Budget	Outturn	Over/(under)
	2025/26	(see Appx B)	2025/26	2025/26	spend
	£m	£m	£m	£m	£m
General Fund Services					
Children & Families	233.620	1.001	234.621	236.171	1.550
Dundee Health & Social Care Partnership	114.842	0.000	114.842	114.842	0.000
City Development	18.250	0.134	18.384	21.984	3.600
Neighbourhood Services	23.603	0.292	23.895	24.704	0.809
Chief Executive	14.320	0.000	14.320	14.285	(0.035)
Corporate Services	35.318	0.000	35.318	35.414	0.096
Construction Services	0.000	1.281	1.281	1.265	(0.016)
	439.953	2.708	442.661	448.666	6.005
Capital Financing Costs / Interest on Revenue Balances	30.863		30.863	30.264	(0.599)
Contingencies:					
- General	0.500	(0.100)	0.400	0.400	0.000
- Budget growth/Pay Pressures	8.324		8.324	8.324	0.000
- Unallocated Corporate Savings	(0.944)	(0.246)	(1.190)	(1.190)	0.000
- New monies	0.922	(0.467)	0.455	0.455	0.000
Tayside Contracts surplus	(0.232)		(0.232)	(0.232)	0.000
Corporate Fleet	3.982		3.982	4.341	0.359
Miscellaneous Items	(7.628)		(7.628)	(7.303)	0.325
Discretionary Non Domestic Rates (NDR) Relief	0.392		0.392	0.505	0.113
Supplementary Superannuation Costs	3.041		3.041	2.728	(0.313)
Tayside Valuation Joint Board	1.149		1.149	1.149	
Empty Property Relief Devolution	1.048		1.048	1.010	(0.038)
Total Expenditure	481.370	1.895	483.265	489.116	5.851
Sources of Income					
General Revenue Funding	(335.339)	(0.534)	(335.873)	(335.873)	
Contribution from National Non Domestic Rates (NNDR) Pool	(71.406)		(71.406)	(71.406)	
Council Tax	(70.249)		(70.249)	(70.396)	(0.147)
Use of Balances -					
Committed Balances c/f	0.000		0.000	0.000	
Earmarked funds	0.000	(1.281)	(1.281)	(1.281)	
Service concessions	(4.376)		(4.376)	(4.376)	
Change Fund	0.000		0.000	0.000	
R&R Fund	0.000	(0.080)	(0.080)	(0.080)	
(Surplus)/Deficit for the year	0.000	0.000	0.000	5.704	5.703
(Surplus)/Deficit for Housing Revenue Acct	0.000	0.000	0.000	0.000	0.000

Dundee City Council							
Revenue Monitoring to 31st March 2026 - Budget Adjustments to date							
	<u>Alloc To/From General Conts £000</u>	<u>Alloc To/From Conts: New Monies £000</u>	<u>Alloc To/From Conts: Savings £000</u>	<u>Funding Transfers £000</u>	<u>Alloc from Earmarked Funds £000</u>	<u>Alloc from R&R Fund £000</u>	<u>Dept Totals £000</u>
General Fund Services							
Children & Families							1,001
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			
City Development							134
Contingencies to City Development - budget for post 130714 (permanent)			34				
Contingencies to City Development - Bus Shelters/Street Lighting	100						
Neighbourhood Services							292
Renewal & Repair fund to Neighbourhood Services - Kirkton overspend £80k						80	
Contingencies to Neighbourhood Services - Communities Staff Budget			212				
Construction							1,281
Earmarked Reserves to Construction service re Roofs					1,281		
General Contingency							(100)
Contingencies to City Development - Bus Shelters/Street Lighting	(100)						
Contingency: New monies							(467)
Social Care Uplift 2024-25 and 2025-26		(467)					
Contingency: Unallocated Savings							(246)
Contingencies to City Development - budget for post 130714 (permanent)			(34)				
Contingencies to Neighbourhood Services - Communities Staff Budget			(212)				
Total Adjustments (General Fund)	0	0	0	534	1,281	80	1,895

REPORT TO: CITY GOVERNANCE COMMITTEE – 18 AUGUST 2025

REPORT ON: SCRUTINY COMMITTEE ANNUAL REPORT

REPORT BY: CHIEF INTERNAL AUDITOR

REPORT NO: 217-2025

1.0 PURPOSE OF REPORT

To present the Scrutiny Committee Annual Report for 2024/25 for noting.

2.0 RECOMMENDATIONS

Members of the Committee are asked to note the Scrutiny Committee's annual report.

3.0 FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report.

4.0 MAIN TEXT

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

4.2 The annual report at Appendix 1 has been prepared to inform Dundee City Council of the work undertaken by the Scrutiny Committee during 2024/25. The Scrutiny Committee undertakes the role of the Audit Committee for the Council. The report concludes:

"The Scrutiny Committee is satisfied that the Committee complies substantially with the CIPFA Position Statement, and this will be improved following the update of the Committee remit planned for after the recess. The work undertaken by the Committee during 2024/25 fulfils the Committee remit and provides reasonable assurance that the Council's control environment, risk management arrangements, and governance framework operated effectively and efficiently during 2024/25. Actions have been put in place to address any weaknesses identified and the Committee will continue to monitor completion of these actions. Significant weaknesses identified have been included in the Annual Governance Statement and Corporate Governance action plan as appropriate."

5.0 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.

6.0 CONSULTATIONS

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

7.0 BACKGROUND PAPERS

None.

CATHIE WYLLIE, CHIEF INTERNAL AUDITOR

11 JULY 2025

Scrutiny Committee Report to Dundee City Council 2024/25

Introduction

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

This report has been prepared to inform Dundee City Council of the work carried out by, and the impact of, the Scrutiny Committee during the period April 2024 to March 2025 and for the year to 31 March 2025. It also provides details of the Committee’s membership and attendance.

Scrutiny & Audit Committee remit

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

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

The Committee’s remit is set out in Dundee City Council’s Standing Orders. It covers all the core functions of the Committee. The remit has been reviewed and is in the process of being updated to ensure it complies with CIPFA’s 2022 guidance. It is planned to bring the revised Standing Orders to committee after the recess.

During 2024/25 the Committee meetings remained on-line.

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

Membership and Attendance

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

The Committee met formally on five occasions during 2024/25, and all meetings were quorate (at least three members in attendance including a representative from the Administration and the Major Opposition Group).

Scrutiny Committee Attendance 2024/25

Member	Expected attendances	No. of meetings attended	Nominated substitute attended
Depute Lord Provost Kevin Cordell	4	3	Councillor Jimmy Black
Bailie Kevin Keenan	5	5	
Bailie Helen Wright	5	3	Councillor Georgia Cruickshank twice
Bailie Christina Roberts	5	1	Councillors Stewart Hunter Councillor Lee Mills (twice)
Bailie Fraser Macpherson	5	4	Councillor Craig Duncan
Bailie Derek Scott	5	1	
Councillor Nadia El-Nakla	5	1	Councillors Ken Lynn and Heather Anderson, Bailie Willie Sawers (twice)
Councillor Lynne Short	5	3	Councillor Heather Anderson
Councillor Jimmy Black	1	1	

At the December 2024 meeting of the Scrutiny Committee it was noted that Depute Lord Provost Kevin Cordell had resigned from the committee and that Councillor Jimmy Black would replace him from the next meeting.

The Chief Executive, Executive Director of Corporate Services, Head of Corporate Finance, Head of Democratic and Legal Services and the Chief Internal Auditor (or their nominated substitutes) attended all Committee meetings. Other Executive Directors and senior officers also attended when required. Representatives from External Audit, Police Scotland, and Scottish Fire & Rescue Service attended meetings and spoke to their reports.

Training

A range of briefings and other training was offered to elected members during 2024/25. A training record is kept by Committee Services.

Internal Audit

The Service Leader Internal Audit continued to be seconded from Angus Council to Dundee City Council as Chief Internal Auditor on a 50:50 basis throughout 2024/25.

The Scrutiny Committee takes assurance from Internal Audit on a wide range of issues and an update report from the Chief Internal Auditor is considered at every Committee meeting. Audits reported from the 2024/25 plan, and those carried forward at June 2025, provided substantial or comprehensive assurance with five exceptions where limited assurance was provided. Action plans are being implemented and monitored with several actions closed. Two critical audit actions were outstanding at June 2025. Reports concluded with Limited Assurance were:

- Staff Wellbeing/Absence Management: Good progress has been made with 8 of the report's recommendations reported as implemented. At June 2025 only 2 medium recommendations remain open with due dates for completion of June 2025.
- Microsoft 365: This review reported in June 2025 with 7 high priority actions.

- User Access Management: Reported in February 2025 with 1 High and 4 Medium priority actions, which remain outstanding at June 2025.
- Corporate Debt Recovery – Sales Ledger: Reported in February 2025. 2 actions have been reported as closed, and 1 High and 1 Medium priority action remains outstanding at June 2025.
- Safety Alarm Response Centre: 2 actions are closed, 1 High and 2 Medium priority actions remain outstanding at June 2025.

The following Limited Assurance reports from the prior year have outstanding actions:

- General Ledger: At June 2025, 4 actions were in progress (May 2024 – 5 actions).
- Financial Sustainability LACD: Reported in June 2024. In addition to recommendations for LACD there are 2 critical and 2 high priority recommendations for the Council, addressing completion of a review of the Service Agreement between the Council and LACD, and development thereafter of plans to for its delivery and monitoring. All actions remain open at June 2025.

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

External Audit

External Audit is another key provider of assurance to the Committee. The external auditors, Audit Scotland, are appointed by the Accounts Commission, who also monitor audit quality. The results of external audit reports received during 2024/25, covering the 2023/24 annual audit, and the Thematic Best Value report on Workforce Innovation were largely positive with action plans agreed for areas identified as requiring some improvement.

Assurances

Good assurance was received throughout the year from a number of sources in addition to internal and external audit, including the Care Inspectorate and Education Scotland. All areas from inspections in 2024/25 covered by these inspection agencies were assessed as “good” or “very good”. Positive progress has been reported by the inspection agencies in follow up reports for Craigie Cottage and Baldragon Academy where “weak” assessments were made in the previous year.

Self-assessment and action plan

A self-assessment for 2024/25 was undertaken using the questionnaire provided in CIPFA's 2022 Guidance for Audit Committees, supplemented with questions about Committee members' knowledge and skills. Scoring was from 1 to 5 as follows, allowing for a maximum score of 145 per person.

Score	Operation of the Committee
1	Does not comply - Major improvement required
2	Partially complies - Significant improvement required
3	Partially complies - Moderate improvement required
4	Partially complies - Minor improvement required
5	Fully complies - No further improvement required

Results from the self-assessment questionnaire showed an average score of 89% (2023/24 77%) in terms of effectiveness and compliance with the principles set out in the CIPFA guidance. No question had an average score below 3. The revised Terms of Reference due to be presented for approval after the recess, undertaking the annual self-assessment, and this report to all Council members address areas for improvement identified in the

results. Consideration of how best to facilitate the self-assessment next year will be included in the action plan for the committee.

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

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

Conclusion

The Scrutiny Committee is satisfied that the Committee complies substantially with the CIPFA Position Statement, and this will be improved following the update of the Committee remit planned for after the recess. The work undertaken by the Committee during 2024/25 fulfils the Committee remit and provides reasonable assurance that the Council's control environment, risk management arrangements, and governance framework operated effectively and efficiently during 2024/25. Actions have been put in place to address any weaknesses identified and the Committee will continue to monitor completion of these actions. Significant weaknesses identified have been included in the Annual Governance Statement and Corporate Governance action plan as appropriate.

REPORT TO: CITY GOVERNANCE COMMITTEE – 18 AUGUST 2025
REPORT ON: DUNDEE'S COVID MEMORIAL – REMEMBERING TOGETHER
REPORT BY: DIRECTOR, LEISURE AND CULTURE DUNDEE
REPORT NO: 185-2025

1 PURPOSE OF REPORT

- 1.1 This report updates elected members on the actions taken to co-create Dundee's Community Covid Memorial as part of the National Remembering Together project. It provides an outline of the memorial design and proposed construction timeline and seeks approval of the proposed location of the memorial.

2 RECOMMENDATIONS

- 2.1 It is recommended that the Committee:
- a. Notes the progress made on the creation of the co-design model by the Remembering Together Dundee Project Team led by Leisure & Culture Dundee's UNESCO City of Design Team;
 - b. Approves the construction of the Covid Memorial in the recommended location of the vacant land at Moncur Crescent/Caird Avenue as set out in section 7;
 - c. Delegates authority to Officers to implement the project;
 - d. Notes the potential to further develop the project when further funding is identified, as set out in paragraph 9.5

3 FINANCIAL IMPLICATIONS

- 3.1 The Executive Director of Corporate Services has confirmed the agreement of these recommendations will result in one-off costs of £168,000 which is fully funded through the Scottish Government grant funding and external funding partners as outlined in paragraph 9.6.
- 3.2 The net revenue cost implications associated with this expenditure are expected to be £10,428 per annum and these will be funded from the Streetscene and Land Management division of the Neighbourhood Services Revenue Budget.

4 BACKGROUND

- 4.1 Remembering Together is a national project funded by Scottish Government and delivered by Greenspace Scotland to co-create covid memorials together with communities and creative practitioners in each Scottish local authority.
- 4.2 The purpose of this project was to work together with people from communities who were most impacted by the pandemic. This included people who experienced the death of a loved one, those who experienced poverty and those who experienced poor mental health as a result of pandemic restrictions.
- 4.3 Every project has been carried out in two phases, with the first phase of funding allocation of £15,000 for artists and creative practitioners to co-create with communities to create a vision of what the memorial could be. The second phase of funding of £100,000 is for the delivery and construction of the memorial.

- 4.4 The Remembering Together Advisory Group was established to oversee the project, with membership including representatives from UNESCO City of Design Team (Project Lead), Leisure & Culture Dundee, Greenspace, Funeral Link, V&A Dundee, Dundee City Council (Neighbourhood Services and City Development) and the Convenor for Climate, Environment and Biodiversity.

5 RESEARCH AND COMMUNITY CO-CREATION

- 5.1 Following a recruitment process, designers Vinishree Verma and Ana Guerrero of Around Zero, a social innovation and environment centre design firm, were appointed to lead phase one of the project.
- 5.2 Workshops and drop-in sessions were held across Dundee with participants supported by a professional counsellor to share their personal experiences of the pandemic. The events were promoted through sixty community-based organisations, with 122 people from Dundee participating.
- 5.3 Participants included those who had long covid and health complications, bereaved families and individuals who had lost loved ones during the pandemic, young, single mothers from areas of deprivation with children born during the pandemic, representatives from youth groups and the Dundee Veterans Group. The Women's Business Station held focus sessions for Black, Ethnic and Minority Groups and elderly women from Muslim communities.
- 5.4 Following a final multi-generational workshop where participants worked together to produce four concepts for the memorial, which were then analysed for viability by the project team, considering aspects of materials, scale, accessibility and maintenance. The concept which best met these aspects was then progressed to the next phase of the project as illustrated in Appendix 1.

6 MEMORIAL CONCEPT

- 6.1 The concept selected for the memorial takes the form of a labyrinth with a surrounding garden to reflect the unexpected twists and turns experienced during the pandemic. It builds on the notion of labyrinths to help reduce stress, aid mental health and build community, encouraging meditation, mindfulness and connection.
- 6.2 To best represent the views of those involved in the co-creation, the memorial is to be a free, open and outdoor space where people can reflect in tranquility. The artworks define a central space where people can gather, but which also provides enough privacy for reflection.
- 6.3 Participant feedback also highlighted the importance of the memorial being accessible by public transport and that it improves the biodiversity of the area, is located near to a play park and makes use of vacant land.

7 MEMORIAL LOCATION

- 7.1 A range of locations were considered by the Advisory Group, including bowling greens, Slessor Gardens, vacant land in Lochee and Coldside, and existing parks including Hilltown Park. Following assessment of these locations, the site at Moncur Crescent/Caird Avenue was identified as best meeting the requirements of the memorial concept.
- 7.2 The vacant land at this location, formerly the site of Coldside Nursery, meets the priorities highlighted during the co-creation. It is accessible through several bus routes and is located near a play park, therefore integrated with existing community spaces. The land is overlooked

by residential properties and is of a size which can encompass the memorial whilst maintaining open green space.

8 DESIGN DEVELOPMENT

- 8.1 Following identification of both the memorial concept and the proposed location, a series of community engagement activities led by Around Zero were held with specialist support from Old School Fabrications, to finalise the design. 8000 newsletters were distributed throughout the city to raise awareness of the project and highlight how people could participate.
- 8.2 A community steering group was established with representatives from across local communities, including young people living in areas of multiple deprivation, young families from the Coldside area, students living and studying in the city, ethnic minority women, elderly people who had experienced isolation, and individuals who had lost loved ones during the pandemic.
- 8.3 Drop-in design workshops were delivered in partnership with Community Learning and Development teams, in locations across the city, involving young people, young single mothers, and nursery school children.
- 8.4 Details of the design and location of the memorial were presented at a range of meetings across the city, including those held by the City Centre & Harbour Community Council, Coldside Community Forum AGM, Bee Productions Life After Loss Bereavement Group, Coldside Local Community Planning Partnership Environmental Subgroup, Broughty Ferry Local Community Planning Partnership, West End Local Community Planning Partnership, Coldside Councillors.

9 FINAL MEMORIAL DESIGN

- 9.1 The design for the Covid Memorial, illustrated in Appendix 1, includes an accessible footpath and diverse, climate resilient perennial planning to create the labyrinth shape. Seating is included throughout the garden. The footpath connects to the existing footpath from Caird Avenue; however, the labyrinth is accessible from any direction, due to the flat outer edging to the path.
- 9.2 Information panels enhance the visitor's experience of the memorial. They include techniques for reflection and prompts to encourage the connection with nature, reflecting the crucial role that nature played in supporting mental wellbeing during lockdowns.
- 9.3 The project team has carefully considered the memorial's design to ensure that there are no enclosed areas which could encourage anti-social behaviour. All materials are robust and sectional to make repair as easy as possible.
- 9.4 The proposed memorial materials of Corten steel, CEDEC compacted gravel, timber and perennial planting, have all been considered with longevity, minimal maintenance and sustainability in mind.
- 9.5 The designs include the option to further develop the memorial through the installation of metal 'fins', which are a series of flowing gradient curves featuring laser cutouts of bird silhouettes. This imagery tells the story of loss, reflection and how crucial nature was for mental wellbeing during the pandemic. This element requires additional funding.
- 9.6 The implementation cost of the project is £168,000 which is fully funded through the Scottish Government grant funding and external funding partners as follows:
 - £100,000 Greenspace Scotland Project Grant
 - £32,700 Coldside Community Regeneration Fund

- £25,000 Nature Restoration Fund
- £5,000 Leng Trust
- £5,000 Alexander Moncur Trust
- £300 Dundee Changemakers Hub

10 INSTALLATION TIMEFRAME

- 10.1 It is anticipated that the groundwork will start late summer 2025 for a 4–6-week period, including the establishment of paths, planting beds, information panels and benches. The planting will commence in autumn for establishment in summer 2026.
- 10.2 The memorial will include the foundations for future installation of the artwork 'fins' once additional funding of £68,000 is sourced.

11 POLICY IMPLICATIONS

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

12 CONSULTATIONS

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

13 BACKGROUND PAPERS

- 13.1 None.

Judy Dobbie
Director, Leisure & Culture Dundee

July 2025

Appendix 1

Share your Covid Stories Dundee

Experiences Actions Memories Learnings

The workshops echoed the lived experiences of the people of Dundee, also their turmoil and resilience during the pandemic. It helped them to come together and talk about it - it felt like healing and reviving their spirit.

We worked closely with community groups in Dundee, especially those who were underrepresented and excluded, to collectively engage in the act of reflection, remembrance, hope and healing.

Insights Gathered

Individual Emotional State

Emotional well-being was closely tied to **relationships and the effects of interactions**. The **privilege of space for oneself** was evident. Those in **difficult or vulnerable situations** (like single mothers, those in abusive relationships, or grieving families) faced heightened challenges due to isolation.

Collective Emotional State

Renewed sense of community emerged, with people eager to connect. Minority communities faced **segregation and challenging social interactions**. Most people were exacerbated by **unclear government communication**, leading to **widespread uncertainty**.

Activities

Technology was vital for staying productive, entertained, and connected, with **online activities** popular across all ages. Many invested in **home improvements** to enhance personal space. Some focused on **new or existing hobbies and well-being**.

Learnings & Future

The pandemic is remembered as a time of **significant transformation**, at home, neighbourhoods and globally. Some experienced **profound life changes**, while others faced difficult times they wish to leave behind. The pandemic brought radical change, emphasizing the value of **relationships, empathy, and work-life balance**.



Co-Realise Workshops Phase 1



Design Covid Memorial Dundee

I will visit the Covid Memorial to...

...express gratitude, to experience peacefulness, hope, joy
...remember people who suffered or lost their lives
...feel positive, remember lifestyle changes
...remind the value of family, friends, health, and wellbeing
...connect with the environment, outdoors

The concepts generated in the 'co-realise workshops' were synthesised to define - **Who is visiting? Why will people visit? What is this 'space'? What will they find there?**

In this phase of co-design, we were exploring themes like what is **symbolic of covid**. We also discussed memorials around the globe, **their identity and history**.

During the workshops, participants visualised **physical or tangible elements** of Dundee's new covid memorial.

**Design
Symbolism
Identity
History
Participation**



**Co-Design
Workshops
Phase 1**



Concepts for Covid Memorial Dundee

Context
Who, why & what?
Space
Interactions
Storytelling

Co-create workshops brought together everyone previously engaged in Phase 1. This allowed for a **multi-generational groups** to form; each person was representing the trauma and lived experiences of Dundee during the pandemic and participated as **co-creators to develop a shared vision of the memorial**.

During a day long workshop, each group **generated ideas, and created personas and storyboards to present their concepts**. They also suggested location, budget, materials and how the people of Dundee will interact and connect with the memorial.



**Co-Create
Workshops
Phase1**



Finalised Concept Dundee Phase 2

A labyrinth of Covid journey

Journey - The emotional journey (twists & turns) that everyone experienced through space and time. These include both positive and negative experience

Experiences - Adaptations to ways of living during the pandemic - both physical or psychological changes. Connection with of family, community, health and well being.

Memories - Each of us suffered in different ways. A space for oneself to remember those sufferings, to have the closure and to move towards new beginnings.

Colourful Sensory Tactile

Main Concept

Journey depicting the Covid experience - Going into the lockdown/pandemic and coming out of it. Labyrinth symbolises this unknown/uncertain path of covid.

Features

- Outdoor space - reconnecting with nature and play
- Take people through the covid experience - of isolation and then importance of reconnection with others
- Remind people of what they went through and prompt conversation to socialize, interact, and share their own stories; This could be achieved by depicting familiar symbols/things/words from the Covid lockdown
- Space for people to feel included - a space for everyone; Offers spaces for diverse audiences
- Space for people to reflect while taking that journey
- Use of colours to evoke the emotions of loneliness, loss, gratitude, joy, hope



92 Design in progress Dundee Phase 2

Proposed Design

Dundee's covid memorial will take the form of a permanent labyrinth and garden which has come from the group's ambition of representing the unexpected twists and turns experienced during the pandemic.

Labyrinths are known to reduce stress, aid mental health and community building. They can encourage meditation, mindfulness, and connection.

The co-created memorial has been imagined by communities to provide a free, open outdoor green space that people can go to and reflect on the personal experiences and loved ones lost throughout the pandemic. Their intentions are for the memorial to encourage residents to take time out of their day to get fresh air, connect with nature, as well as connecting with other visitors at the memorial.

The proposed materials including corten steel, CEDEC compacted gravel, timber and perennial planting, have all been considered with **longevity, low maintenance and sustainability** in mind.

A central seating area and hearth has been designed from exploring **how people will move** through the memorial and the **different viewpoints** they can experience.

Lead designer, Dan used a **biophilic design process** to develop the memorial, which is traditionally used as a tool for **encouraging therapeutic processes and connection with nature**.





Dundee

Remembering Together Covid Community Memorial

UNESCO City of Design Dundee were asked to lead the project on behalf of Dundee City using their experience of co-design processes.

Kirsten Wallace

Project Coordinator, UNESCO City of Design Dundee is Remembering Together's Project Lead for Dundee. She has chaired a monthly project Advisory Group since Spring 2022.

Phase 1

Vinishree Verma & Ana Guerrero, Around Zero
Lead Artist & Designers

Phase 2

Vinishree Verma, Around Zero
Leading community engagement
&
Dan Kingstom, Old School Fabrication
Lead Designer



Integrated Impact Assessment

Committee Report Number: 185-2025

Document Title: Dundee's Covid Memorial - Remembering Together

Document Type: Other

Description:

This report updates elected members on the actions taken to co-create Dundee's Community Covid Memorial as part of the National Remembering Together project. It provides an outline of the memorial design and proposed construction timeline and seeks approval of the proposed location of the memorial.

Intended Outcome:

That the Committee:

Notes the progress made on the creation of the co-design model by the Remembering Together Dundee Project Team led by Leisure & Culture Dundee's UNESCO City of Design Team;

Approves the construction of the Covid Memorial in the recommended location of the vacant land at Moncur Crescent/Caird Avenue as set out in section 7;

Delegates authority to Officers to implement the project;

Notes the potential to further develop the project when further funding is identified, as set out in paragraph 9.5

Period Covered: 21/05/2025 to 31/03/2026

Monitoring:

The project will be managed by Dundee City Council's Design and Property Services Department who will ensure appropriate monitoring is in place. The project has a clear framework and steps to completion.

Lead Author:

Annie Marrs, Lead Officer, UNESCO City of Design Dundee, Leisure and Culture Dundee,

annie.marrs@leisureandculturaldundee.com , 01382 304755,

Central Library, The Wellgate, Dundee DD1 1DB

Director Responsible:

Judy Dobbie, Leisure and Culture Dundee, Leisure and Culture Dundee

judy.dobbie@dundee.gov.uk, 01382 307460

Central Library, The Wellgate, Dundee DD1 1DB

Equality, Diversity and Human Rights

Impacts & Implications

Age: No Impact

Disability: Positive

The garden has been specifically designed to be fully accessible, with wide paths and no steps.

Gender Reassignment: No Impact

Marriage & Civil Partnership: No Impact

Pregnancy & Maternity: No Impact

Race / Ethnicity: No Impact

Religion or Belief: No Impact

Sex: No Impact

Sexual Orientation: No Impact

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

No

Fairness & Poverty

Geographic Impacts & Implications

Strathmartine:	Positive
Lochee:	Positive
Coldside:	Positive
Maryfield:	Positive
North East:	Positive
East End:	Positive
The Ferry:	Positive
West End:	Positive

Positive Implications: The community engagement progress engaged with people across the city to inform the final design. Its location in the Coldside area is accessible by public transport and is community centred for Dundee residents across the city.

Household Group Impacts and Implications

Looked After Children & Care Leavers: No Impact

Household Group Impacts and Implications

Carers: No Impact

Lone Parent Families: No Impact

Single Female Households with Children: No Impact

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

Pensioners - single / couple: No Impact

Unskilled workers or unemployed: No Impact

Serious & enduring mental health problems: No Impact

Homeless: No Impact

Drug and/or alcohol problems: No Impact

Offenders & Ex-offenders: No Impact

Socio Economic Disadvantage Impacts & Implications

Employment Status: No Impact

Education & Skills: No Impact

Income: No Impact

Caring Responsibilities (including Childcare): No Impact

Affordability and accessibility of services: No Impact

Fuel Poverty: No Impact

Cost of Living / Poverty Premium: No Impact

Connectivity / Internet Access: No Impact

Income / Benefit Advice / Income Maximisation No Impact

Employment Opportunities: No Impact

Education: Positive

This garden creates a new accessible green space which will incorporate a lasting legacy of the pandemic experience, with information on grounding techniques for mental wellbeing and also on the importance of improving biodiversity.

Health: No Impact

Life Expectancy: No Impact

Mental Health: Positive

The feedback from local communities was clear that the memorial should be a calming environment which would have a positive impact on mental health. The design incorporates sensory elements through smell and touch, and the path creates a labyrinth experience which is known to reduce stress.

Overweight / Obesity: No Impact

Child Health: No Impact

Neighbourhood Satisfaction: Positive

The preferred site is on vacant land, this project is a positive use of space within an area of SIMD, and will contribute to the positive perception of the neighbourhood.

Transport: No Impact

Environment

Climate Change Impacts

Mitigating Greenhouse Gases: No Impact

Adapting to the effects of climate change: Positive

The planting scheme is designed to be climate resilient so the plants are tolerant to changing environmental conditions.

Resource Use Impacts

Energy efficiency & consumption: No Impact

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

All the soil has been sourced from Discovery Compost, which is derived from household green waste.

Sustainable Procurement: No Impact

Transport Impacts

Accessible transport provision: No Impact

Sustainable modes of transport: No Impact

Natural Environment Impacts

Air, land & water quality: No Impact

Biodiversity: Positive

The planning scheme has been specifically designed to improve local biodiversity.

Open & green spaces: Positive

The project turns a piece of vacant ground into fully accessible green space.

Built Environment Impacts

Built Heritage: No Impact

Housing: No Impact

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

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

Corporate Risk

Corporate Risk Impacts

Political Reputational Risk: No Impact

Economic/Financial Sustainability / Security & Equipment: No Impact

Social Impact / Safety of Staff & Clients: No Impact

Technological / Business or Service Interruption: No Impact

Environmental: No Impact

Legal / Statutory Obligations: No Impact

Organisational / Staffing & Competence: No Impact

Corporate Risk Implications & Mitigation:

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

REPORT TO: CITY GOVERNANCE COMMITTEE – 18 AUGUST 2025

REPORT ON: SOURCING STRATEGY FOR ACOUSTIC EQUIPMENT FOR THE CAIRD HALL

REPORT BY: DIRECTOR, LEISURE AND CULTURE DUNDEE

REPORT NO: 222-2025

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to present a summary of the sourcing strategy as outlined in Section 5 of this report and seek approval to secure supply of acoustic equipment for Caird Hall.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Committee:
- a. approves the Sourcing Strategy as detailed in Section 5 of this report.
 - b. agrees to the direct award of a contract to Ad Lib Limited for the supply and installation of two items - a sound desk and acoustic drapes.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The projected total cost would be £32,801 comprising two items - a sound desk (£15,342) and acoustic drapes (£17,459.55). The contract will be funded from the DCC Capital Plan - under 'Build Resilient Empowered Communities - LACD Projects'.

4.0 BACKGROUND

- 4.1 Leisure and Culture Dundee requires to update the sound equipment and improve the acoustic baffling to fit the needs of the service for spoken word events. The system provided will include full technical support to deliver and install the equipment.
- 4.2 The hall does not suit spoken word events as voices can echo around the space. Introducing properly installed drapes will give flexibility to support word as well as music events.
- 4.3 Currently the equipment is hired in as required, which is expensive, and the drapes are not attractively hung. Installing proper curtain track and holding an up-to-date sound desk will improve the look and sounds of the hall for these acts.

5.0 SOURCING STRATEGY

- 5.1 Professional theatrical technical equipment is not available via supply frameworks, therefore three quotes have been secured from suppliers who can meet the requirement, for each of the items, and the recommendation is to award to the lowest priced supplier.

Acoustic Drapes		
ADLIB Black wool serge curtains, track and fixtures, rear of auditorium downstairs and balcony, inc installation		£17,459.55

Stage Electrics Total to supply and install new track and drapes as detailed below; including Materials, Project Management, Inspection and Certification, Access Equipment and Labour including Travel Costs and Subsistence		£24,170.55
PSI Absolute Wool serge drapes, powder coated track, wall brackets, installation.		£17,478.90
Sound equipment - Advantis desk		
ADLIB Allen & Heath AVANTIS/240X Sound desk, cables, flightcase, cover, stage patch box		£15,342.00
Audiowave Allen & Heath AVANTIS/240X Sound desk, cables, flightcase, cover, stage patch box		£18,849.74
Grey Events Allen & Heath AVANTIS/240X Sound desk, cables, flightcase, cover, stage patch box		£17,708.51

6.0 RISK ANALYSIS

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

Description of Risk	Actions to be taken to manage Risk
Commercial Risk – That either the price objectives are not achieved up front or there are other costs that arise during the contract and diminish the overall benefits.	Three quotes received for our exacting requirements including delivery timescales.
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	Bidders are established theatrical suppliers who have demonstrated technical competence.
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	The items will be purchased and no longer requiring technical support from suppliers.
Contractual Risk – Being able to remedy the shortcomings in the contractor's performance without severely damaging the contract and about avoiding reliance on the contracted supplier as the contract develops.	The procurement of goods is formalised through the issuance of a Purchase Order, which constitutes a contract governed by the Sale of Goods Act 1979.
Procurement Risk – where a procurement is found unsound in	This is a compliant route to market for goods of this value.

law, through the public procurement rules	
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7.0 POLICY IMPLICATIONS

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

8.0 CONSULTATIONS

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

9.0 BACKGROUND PAPERS

- 9.1 None.

Judy Dobbie
Director, Leisure and Culture Dundee

July 2025

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REPORT TO: CITY GOVERNANCE COMMITTEE - 18 AUGUST 2025

REPORT ON: SOURCING STRATEGY AND PROPOSED TENDER AWARD FOR THE PROVISION OF A W360 WORKFLOW AND DOCUMENT MANAGEMENT SYSTEM

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 212-2025

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to present a summary of the sourcing strategy as outlined in Section 5 of this report and seek approval to award a contract for the provision of a W360 Workflow and Document Management System to Civica UK.

2.0 RECOMMENDATION

- 2.1.1 It is recommended that the Committee:

- (a) approves the Sourcing Strategy as outlined in Section 5 of this report; and
- (b) agree the direct award of the contract to Civica UK for the tendered price of £330,126.41 following the compliant procurement process outlined in this report.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The award of contract will be for a 3-year period. The 3 year revenue cost is £330,126.41 (total). Breakdown of costs is as follows:

Year 1 costs £130,675.47, costs include technical refresh/upgrade, support, hosting and maintenance.

Year 2 and 3 are £99,725.47 annually.

The contract will be funded from the Corporate Services Revenue Budget.

4.0 BACKGROUND

- 4.1 Civica UK is a long-term provider of the Council's Revenues and Benefits Workflow and Document Management System. The procurement of W360 will allow electronic document management within the Benefit Delivery, Customer Services and Debt Management Teams of the Council.

5.0 SOURCING STRATEGY

- 5.1 The procurement will follow a Direct Award to the incumbent supplier, Civica UK, via Crown Commercial Services Vertical Application Solutions Framework RM6259. The procurement will be carried out in compliance with the Public Contracts (Scotland) Regulation 2015.

6.0 RISK ANALYSIS

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

Description of Risk	Actions to be taken to manage Risk
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Commercial Risk – That either the price objectives are not achieved up front or there are other costs that arise during the contract and diminish the overall benefits	Low risk – The procurement will follow a direct award via CCS VAS Framework RM6259 in respect of the required software which have been in place for over 25 years. This will be carried out in compliance with the Public Contracts (Scotland) Regulation 2015.
Technical Risk – This concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the specification	Low risk – the contract will be awarded to the incumbent supplier through a compliant procedure.
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	Low risk – a contract management process will take place throughout the lifetime of the contract.
Contractual Risk – Being able to remedy the shortcomings in the contractor's performance without severely damaging the contract and about avoiding reliance on the contracted supplier as the contract develops	Low risk – DCC are contractually protected via the Framework contract terms and conditions. The contractor shall be proactively managed during the term of contract.
Legal Risk – where a procurement is found unsound in law, through the public procurement rules	Low risk – this is a compliant procurement procedure. The award will be following a negotiated procedure conducted without prior publication under Regulation 33 of the Public Contracts (Scotland) Regulations 2015 to direct award a new contract under Regulation 33(4)(b) - where change of supplier would result in incompatibility or disproportionate difficulties in operation.

7.0 POLICY IMPLICATIONS

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

8.0 CONSULTATIONS

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

9.0 BACKGROUND PAPERS

- 9.1 None.

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

DATE: 23 JULY 2025

REPORT TO: CITY GOVERNANCE COMMITTEE - 18 AUGUST 2025

REPORT ON: IT NETWORK HARDWARE PURCHASE

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 219-2025

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to summarise the sourcing strategy for the purchase of network hardware and to seek authority to complete this purchase.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Committee: -
- a) approves the procurement in respect of the purchase described in this report and detailed in Appendix 1.
 - b) delegates authority to the Head of Digital and Customer Services to complete the purchase through the NHS Digital Workplace Solutions framework in compliance with the Public Contracts (Scotland) Regulations of 2015.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The total cost of the purchase is £140,000 for the IT network hardware and will be met from the IT capital budget for 2025/2026.

4.0 BACKGROUND

- 4.1 This report supports the Council's IT Strategy which was approved at the City Governance Committee on 4 March 2024 (Article VIII of the minute of meeting of the Committee refers). The Council's IT strategy sets out to deliver secure, robust, and affordable IT platforms. Helping to enable digital services, mobile and flexibly accessible services with best value technology products and a cloud first approach.
- 4.2 The Council network covers 140 buildings across the city, including schools, offices, libraries, community centres and sports centres. All computers, Wi-Fi access points and printers connect to this network through hardware installed in each building. There are over 500 separate pieces of hardware that makes up the network. These are installed, configured and managed by IT staff.
- 4.3 Some of the network hardware is now more than 10 years old and needs to be replaced. New hardware will help to reduce support costs and service outages due to hardware failures. It will also allow us to take advantage of new features and security standards built into the new hardware. The new management functions will streamline support and enhance the monitoring of the hardware for errors. It will provide improved security functions and deliver a more robust service.
- 4.4 The new hardware will help simplify management and provide increased capacity to support the expansion of Wi-Fi across the Council. It will also improve the ongoing maintenance of the network and allow IT staff to better support the increased number of devices in schools.

- 4.5 A procurement exercise will be carried out on the NHS Digital Workplace Solutions framework to procure the best value solution for the Council.

5.0 POLICY IMPLICATIONS

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

6.0 RISK ANALYSIS

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

Key Risks			
Description of Risk	Probability (L/M/H)	Impact on DCC (L/M/H)	Actions required to manage Risk
Commercial Risk - That either the price objectives are not achieved up front or there are other costs that arise during the contract and diminish the overall benefits.	Low	Low	Benchmarked costs and requirements are known from market evaluation and previous purchases.
Technical Risk - This concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the specification.	Low	Low	Industry standard hardware is being purchased, backed by manufacturer lifetime warranty. The market is large and has provided similar hardware previously.
Performance Risk - This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits.	Low	Low	The use of a framework ensures suppliers are capable and the manufacturer partner status provides reassurance that they have delivered the hardware previously.
Contractual Risk - Being able to remedy the shortcomings in the contractor's performance without severely damaging the contract and about avoiding reliance on the contracted supplier as the contract develops.	Low	Low	No technical services are being purchased, supply of hardware only. Suppliers on the framework are all experienced at delivering this kind of contract.
Procurement Risk - where a procurement is found unsound in law, through the public procurement rules.	Low	Low	Existing framework in place with multiple suppliers.

7.0 CONSULTATIONS

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

8.0 BACKGROUND PAPERS

8.1 None.

**PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

23 JULY 2025

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APPENDIX 1

SOURCING STRATEGY	Purchase of Network hardware and software to replace the old hardware.
PROJECT INFORMATION	The purchase NHS Digital Workplace Solutions framework to procure the best value solution for the Council.
PROPOSED CONTRACT DURATION	2025/2026 one off purchase.
RECOMMENDATION	It is recommended that the Committee: approves the commencement of a procurement exercise in respect of the purchase described, and delegates to the Head of Digital and Customer Services to make the purchase based on the sourcing strategy.
FINANCIAL IMPLICATIONS	The total cost of the purchase is £140,000 for all hardware and software. This cost will be met from IT capital budget for 2025/2026.
POLICY IMPLICATIONS	There are no issues.
BACKGROUND PAPERS	None.

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REPORT TO: CITY GOVERNANCE COMMITTEE – 18 AUGUST 2025

REPORT ON: AVAYA TELEPHONE SYSTEM LICENSES AND SUPPORT RENEWAL

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 218- 2025

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to summarise the sourcing strategy for the renewal of Avaya telephone system licenses and support for a further year and to seek authority to complete this purchase.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Committee:

- a) approves the procurement in respect of the purchase described in this report and detailed in Appendix 1.
- b) delegates authority to the Head of Digital and Customer Services to complete the purchase through the Scottish Wide Area Network (SWAN) 2 framework in compliance with the Public Contracts (Scotland) Regulations of 2015.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The total cost of the purchase is £210,000 for the licenses and support for one year. This cost will be met from the existing Corporate Services Revenue Budget.

4.0 BACKGROUND

- 4.1 This report supports the Council's IT Strategy which was approved at the City Governance Committee on 4 March 2024 (Article VIII of the meeting of the committee refers). The Council's IT strategy sets out to deliver secure, robust, and affordable IT platforms. Helping to enable digital services, mobile and flexibly accessible services with best value technology products and a cloud first approach.
- 4.2 Dundee City Council has an Avaya enterprise telephone system that provides telephone extensions, voicemail, contact centre, call recording and call handling functions across all Council offices, schools, libraries and sports centres.
- 4.3 The current contract for licenses and support of the Avaya telephone system will expire on 30th September 2025. Extending the licensing and support for another year will provide time to undertake market analysis and testing of alternative telephony services, which will include the specifications for integration with future software and Artificial intelligence platforms.
- 4.4 The Avaya telephone system provides a key method of communication for members of the public contacting the Council, and for the daily operation of Council business. The renewal of the licenses and support will ensure the continued performance and reliability of the system.
- 4.5 The hardware of the current system is approaching end of life. Estimated capital investment of £200k will be required within the next two years to continue using the system. There are technical restrictions with the current system that prevent the Council from enabling new functions and services that would benefit service delivery. Further investment would be required to enable these functions. The annual cost of licensing and support has increased significantly since the last renewal of the contract.
- 4.6 Changes in staff working styles, increased home working and the introduction of Microsoft Teams has seen the usage of the Avaya system drop in recent years. Some staff no longer need a desk-based telephone extension. Mobile telephony and smartphones have become much more prolific and the cost of running mobile telephony is significantly less than fixed telephones with the Avaya system. Although mobile telephones can't provide the call handling functions available within the

Avaya system, the use of Teams and video calling has replaced this requirement for some staff and services.

- 4.7 Further investment in the Avaya system at this point would not provide best value or the most appropriate services and functions for a modern communication platform. The increasing annual costs means investigating alternatives is now the best option for the future of the telephony service. The purchase of the additional 12 months working with the Avaya system is to be carried out concurrently with a review of all telephone line usage to remove as many unused and not required telephone lines as practically possible, the license requirement for the Avaya system will then be reduced by removing these unused or seldom used telephone extensions. This will reduce the cost of the renewal of the licenses and support.
- 4.8 The purchase will be awarded through the Scottish Wide Area Network (SWAN) 2 framework. The Council already uses this framework for other services. British Telecom Ltd are the single supplier on this framework. Procuring through this route ensures best value can be obtained from the discounts and pricing catalogue on the framework.

5.0 POLICY IMPLICATIONS

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

6.0 RISK ANALYSIS

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

Key Risks			
Description of Risk	Probability (L/M/H)	Impact on DCC (L/M/H)	Actions required to manage Risk
Commercial Risk – That either the price objectives are not achieved up front or there are other costs that arise during the contract and diminish the overall benefits.	Low	Low	Benchmarked costs and requirements are known as similar licenses and support has been purchased previously.
Technical Risk – This concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the specification	Low	Low	System already in place, approved Avaya partner will provide the service.
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	Low	Low	The supplier is a global leader in supply of Avaya Telephony. The framework contract in place ensures they meet the requirements.
Contractual Risk – Being able to remedy the 's shortcomings in the contractor's performance without severely damaging the contract and about avoiding reliance on the contracted supplier as the contract develops.	Low	Low	Framework contract already in place.
Procurement Risk – where a procurement is found unsound in law, through the public procurement rules	Low	Low	Existing framework in place with a single supplier.

7.0 CONSULTATIONS

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

8.0 BACKGROUND PAPERS

8.1 None.

PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

23 JULY 2025

APPENDIX 1

SOURCING STRATEGY	Procure licenses and support services for the Avaya Telephone System
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PROJECT NUMBER	
PROJECT INFORMATION	The procurement will be carried out through the Scottish Wide Area Network (SWAN) 2 framework. British Telecom Ltd are the single supplier on this framework.
PROPOSED CONTRACT DURATION	2025/2026 one off purchase
RECOMMENDATION	(a) It is recommended that the Committee: approves the commencement of a procurement exercise in respect of the purchase described, and delegates to the Head of Digital and Customer Services to make the purchase based on the sourcing strategy.
FINANCIAL IMPLICATIONS	The total cost of the purchase is £210,000 for the required licenses and support. This cost will be met from existing Corporate Services Revenue Budget.
POLICY IMPLICATIONS	There are no issues.
BACKGROUND PAPERS	None.