

City Chambers  
DUNDEE  
DD1 3BY

8th November, 2024

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 November, 2024 following the meetings of the City Council, Climate, Environment and Biodiversity and Fair Work, Infrastructure and Economic Growth 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](http://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](mailto: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 PROTECTING PEOPLE COMMITTEE ANNUAL REPORT 2023/2024 - Page 1**

(Report No 328-2024 by the Protecting People Committee Independent Chairs, copy attached).

### **3 CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2023/2024 - Page 89**

(Report No 324-2024 by the Chief Social Work Officer, copy attached).

### **4 BUDGET CONSULTATION 2025/2026 - Page 131**

(Report No 319-2024 by the Executive Director of Corporate Services, copy attached).

**5 CAPITAL EXPENDITURE MONITORING 2024/2025**

(a) (Report No 266-2024 by the Executive Director of Corporate Services, copy attached). - **Page 135**

(b) (Report No 315-2024 by the Executive Director of Corporate Services, copy attached). - **Page 153**

**6 REVENUE MONITORING 2024/2025**

(a) (Report No 244-2024 by the Executive Director of Corporate Services, copy attached). - **Page 171**

(b) (Report No 280-2024 by the Executive Director of Corporate Services, copy attached). - **Page 181**

**7 COUNCIL PLAN 2022/2027 – MID YEAR PROGRESS REPORT 2024/2025 - Page 191**

(Report No 306-2024 by the Chief Executive, copy attached).

**8 CITY PLAN FOR DUNDEE 2022/2023 – ANNUAL REPORT FOR 2023/2024 - Page 219**

(Report No 285-2024 by the Chief Executive, copy attached).

**9 CITY DEVELOPMENT SERVICE PLAN – ANNUAL UPDATE REPORT - Page 273**

(Report No 295-2024 by the Executive Director of City Development, copy attached).

**10 ANTI SOCIAL BEHAVIOUR - JULY TO SEPTEMBER 2024 - Page 293**

(Report No 302-2024 by the Executive Director of Neighbourhood Services, copy attached).

**11 ANNUAL PROCUREMENT REPORT AND COMMUNITY BENEFITS UPDATE 2023/2024 - Page 301**

(Report No 252-2024 by the Executive Director of Corporate Services, copy attached).

**12 COMMUNICATION STRATEGY 2022/2027 – UPDATE - Page 343**

(Report No 322-2024 by the Chief Executive, copy attached).

**13 ANNUAL TREASURY MANAGEMENT ACTIVITY 2023/2024 - Page 363**

(Report No 289-2024 by the Executive Director of Corporate Services, copy attached).

**14 DUNDEE INTEGRATION JOINT BOARD FINANCIAL RECOVERY PLAN - Page 379**

(Report No 334-2024 by the Acting Chief Officer, copy attached).

**REPORT TO:** CITY GOVERNANCE COMMITTEE – 18 NOVEMBER 2024

**REPORT ON:** PROTECTING PEOPLE COMMITTEE ANNUAL REPORT 2023/24

**REPORT BY:** PROTECTING PEOPLE COMMITTEE INDEPENDENT CHAIRS

**REPORT NO:** 328-2024

## **1.0 PURPOSE OF REPORT**

To present to the City Governance Committee the annual report published by the Protecting People Committees for the period 2023/24.

## **2.0 RECOMMENDATIONS**

It is recommended that the City Governance Committee:

- 2.1 Note the content of the annual report for the Dundee Protecting People Committees (main report and supporting information) (attached as appendices 1 and 2).
- 2.2 Note the progress made in developing an effective partnership response to the needs of at risk children and adults during 2023/24 (section 4.2).
- 2.4 Note the challenges and priority areas for action identified across the annual reports for focus during 2024/25 and beyond (section 4.3).

## **3.0 FINANCIAL IMPLICATIONS**

- 3.1 None.

## **4.0 MAIN TEXT**

### **4.1 Background**

- 4.1.1 All agencies, professional bodies and services that deliver child and / or adult services or otherwise work with members of the public have a responsibility to recognise and actively consider potential risks to the safety and wellbeing of the people they come into contact with. Dundee City Council therefore has an important role to play in local arrangements, both at an operational and strategic level, in relation to child protection, adult support and protection, violence against women, alcohol and drugs, and suicide prevention.
- 4.1.2 During 2023/24 Dundee Alcohol and Drug Partnership, Dundee Child Protection Committee, Dundee Adult Support and Protection Committee and Dundee Violence Against Women Partnership had overall strategic responsibility for the continuous improvement of protecting people policy and practice in the local area. These partnerships consist of representatives from a range of backgrounds including the police, health services, local authority, health and social care, prison service, fire and rescue service, community planning and the third sector.
- 4.1.3 Requirements relating to the production and publication of annual reports vary, having been set out in legislation and national guidance for each specific group. Current arrangements can be summarised as follows:
  - Dundee Alcohol and Drug Partnership (ADP) – no requirement to publish an annual report, although an annual return is made to the Scottish Government (on a template set by them), however the Partnership in consultation with Dundee Chief Officers Group agreed a public facing annual report should be published.
  - Dundee Child Protection Committee (CPC) – no requirement to publish an annual report, however most Committees across Scotland do so including Dundee.

- Dundee Adult Support and Protection Committee (ASPC) – Section 46 of the Adult Support and Protection (Scotland) Act 2007 requires the Independent Convenor to prepare a Biennial Report outlining the activities of the Committee and progress made in protecting adults at-risk of harm. Please note that 2023/24 is a biennial reporting year.
- Dundee Violence Against Women Partnership (VAWP) – no requirement to publish an annual report, however the Partnership in consultation with Dundee Chief Officers Group agreed an annual report should be published.

National guidance also sets out the requirement for each MAPPA Strategic Oversight Group to publish an annual report by a specified deadline every year. However, given the Tayside wide remit of the MAPPA Strategic Oversight Group a separate report continues to be produced and published by them aligned to the deadline set nationally by the Scottish Government.

4.1.4 In 2022/23, the ADP, CPC, ASPC and VAWP published their first single integrated report rather than individual committee reports. This integrated report focused on multi-agency activity led by the committees, further detail regarding developments in individual services was included within their own annual performance reports (for example, the Chief Social Work Officer Annual Report and Dundee Integration Joint Board Annual Report). The production of a single report enabled the best use of available resources, supported an earlier publication date than has been possible in previous years and was well received by both partner agencies and the public. A single integrated report has therefore been produced for the 2023/24 reporting year and will continue to be produced in future reporting years.

4.1.5 Taking onboard feedback from 2022/23 the structure of the report has been updated this year to include:

- Main report – which provides a concise summary of the key data, achievements, challenges and future priorities both on a cross-cutting basis and for each individual committee.
- Accompanying information document – which provides more detailed information about the key achievement and challenges, as well as additional data analysis and narrative regarding strategic developments achieved throughout the year.

4.1.6 Following endorsement from the Chief Officers Group the Protecting People Annual Report 2023/2024 (main report and supporting information, attached as appendices 1 and 2) were published on 31 October 2024.

## 4.2 Areas of Progress

4.2.1 During 2023/24 significant progress has been made in improving services and supports in a range of areas that are relevant across all the Protecting People Committees. This includes:

- The implementation of the Protecting People Learning and Organisational Development Framework, supporting an accessible, tiered approach to multi-agency learning and development.
- Improvements to arrangements for Learning Reviews, including through collaborative working with the Angus COG and Protecting People Committees.
- The further development of digital materials and communication channels to aid both public awareness raising, distribution of service information and to support learning and development.
- Continued focus on organisational culture change relating to trauma-informed leadership and trauma-informed practice.

4.2.2 With individual committee remits there have also been some significant positive developments throughout the year:

Alcohol and Drug Partnership



- There has been continued progress with the implementation of the Medication Assisted Treatment (MAT) Standards. The most recent benchmarking report confirms that improvements to service provision in Dundee have been achieved, with Dundee scoring green for MATs 1-5 and provisional green for MATs 6-9 (MAT 10 was not included).
- The ADP launched their website, which includes a comprehensive list of support services in Dundee and hosts public facing documents.
- The Dundee Alcohol and Drugs Prevention Framework was published.
- The ADP Commissioning Group developed an Investment & Commissioning Plan to ensure financial transparency. This group also leads on the allocation and management of funding for substance use service provision.

#### Adult Support and Protection

- Key processes and strategic leadership for adult support and protection were both rated as 'effective' by the Joint Inspection that reported in early 2024.
- The Committee hosted a dynamic programme for ASP week to promote ASP learning opportunities, with a number of events attracting high levels of attendance.
- Learning was progressed from the Significant Case Review of behalf of Ms L.
- Progress was made towards developing and implementing a new Adults at Risk Pathway to ensure robust support for people who do not meet the criteria for support under ASP legislation.

#### Child Protection

- The Committee conducted a multi-agency audit of the Adolescent Senior Management Pathway and agreed recommendations for implementation during 2024/25.
- Funding was identified to support the co-location of Adolescent Social Work team with multi-agency partners, with a new service being operational from March 2025 once renovation work is complete.
- Working with care experienced young people, the Committee developed a Charter and framework, to include the views and influence of children and young people within policy, planning and service delivery.

#### Violence Against Women Partnership

- An audit of Multi-agency Risk Assessment Case Conferences (MARAC) was completed with recommendations progressing during 2024/25.
- Additional capacity was secured to expand and co-ordinate the approach to learning and development through appointment to a dedicated role.
- A comprehensive programme of events was held during the 16 Days of Activism Against Gender Based Violence.
- The Partnership launched their Young People's Intel Briefing and Gendered Service Bulletin to keep the workforce up-to-date about current issues, risks and responses.

### 4.3 Challenges and Future Priorities

- 4.3.1 All of the Protecting People Committees have experienced and responded to a challenging landscape over the last reporting year. There continues to be a need to carefully prioritise available capacity and resources against priorities for improvement to maximise progress in developing services, leadership and governance. Mirroring ongoing public sector financial pressures and insecure funding for third sector services has been an area of concern, with both the ADP and VAWP continuing to undertake focussed work to mitigate the impact and support applications for additional funding. Embedding lived experience at a strategic level and developing clear feedback processes to contributors continues to be a challenge, as does shifting resource and focus to prevention and early intervention work.
- 4.3.2 Moving into 2023/24 the Protecting People Committees are now working within a revised structure, with the Adults At Risk Committee, Children at Risk Committee and Alcohol and Drug Partnership now forming the basis for collaborative, multi-agency working. Each committee's plan is tailored to local data and intelligence, learning from case reviews and other quality assurance activity and national guidance and policy. However, some common areas of focus include:
- Enhancing our focus on suicide prevention by hiring a suicide prevention coordinator and developing a new delivery plan that reflects the national Suicide Prevention Strategy.
  - Further integrating our work on protecting people, implementing a new strategic structure that will help the COG and Committees to implement priorities for improvement by integrating VAWP, Suicide Prevention, ASP and CPC.
  - Focusing more on prevention activity, including taking a trauma-informed approach to understanding, responding and preventing future harm.
  - Enhancing our approach to quality assurance and learning reviews, making sure that these activities inform learning and development and lead to improvements in outcomes for children, young people, adults and families.
  - Expanding our approach to experiential data collection, making sure that feedback from people involved in protection processes, services and supports is at the centre of our quality assurance approach.
  - Focusing on making changes to our strategic and service development approaches to enhance the meaningful impact of lived experience.
  - Continuing to embed a gendered approaches to protecting people service delivery.

### 5.0 POLICY IMPLICATIONS

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

### 6.0 CONSULTATIONS

- 6.1 Members of the Chief Officers (Public Protection) Strategic Group, members of the Dundee Children at Risk Committee, members of the Dundee Adults at Risk Committee, Dundee City Council Leadership Team, the Chief Finance Officer, Heads of Service, Health and Community Care, the Chief Social Work Officer and the Clerk have been consulted in the preparation of this report.

### 7.0 BACKGROUND PAPERS

None

ELAINE TORRANCE  
INDEPENDENT CONVENOR, DUNDEE ADULTS AT RISK  
COMMITTEE / INDEPENDENT CHAIR, DUNDEE CHILDREN AT  
RISK COMMITTEE

DATE: 24 OCTOBER 2024

PAMELA DUDEK  
INDEPENDENT CHAIR, DUNDEE ALCOHOL AND DRUG  
PARTNERSHIP

ANN HAMILTON  
INDEPENDENT ADVISOR, VIOLENCE AGAINST WOMEN





# Protecting People Annual Report 2023-2024

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## Foreword

As Chairs of the Protecting People Committees/Partnerships, we are pleased to present this report covering April 2023 to March 2024. Following the success of the single annual report last year, the four Committees are continuing to publish one Protecting People Annual Report to demonstrate the cross-cutting nature of the work undertaken. This Annual Report will highlight key cross-cutting and specific achievements, challenges and areas of future work. Alongside the Public Protection 22/23 Annual Report, this report acts as part of the Adult Support and Protection Biennial Report which is a legislative requirement.

There has been a large volume of work undertaken by the four Committees and their partners over the past financial year, with close multi-agency working continuing to be prioritised. A key achievement of the Protecting People Committees was the official launch of the Protecting People Learning & Organisational Development Framework. This Framework brings all learning into one online location that is easily accessible. The training and development opportunities are focused on multi-agency and cross-cutting learning. Committee communication with the workforce and community has been greatly enhanced through the extension of the Digital Communication Graduate role. This has enabled strategic documents to be more public facing in nature and easier to understand. Furthermore, there has been an increased focus on ensuring all the workforce can access trauma-informed learning with resources now being hosted on the Protecting People Learning Framework, along with workshops being offered on a single or multi-agency basis.

There has been significant progress and achievements and a number of these are summarised below.

Amongst the large range of achievements completed by the individual Committees are:

- Adult Support and Protection Committee (ASPC): Progressing actions in the Improvement Plan following the Joint Multi-Agency ASP Inspection, revising procedures in line with new guidance, the Committee hosted an ASP Week to promote ASP learning across Dundee, and a new Adults at Risk Multi-Agency Pathway is now under development and will be a key priority for 2024/25 onwards.
- Child Protection Committee (CPC): Substantial progress improving arrangements for 16/17 year olds; Multi-agency audit of the Adolescent Senior Management Oversight Group.
- Alcohol and Drug Partnership (ADP): significant progress with the implementation of the Medication Assisted Treatment (MAT) Standards, launch of the ADP website and wider engagement work, focusing on upstream prevention through the Dundee Alcohol and Drugs Prevention Framework, development of an Investment & Commissioning Plan to ensure financial transparency and best strategic use of resource for greatest impact and the significant increase in the number of people supported to access residential rehabilitation.

- Violence Against Women Partnership (VAWP): Audit of the Multi-Agency Risk Assessment Conference, enhanced VAW learning across Dundee through the VAW Learning and Development officer post, the creation of the Young Peoples Intel Briefing to ensure the workforce have up-to-date information on issues facing young people in Dundee, and additional funding was awarded from CORRA to focus on improving aspects of women's health and ensure barriers are reduced for women accessing support services.

Despite these achievements, there are still some challenges to address which are highlighted in the report. The Protecting People Committees have recognised that there continues to be challenges in timely progression with improvement work they have identified. This has been particularly difficult where improvement work has required active input, expertise and skills of people working in frontline protection services coupled with the changing leadership roles. Teams within the workforce have focused on meeting increased demand and complexity of risk that continues to increase in the city, whilst dealing with gaps in normal staff capacity caused by wellbeing, absence and recruitment issues. To address this, there is planned recruitment of additional roles in 2024/25. The work focused on restructuring the Committees and their working groups will also help to focus on key priorities and allow more time to be used for active improvement work within 2024/25.

Funding also remains a challenge, with the public and third sectors continuing to face a very challenging financial landscape during 2023 - 2024. This has impacted across a range of PP services and supports, particularly those delivered in the third sector. National funding arrangements for specialist drug and alcohol and violence against women services continue to pose challenges in terms of sustainability of services and longer-term strategic and financial planning. Many sources of funding are temporary, with short-term allocations and confirmation of funds available being made very close to the start of each financial year. To mitigate this, both the ADP and the VAWP have a sub-group to monitor the availability of funds and the total money in the city for their specific areas to ensure strategic priorities are being addressed. The Partnerships also actively seek out funding opportunities.

To address these challenges and continue improving Protecting People work across Dundee, the Committees and Partnerships will be working together on key cross-cutting areas. The Committees aim to further integrate the work by implementing a new strategic structure in 2024/25 to address risk and vulnerability affecting members of our community collectively. This will see the creation of the Adults at Risk Committee and the Children at Risk Committee, with both VAWP and Suicide Prevention agendas being merged into the new structure. For the time being, the ADP will continue to strategically sit separately. The Committees will also focus on further developing their approach to gathering the views from people they are working with to ensure their voice is heard and informs strategic direction, operational processes and service delivery. An increased focus on prevention activity is also a key priority to understand, respond and prevent future harm experienced within Dundee.



Furthermore, the Committees will work together to implement recommendations from both the Adult Support and Protection Inspection and the Learning Reviews to ensure improvements and outcomes for children, young people, adults and families.

We would like to thank all the members of the Protecting People Committees for their continued support and commitment to this work and express a great appreciation to all staff across the agencies who work hard to protect the people of Dundee every day.



**Elaine Torrance**  
Chair of Adult Support and Protection Committee and Child Protection Committee.



**Pamela Dudek**  
Chair of Alcohol and Drugs Partnership.



**Ann Hamilton**  
Chair of Violence Against Women Partnership.



# 1. Protecting People in Dundee

**“Dundee’s future lies with its people. They deserve the best this city can give them. We will provide the protection they need, when they need it, to keep them safe from harm.”**

## 1.1 What is Protecting People?

Protecting People (PP) is the term that we use in Dundee to describe our work to protect children, young people and adults from abuse, neglect and harm. Our approach to PP includes:

- Child protection
- Adult support and protection
- Violence against women and girls
- Alcohol and drugs
- The management of sexual and violent offenders (Multi-Agency Public Protection Arrangements)
- Suicide prevention

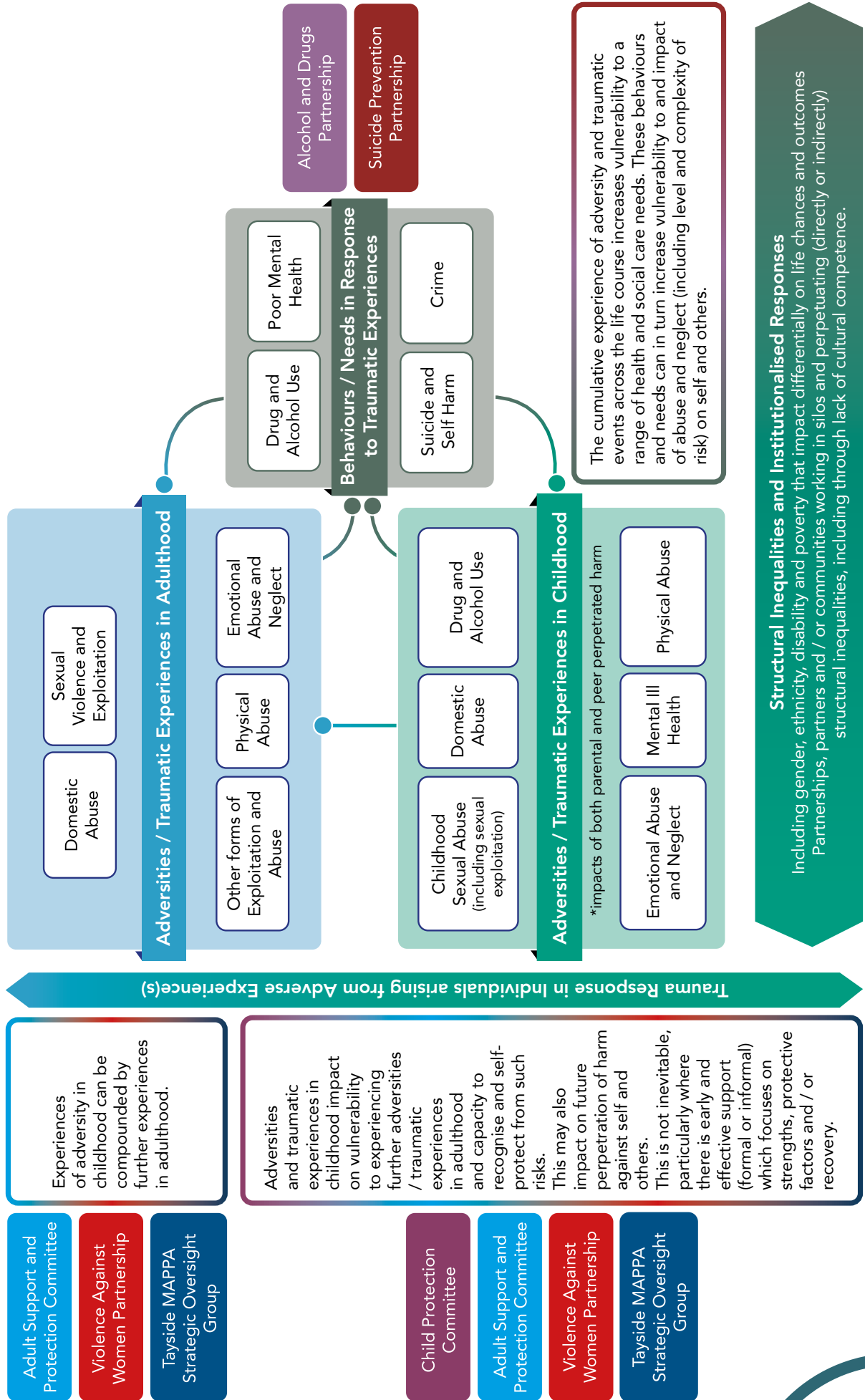
By working together agencies from across the public sector (for example, Dundee City Council, NHS Tayside, Police Scotland, Scottish Fire and Rescue Service), third sector (voluntary and community organisations) and independent sector (such as social care providers) aim to:

- Improve arrangements for identifying and supporting people who have been harmed or are at risk of harm. This includes involving people who have experienced harm and who have been supported through PP services in helping to improve services and supports;
- Raise awareness of PP issues across communities, including signs that people might be at risk of harm and how to report this;
- Work together with communities to help to prevent harm happening in the first place;
- Support the workforce who deliver PP service, including through learning and development activities; and,
- Monitor data and other types of information about the impact services and supports have on vulnerable people, so that services can learn from what is good and work together to change things that need to be improved.

Services also work together across Tayside, and with national organisations to share learning, resources and best practice.

## 1.2 Why have a Protecting People approach?

In Dundee an integrated PP approach informs all our work to protect people at risk of harm. We know that many people in Dundee have multiple, complex and changing needs which typically arise from experiences of abuse, neglect and trauma through their lives. The graphic below describes the interconnected nature of PP work and how experiences of trauma can impact life experiences and outcomes.



## 1.3 What are the Protecting People Committees?

The PP Committees are the groups where agencies come together to lead, plan and evaluate their work to protect people from harm. These groups have a strategic focus – this means that they take an overview across all the arrangements in Dundee for PP, looking for key themes and priorities where good practice can be spread across services or where there are gaps and areas for improvement. They are also focused on multi-agency working, each individual agency will also have their own, internal arrangements for making sure their PP responses are in place and are of a good quality.



Each of the Committees is led by an Independent Chair. This is someone who does not work for local agencies and has significant knowledge, skills and experience in specific areas of PP, as well as experience of leading services, change and improvement. They have an important role in supporting and leading improvement work, as well as challenging local agencies where they think improvement is needed.

The wider membership of the Committees is made up of representatives from the public, third and independent sectors. As well as senior officers, some Committees have community representatives who have experience of harm and PP services (either themselves or as a family member). The Committees are also supported by a number of working groups where staff who work in protection services contribute to developing good practice and planning and implementing improvements.

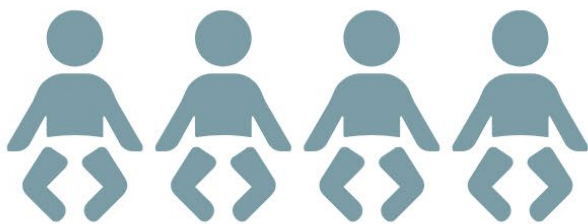


# DUNDEE is Scotland's fourth largest city

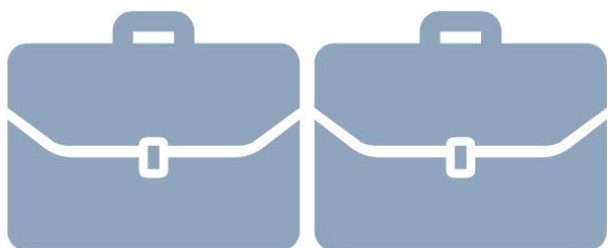
**2nd** highest population density in Scotland.



**7/8** Wards in Dundee ranked in the **20%** most deprived data zones in Scotland.

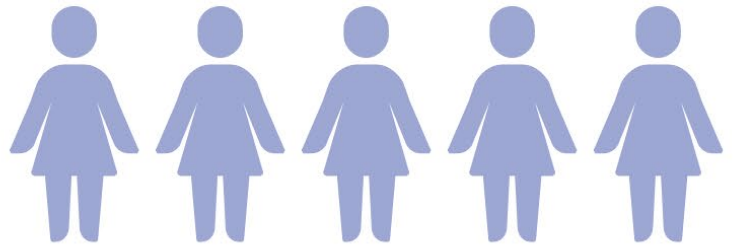


Estimated that **43% of children aged 0-15** live within the 20% most deprived data zones.



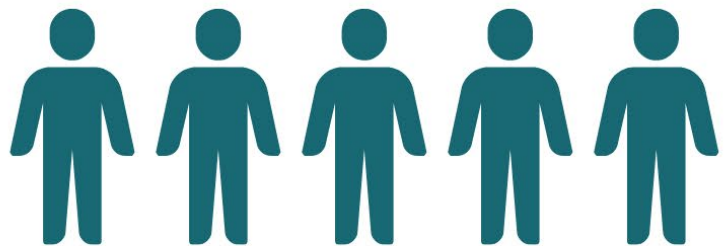
**Dundee's 2022 population** was estimated to be

# 148,100



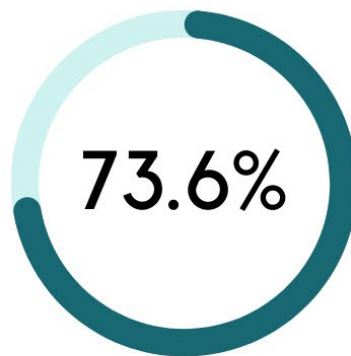
**76,100 Females**

Life expectancy: 79.1 years

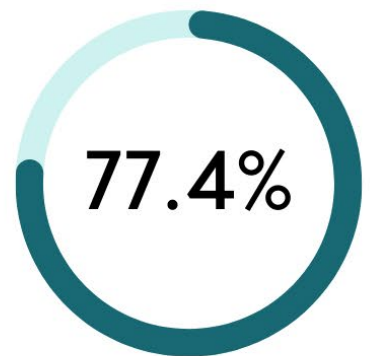


**72,100 Males**

Life expectancy: 73.5 years



Dundee



Scotland

**75% of those aged 16-64** years in Dundee City were economically active.

**30 Suicide probable suicides** in Dundee in 2023, **73% of which were male.**



**528 Sexual crimes recorded** by Police Scotland



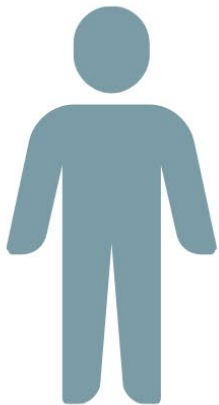
A rate of 35.4 per 10,000 population (census 2011 rates)

**19 Child Protection**

orders issued in 2023/24



**2,743 Domestic abuse incidents** reported. Increase of **2.8%** on last year.



**30 Drug deaths** in 2022

a **decrease of 36%** from 47 in 2021. **69%** of those who experienced a drug death resided in the most deprived areas in Dundee.



**36 Alcohol-specific deaths** in 2023.



**Imprisonment rate:**

Dundee City retained the **highest rate** of arrival **3.4** per **1,000** in 2022-2023



## Cross-Cutting Key Achievements in 2023-2024

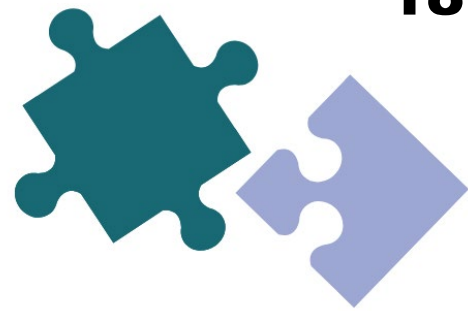
The official launch of the **Protecting People Learning & Organisational Development Framework**, bringing all learning into one place (online location) that is easily accessible and adopts a tiered approach.

The Protecting People Committees focussed on **improving their approach to learning reviews**, with Dundee and Angus working towards jointly developing a new Dundee and Angus Public Protection Learning Review Protocol that introduces a single process for undertaking reviews.

The Digital Communications Graduate Trainee role between Protecting People and Dundee City Council Communications Service was extended. This has allowed the Committees to continue to **improve their communications** and develop new digital channels and materials and improve the accessibility of information produced by the Committees.

All **trauma training** and learning resources are now hosted on the Protecting People Learning Framework.

A plan has been developed and implemented around organisational culture change relating to **trauma-informed leadership and trauma-informed practice**.

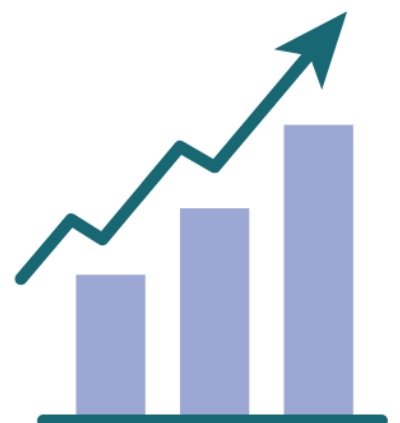


## Challenges

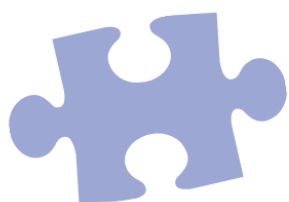
**Sourcing, delivering and releasing staff for training beyond basic/awareness level.** This continues to be a challenge with staff who have attended training having capacity to share and implement their learning and improvement ideas with their own service/team. Increased use of the **PP L&OD Framework** hopes to address this. Plans are in place to make the Framework landing page more user friendly.

**Implementing improvement work.** This has been particularly difficult where improvement work has required active input, expertise and skills of people working in frontline protection services coupled with the stretched capacity of leadership. This will be addressed through building the PP team capacity through additional jobs.

**Improving communication and engagement.** One size does not fit all - different audiences have different needs and preferences. Within the resources available it can be challenging to meet everyone's need and there often must be a process of prioritisation. Committees will continue to be proactive in their approach to communications and work collaboratively to maintain enhanced communication and design capacity required.







## Challenges

### Continue embedding lived experience.

It is important that we continue to embed and expand this work but ensure that all lived experience work is trauma informed and meaningful and not tokenistic. Additionally, clear feedback loop processes need to be deeply embedded within any lived experience work. Recruitment of an Authentic Voice Coordinator in 2024/25 will help improve lived experience work within the PP Committees.

**Increasing focus on prevention and early intervention.** Due to strained capacity within frontline and strategic teams, it does not always allow for this focus to be at the forefront, with resources being assigned to crisis-driven responses. We hope to address this by recruiting a Graduate Trainee in 2024/25 to assist on the implementation of the **Dundee Alcohol and Drugs Partnership Prevention Framework**.

**The public sector continues to face very challenging financial landscape.** This has impacted a range of Protecting People services and supports, particularly those delivered in the third sector. Protecting People Committees have focused on taking positive action to mitigate risks associated with financial challenges where possible. This includes the continued work of the ADP Commissioning Group and the VAWP Funding Group.



## Key Priorities for 2024-2025

**Enhance our focus on suicide prevention** by hiring a suicide prevention coordinator and develop a new delivery plan that reflects the national Suicide Prevention Strategy.

**Further integrate** our work on PP, implementing a new strategic structure that will help the COG and Committees to implement priorities for improvement by integrating VAWP, Suicide Prevention, ASP and CPC.

**Focus more on prevention** activity, including taking a trauma-informed approach to understanding, responding and preventing future harm.

**Enhance our approach to quality assurance and learning reviews,** making sure that these activities inform learning and development and lead to improvements in outcomes for children, young people, adults and families.

**Expand our approach to experiential data collection,** making sure that feedback from people involved in protection processes, services and supports is at the centre of our quality assurance approach.

**Focus on** making changes to our **strategic and service development** approaches to enhance the meaningful impact of lived experience.

**Continue embedding a gendered approaches** to PP service delivery.

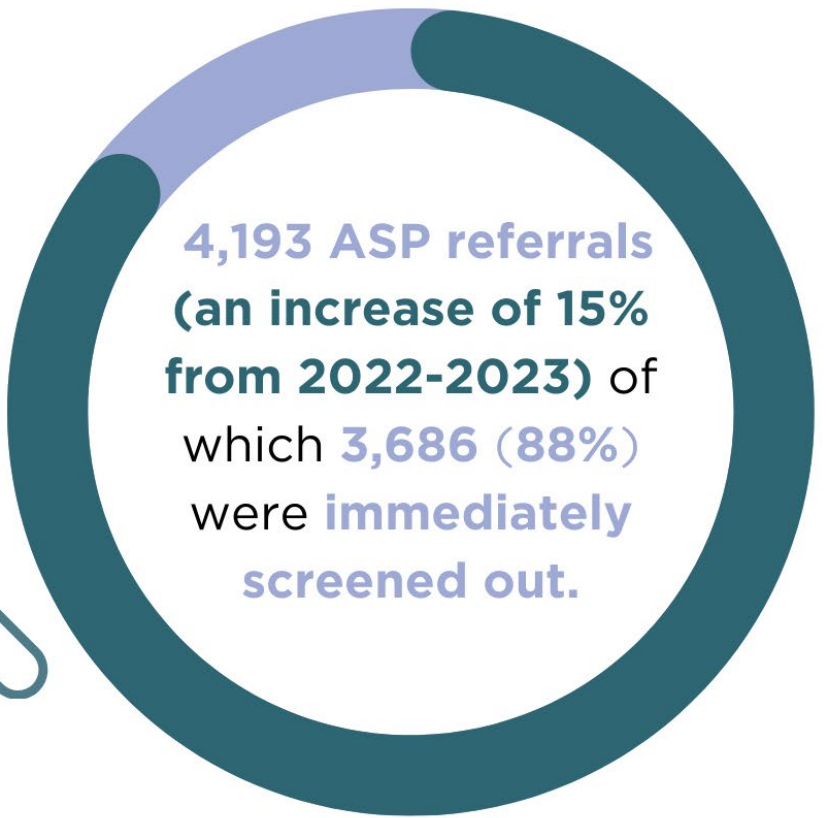
# DUNDEE

## Adult Support and Protection (ASP) 2023-2024

101 ASP investigations



91 Initial case conferences were held.

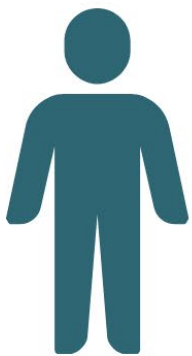


### Type of harm reported in ASP investigations

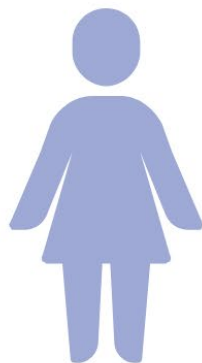


of harm happens most at home.

### The age group most at risk

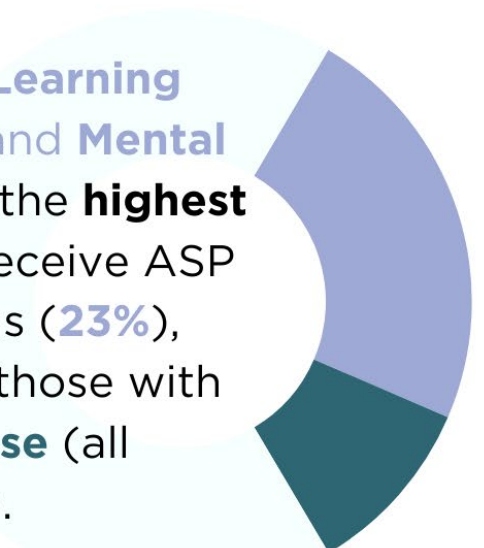


40-64 years old males (38%)



25-39 years old females (28%)

Adults with **Learning Disabilities** and **Mental Health** form the **highest group** that receive ASP investigations (23%), followed by those with **Substance Use** (all types) (10%).



## Key Achievements in 2023-2024

The **Committee's key processes and strategic leadership were rated as 'effective'** in the Joint Inspection. In response, the Committee has developed a Joint Multi-Agency Improvement Plan to address six key areas of improvement.

The **Committee hosted an ASP Week to promote ASP learning across Dundee.** Events were widely attended with understanding being enhanced for the majority of participants.

**Learning has been progressed** from the Ms. L Significant Case review.

The **Committee began the process of developing a new Adults at Risk Pathway** to ensure robust support for people who do not meet the criteria for support under ASP legislation.



## Key Priorities for 2024-2025

Continue to **implement the recommendations** and subsequent action plan from the **Ms. L Significant Case Review**. This includes evaluating the impact of changes made.

Continue to implement the recommendations and subsequent action plan from the **Joint ASP Multi-agency Inspection**.

**Complete the design of the new Adults at Risk pathway** and work with partners to implement this into practice.

**Develop the Adult Support and Protection specific Learning Framework**, while taking into consideration the new National Code of Practice to enhance staff confidence in their professional judgment and decision making.

Integrate the new **National ASP Code of Practice** into the local Dundee Procedures and launch them to the multi-agency workforce.

Implement the new **National ASP dataset** locally.

Develop renewed **committee data set and Key Performance Indicators (KPIs)**.



# DUNDEE

## Child Protection Committee (CPC) 2022-2023



# 160

Children and Young People subjected to Initial and Pre-birth Child Protection Plan meetings

# 2,326

## Police

CP Concern reports.



# 496

Initial Referral Discussions

# 126

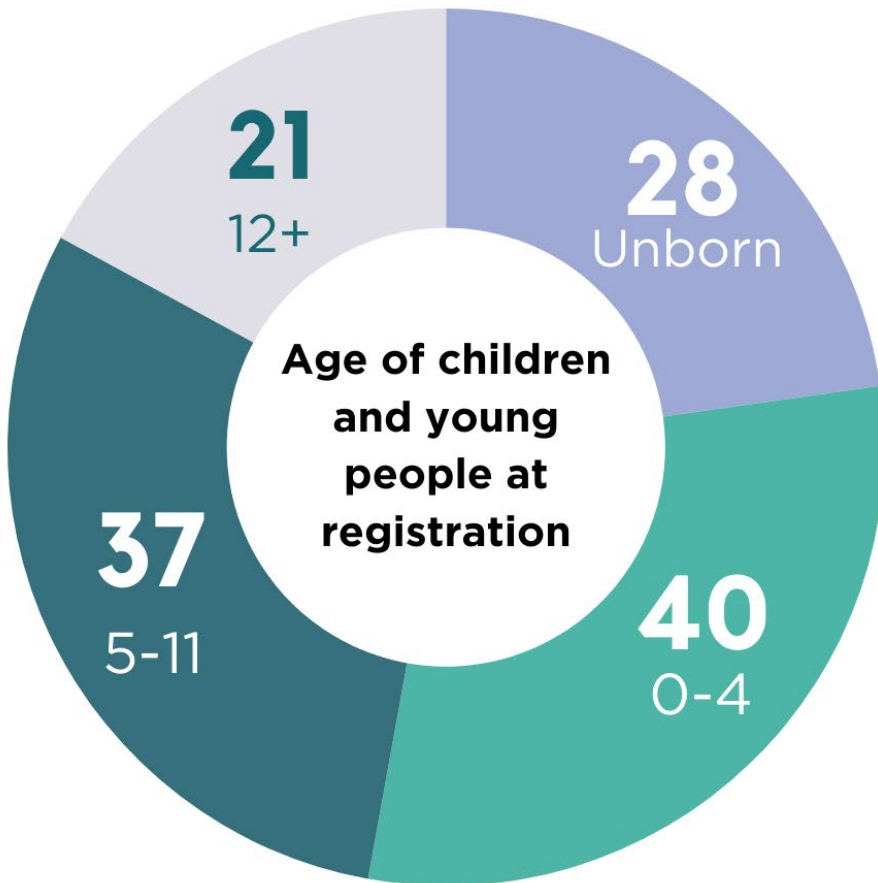


children **added** to Child Protection Register in 23/24.

# 102

Children and young people **removed** from the Protection Register in 23/24 and provided with alternative support.

At end of 23/24, there were **68 children on the Protection Register.**



Most **frequently recorded concerns** for children being placed on the Protection Register:

**Domestic Abuse (48%)**

**Parental Mental Health (48%)**

**Parental Drug Use (42%)**

## Key Achievements in 2023-2024

The CPC conducted a **multi-agency audit of the Adolescent Senior Management Pathway**, with recommendations to be implemented in 2024/25.

Working with **care experienced young people, the CPC developed the Charter and framework**, to include the views and influence of children and young people within policy, planning and service delivery. The CPC met with champion groups at Morgan Academy regularly to develop the Charter, framework and resource pack. This formally launched in June 2023, with engagement sessions taking place in the following months.



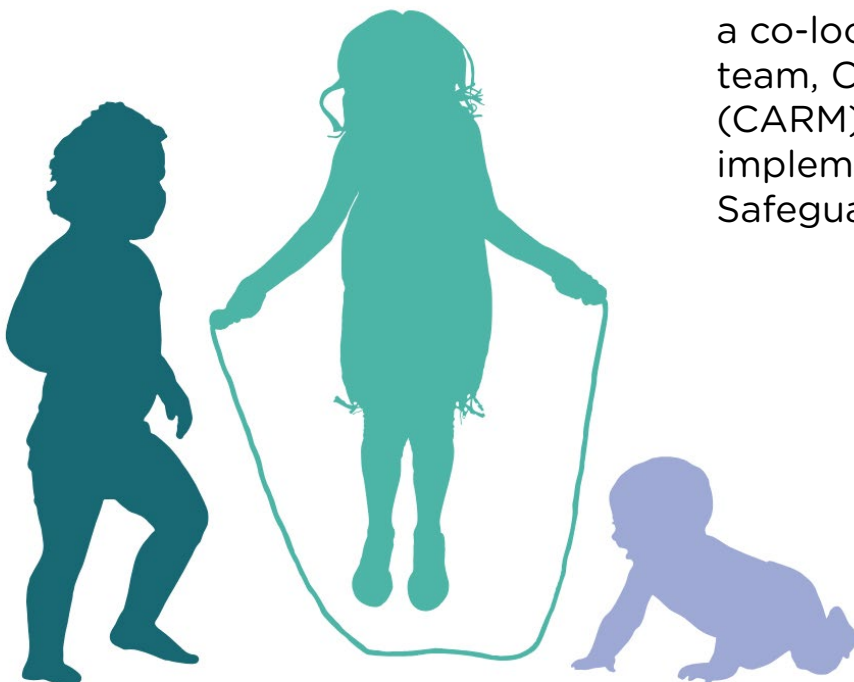
## Key Priorities for 2024-2025

Implement improved interface between the work of the **strategic committee and frontline services** following our recent workforce survey results.

Develop a **broader understanding of independent advocacy provision** and reach (relating to child protection and associated processes).

In alignment with the **Authentic Voice project** continue to develop the inclusion of lived experience voice in our work and fully implement the Children's Charter.

Finalise new arrangements following the **multi-agency review** led by the Dundee City Council (DCC), Children and Families Service - to include a co-located multi-disciplinary team, Care and Risk Management (CARM) procedure review and implementation of Contextual Safeguarding.



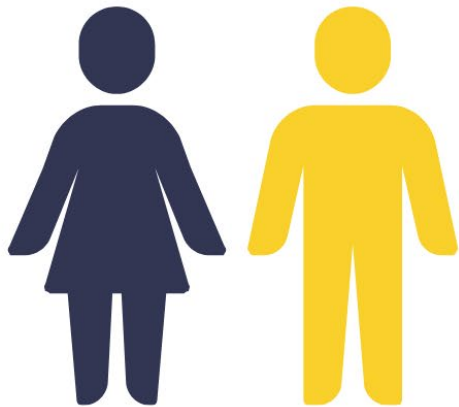
# DUNDEE

## Alcohol and Drug Partnership (ADP) 2023-2024

Dundee had **30 drug deaths** in 2023 confirmed by the Tayside multiagency Drug Death Review group.

**Average age for deaths was 45-49**

In 2023, there were **192 Near-Fatal Overdoses (NFODs)** incidents.



**36 Alcohol deaths** in Dundee in 2023

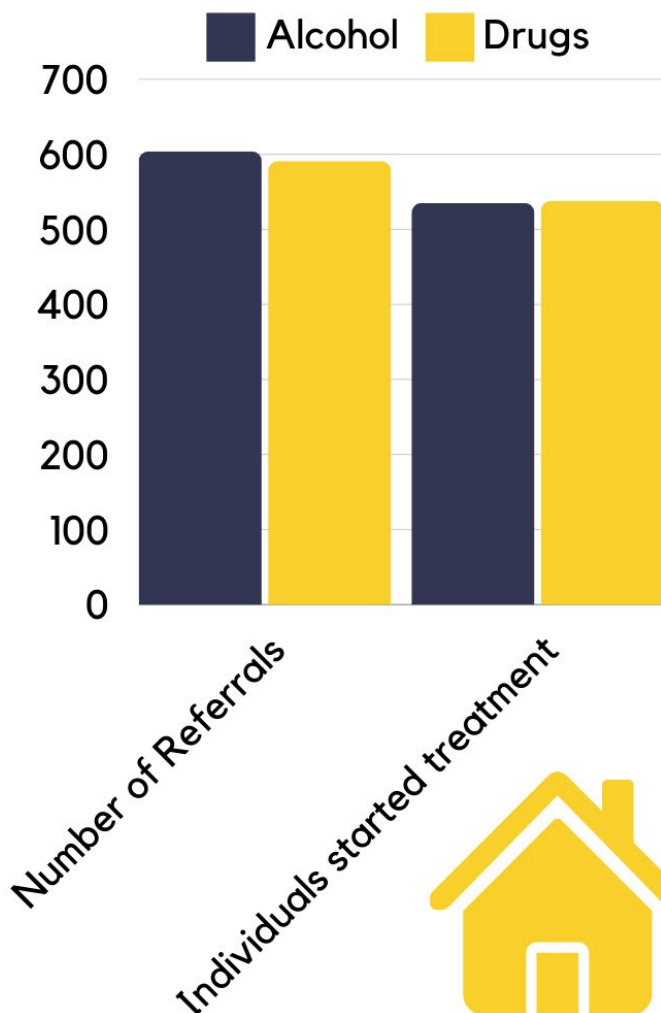


**42 (74%)** of the Tayside drug deaths in 2022 occurred amongst people who lived in areas of the greatest socioeconomic deprivation (SIMD 1 and 2).



**1,221**

**Naloxone kits were distributed** in 2023/24 (8% decrease from previous year)



Individuals in the most deprived areas of Dundee accounted for:





## Key Achievements in 2023-2024

There has been **continued progress with the implementation of the Medication Assisted Treatment (MAT) Standards**. The most recent benchmarking report confirms that improvements to service provision in Dundee have been achieved, with Dundee scoring green for MATs 1-5 and provisional green for MATs 6-9 (MAT 10 was not included).

The **ADP soft launched their website**, with the webpage since going live. This website includes a comprehensive list of support services in Dundee and hosts public facing documents.

The **Dundee Alcohol and Drugs Prevention Framework** was published and is now hosted on the ADP website.

The **ADP Commissioning Group developed an Investment & Commissioning Plan** to ensure financial transparency. This group also leads on the allocation and management of funding for substance use service provision.

The **ADP successfully obtained CORRA funding** to progress various projects across the city.



## Key Priorities for 2024-2025

**Continue** the progress that has been made with the implementation of all **Medication Assisted Treatment (MAT) Standards**.

Fully implement the **residential rehabilitation pathway**.

Finalise the set-up of the **drug checking service**.

Collaborate with other partners through the **Year of Kindness** role to address stigma.

Increase the rollout of the **Planet Youth** approach so it is available in all high schools in Dundee.

Ensure **Independent Advocacy** support is fully available.

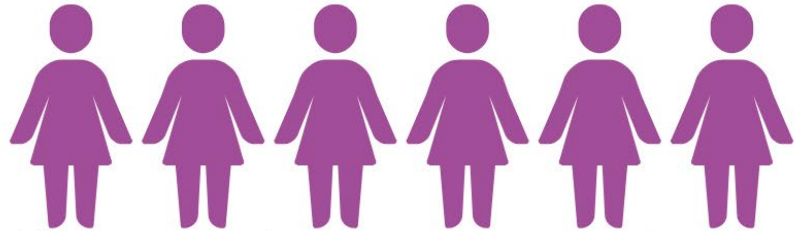
**Refresh communication pathways** to ensure staff and communities are aware of the available services and how to access them.

Embedding the **Dundee Alcohol and Drug Prevention Framework** with stakeholders.

Continue to support the work with local communities through the **Decentralised Funding**.

# DUNDEE

**Violence Against Women Partnership (VAWP) 2022-2023**

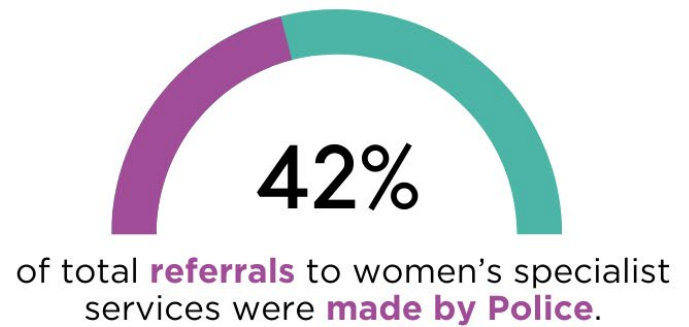
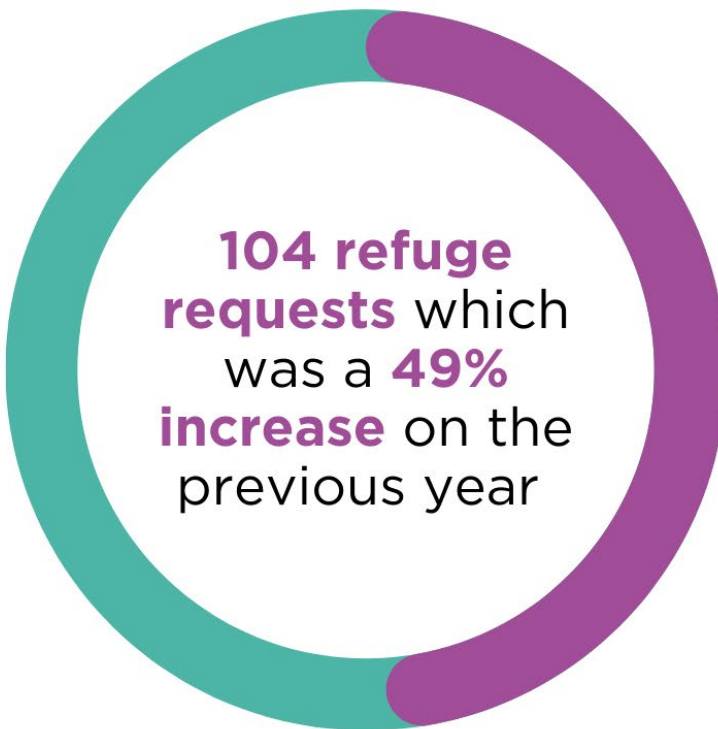


Women who were presented to services were predominantly **31 - 40 years.**

**Third Sector Organisations in 2023/24 supported:**

**2,218**   
**Women**

**225**   
**Children and Young People**



**2%** increase in referrals to specialist service compared to 2022/23

**257 women and young people** sought support from local specialist support services for rape and sexual assault

**285 cases discussed** at Multi-agency Risk Assessment Conference in 2023/24.

**6%** Increase on previous years.





## Key Achievements in 2023-2024

An **audit of the Multi Agency Risk Assessment Conference (MARAC)** was carried out with recommendations being made and progressed.

**Expanded and coordinated** the Partnership's approach to **learning and development** through a dedicated role.

Enhanced approach to the **promotion of 16 Days of Activism Against Gender Based Violence (GBV)**.

Hosted a **conference dedicated to technology and violence against women and girls**, to highlight the changing nature of GBV in a modern world.

Development and launch of both the **Young People's Intel Briefing paper and the Gendered Services Bulletin** to ensure the workforce are informed about current local themes.



## Key Priorities for 2024-2025

**Develop a VAWG Prevention Framework** by focussing on the root causes of GBV, namely women's inequality and how GBV impacts women and girls through the life course.

**Increase capacity and efficiency** in the MARAC process.

**Continue to develop** sustainable and collaborative approach to VAW funding locally and nationally.

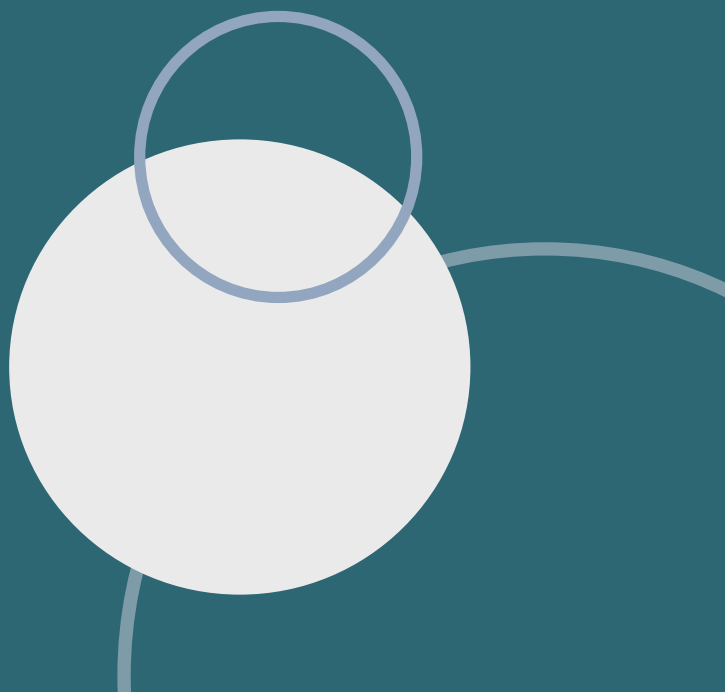
**Increase** local work focussing on young people's experiences of GBV within their own intimate relationships.

**Continue to grow** the following of the StandTaygither Instagram account to ensure a greater cascading of GBV-related education within the public.

**To raise the profile** of 16 Days of Activism to End Gender-Based Violence within Dundee by investing more resources into the promotion of the campaign.

**Further develop** the work of the Young People's Intelligence Group and ensure intel is widely disseminated throughout the workforce by creating and dispersing a workforce briefing paper.





Protecting  
People  
in Dundee

[dundeeprotects.co.uk](http://dundeeprotects.co.uk)



# Accompanying Information for Protecting People Annual Report 2023-2024

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## 1. What our Data is Telling Us?

The Protecting People (PP) Committees have a range of different methods of collecting and analysing data and information. During the pandemic each of the Committees had a strong focus on using data to monitor levels of need and demand for protection services and supports. Since then, they have continued to focus on using data and information for improvement, including to identify good practice.

This section details the ways in which the PP Committees have used data and information to identify and spread good practice, as well as gaps and areas for improvement during 2023/24.

## 1.1 Our Local Data:

### 1.1.1 ASP

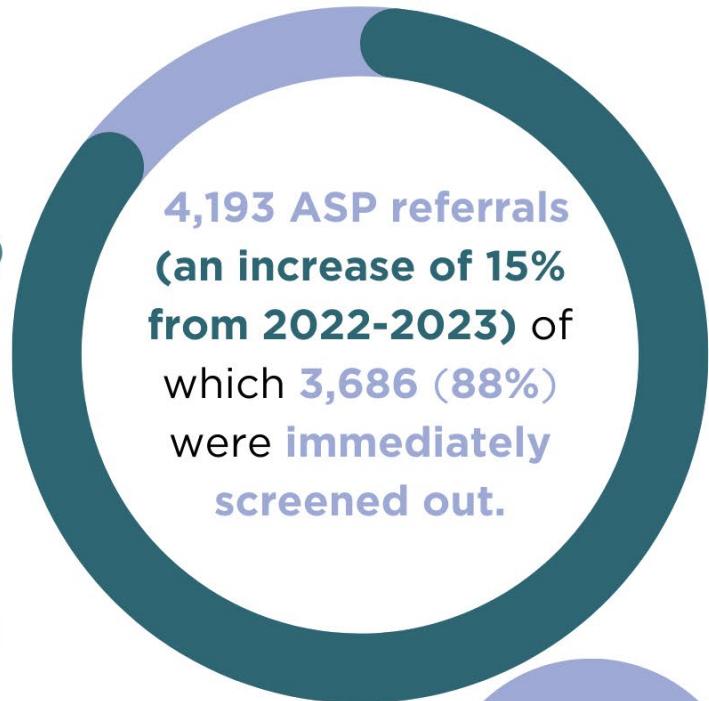
**101**  
ASP  
investigations



**91** Initial case conferences were held.

**65%**

of harm happens most at home.



#### Type of harm reported in ASP investigations



The main source of referrals is from

**Scottish Fire and Rescue**  
138

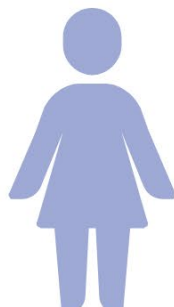
**Police Scotland**  
2871

**NHS**  
721

#### The age group most at risk



**40-64 years old males**  
(38%)



**25-39 years old females**  
(28%)

Adults with **Learning Disabilities** and **Mental Health** form the **highest group** that receive ASP investigations (23%), followed by those with **Substance Use** (all types) (10%).

1.1.2 CPC

2,326  
Police



CP Concern reports.

126



children **added** to Child Protection Register in 23/24.

102

Children and young people **removed** from the Protection Register in 23/24 and provided with alternative support.

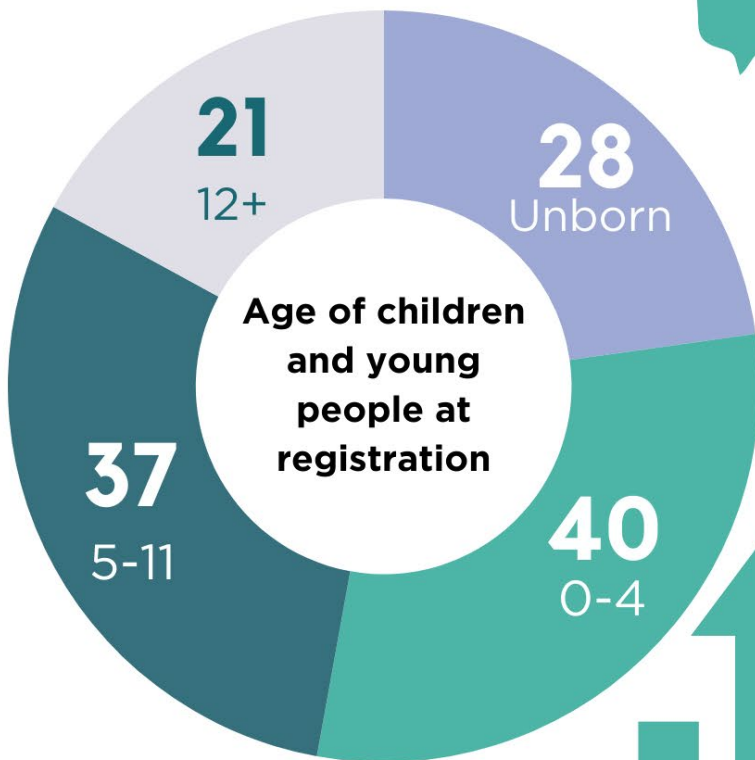
839

Children and Young people at **496** Inter-agency referral discussions.



15

**Re-registrations** on the Child Protection Register (CPR), though only two of the 15 were within 24 months of previous de-registration.

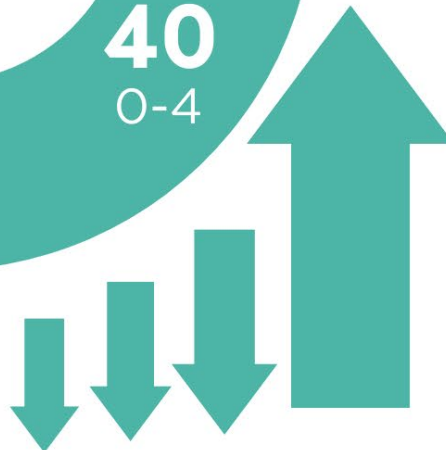


Age of children and young people at registration

The number of children on the CPR has increased steadily throughout 2023/24, at end of March 24, there were **68 children on the Protection Register.**

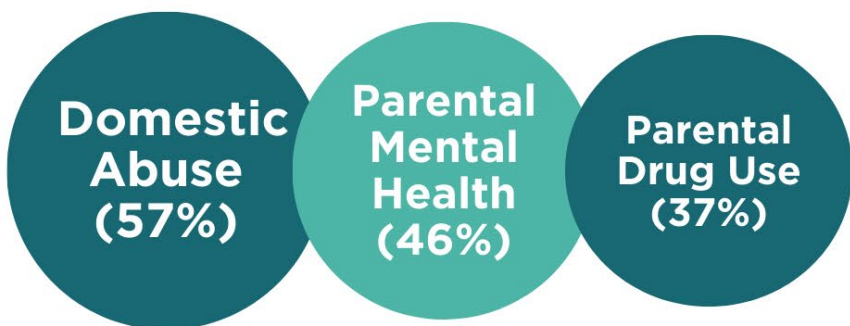
160

Children and Young People subjected to Initial and Pre-birth Child Protection Plan meetings



The **number of children in care has reduced** across 2023/24, with fewer placements away from home comprising the whole care experienced population.

Most **frequently recorded concerns** for children being placed on the Protection Register:





### 1.1.3 ADP

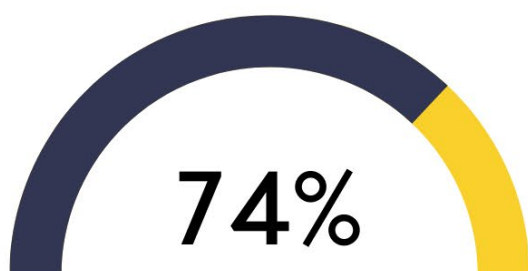
#### 1.1.3.1 Drug Deaths (2022)

Dundee had **30 drug deaths** in 2022 confirmed by the Tayside multiagency Drug Death Review group. (57 Tayside region)

**Average age for drug deaths in Dundee was 45-49**



**35 (61%)** of those who died in Tayside **were male**, this is a **48% decrease** from the drug death peak in 2020 (67%).



**42 (74%)** of the **Tayside drug deaths** in 2022 occurred amongst people who lived in areas of the greatest socioeconomic deprivation (SIMD 1 and 2).

**30 (53%)**

had been to prison or on remand at least once in their adulthood, with 9 having been in prison in the 12 months before their death.



At the time of their death, **41 (72%)** individuals were identified as having been **diagnosed with a mental health condition** at some point in their life.



Females were more likely to have a long-term condition such as pain, asthma and respiratory disease.

Average number of **substances reported in toxicology** was **six**, with the **most frequently reported** in the post-mortem being

**Methadone** **63%**

**Pregabalin** **56%**

**Cocaine** **54%**

**Etizolam** **54%**



Males were more likely to have or had epilepsy or seizure activity.

**15 (26%) drug death casualties** were known to have **children under the age of 16**, whether living with them or living elsewhere.

Following the publication of the **2022 Drug Death Annual Report** the Dundee ADP held a large multi-agency event in October 2023 to discuss the recommendations and agree on the specific improvement actions. Most of the actions were operational in nature and will be progressed by frontline organisations, however actions for the ADP to lead on include:

- Improving after care support following detox
- Develop a non-opioid pathway
- Enhance the availability of bereavement support
- Extend the availability of harm reduction support (including during evenings and weekends)

National Drug-related Death figures for 2023 were published in September 2024. For Dundee there were 46 deaths recorded, with 63% being female. The Tayside report will be published in due course.

**1.1.3.2 Alcohol Deaths:**

**36 Alcohol deaths**  
in Dundee in 2023

(no significant change from 2022 in which there were 37)



Rate of **alcohol deaths** **27.7 per 100,000**, higher than national average (21 per 100,000)

**1.1.3.3 Individuals Accessing Services in Dundee (2023-24):**

	Number of Referrals	Individuals Starting Treatment
Alcohol	604	535
Drugs	591	538



In 2023-24, 14 individuals were referred into Dundee’s rehabilitation pathway, with nine completing the pathway.

### 1.1.3.4 Preventing Drug Deaths and Drug-Related Harm:

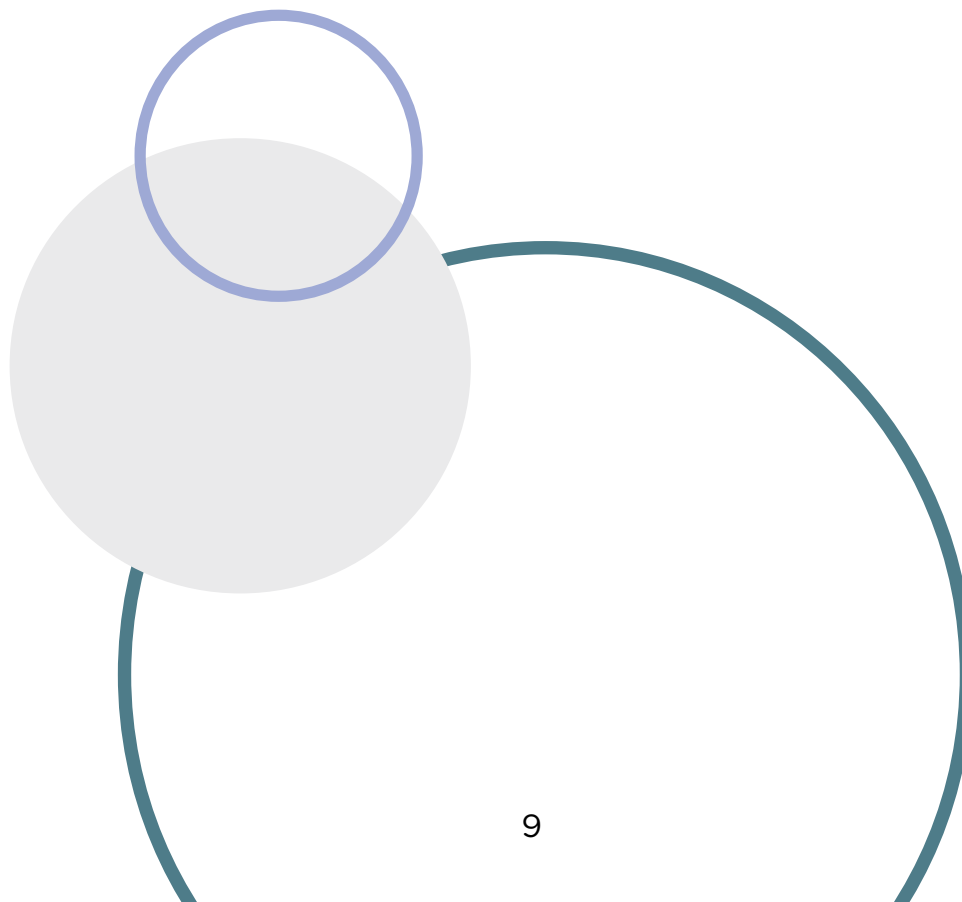
Naloxone: During 2023-24 in Dundee, the total number of naloxone kits distributed was 1,221. This was an 8% decrease on the previous year (1,320). Distribution includes to individuals and carers by frontline services, Community Pharmacies, homeless services, and several other organisations participating in the Take-Home Naloxone scheme.

Near-Fatal Overdoses (NFODs): In 2023, there were 192 NFOD incidents, which was the same as the previous year.

### 1.1.3.5 Substance Related Harm and Deprivation:

During 2023-24, 56% of hospital discharges where the main condition was alcohol related harm were from individuals living in the most deprived areas of Dundee (SIMD 1 or 2).

Individuals living within the most deprived areas of Dundee (SIMD 1 or 2) accounted for 79% of hospital discharges where the main condition was drug related.



1.1.4 VAWP

Third Sector Organisations in 2023/24 supported:

2,218   
Women

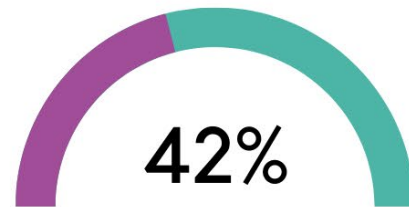
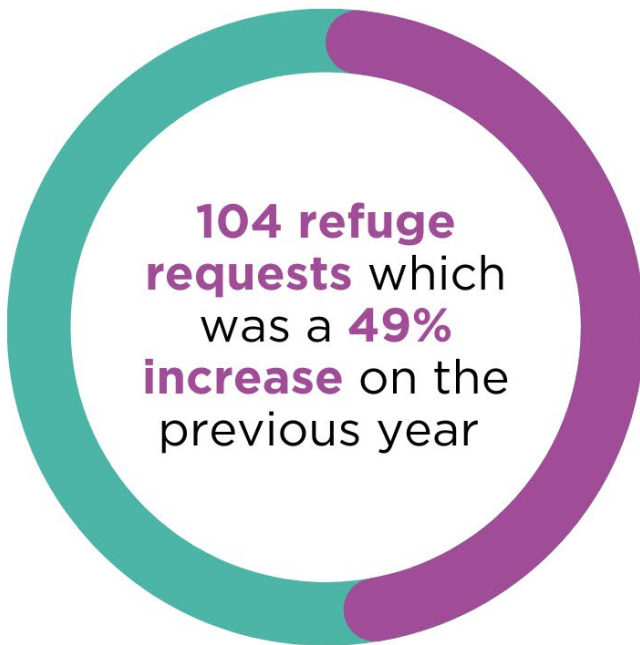
18%

Of total referrals to specialist services was accounted for by self-referrals.

225   
Children and Young People

2%

increase in referrals to specialist service compared to 2022/23



of total referrals to women's specialist services were made by Police.



Women who were presented to services were predominantly 31 - 40 years.



2,605 Domestic abuse incidents reported by Police.

257 women and young people sought support from local specialist support services for rape and sexual assault

285 cases discussed at Multi-agency Risk Assessment Conference in 2023/24.

6% Increase on previous years.

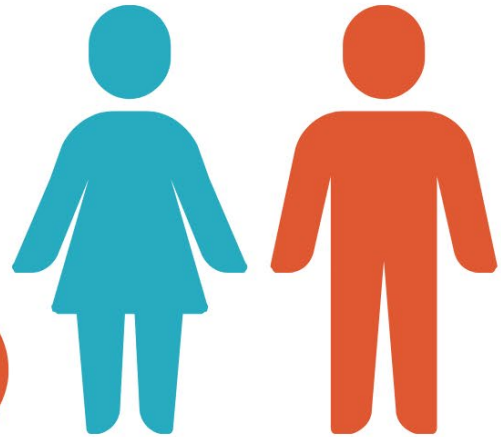
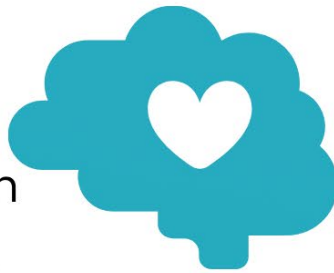




## 1.1.5 Suicide Prevention

**30 Suicide deaths** in Dundee in 2023.

An increase of one on the previous year.



The rate of suicide in Dundee was the highest of all Scottish Local Authority areas at **21.1 per 100,000** people in the period 2019-23.



In 2023 there were **22 male suicide deaths** (increase of 5 from 2022) and **8 female suicide deaths** (decrease of 4 from 2022).

**43** Average age for suicide deaths.



34% had alcohol in their blood at the time of death as detected by toxicology



**52%** of those who died by suicide resided in the **20% most deprived quintile.**

**57%** had ever had contact with secondary care Mental Health or Substance Use Services



**40%** were prescribed anti-depressant medication at the time of death

## 1.1.6 Planet Youth

Working in partnership with Winning Scotland, Dundee Children and Families Service and the ADP are part of a Scottish Planet Youth pilot. Data is currently gathered from four schools locally; Baldragon High School, St Paul's RC Academy, St Johns High School and Harris Academy. The latest Planet Youth survey was conducted in October 2023 across the four schools involving S3 and S4 pupils giving a sample size of approximately 1,300. The anonymous, holistic health and wellbeing survey focussed on a wide variety of areas. Through analysis of the data a range of risk and protective factors were identified to enable better planning in the primary prevention of substance use.

The survey gives data based around the four domains of the improvement model:

- Family
- School
- Leisure Time
- Peer Group

Key messages on protective factors which have emerged from the survey include:

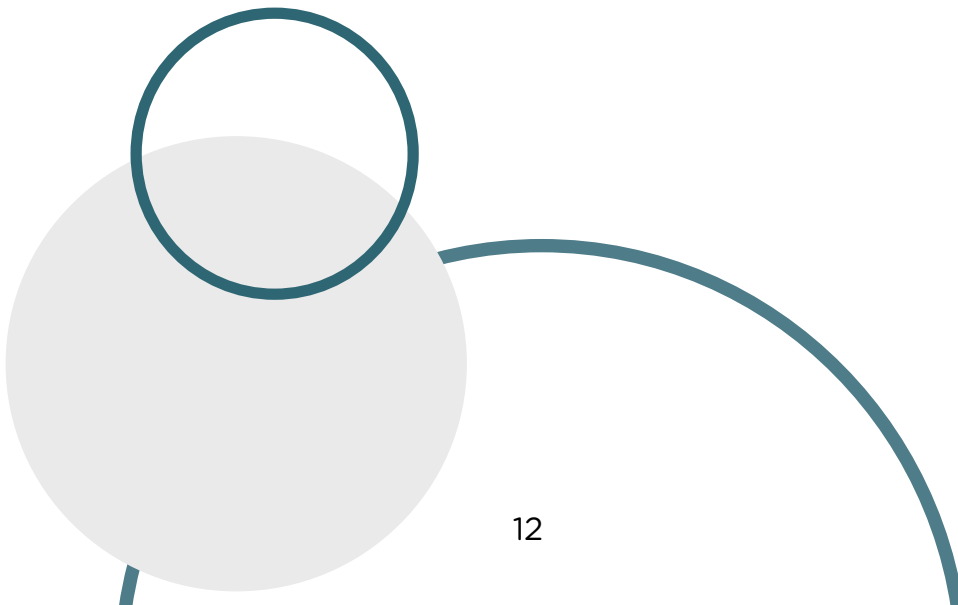
- Time spent with parents in the evening and weekends is high
- Feelings of care, warmth and safety are felt at home
- Young people know where to go to report and gain support if they are impacted by abuse
- Majority of young people have positive relationships with staff in school

The survey has identified the following risk factors across the city:

- Low levels of supervised activity time
- Young people express low feelings of safety out with their home
- An increase in young people accessing pornography
- Low levels of self-esteem and self-respect.

The survey also identified overlapping themes through out of the domains:

- A gendered approach should be considered
- There is a general feeling of being unsafe outwith the home
- There are high levels of screen time and low levels of activity time



### 1.1.7 Medication Assisted Treatment (MAT) Standards:

During 2023-24, Dundee has been working on implementing the ten **Medication Assisted Treatment (MAT) Standards**. Progress on the implementation can be found in the **National Benchmarking Reports**.

The most recent Benchmarking Report confirms the impressive progress that took place across Scotland as a whole, and in Dundee, to improve service provision during 2023-24. Dundee scored green for MATs 1-5 and provisional green for MATs 6-9 (MAT 10 was not included this year). These were some of the highest scores achieved across Scotland at this stage. Some of the specific information highlighted about Dundee included:

- Dundee achieved 0 days from date of engagement with services to date of first MAT assessment.
- 20% of the Dundee caseload were prescribed long-acting injectable buprenorphine. This reflects an increase in the choice of medication available to individuals.
- 75% of those expecting a high-risk event in Dundee were contacted within 24 hours.
- 97% of the individual caseloads in Dundee were retained in treatment for six months or more.
- 95% of frontline staff in Tayside completed appropriate Tier 1 training.
- 15 people in Dundee shifted to be looked after by Primary Care during this period.
- 17 people in Dundee were referred from substance use services to independent advocacy services (although more individuals received support directly from DIAS)

With respect to MATs 6-10, national experiential feedback indicates that most people felt they were treated with dignity and respect while accessing services. However, most people also felt they were not offered trauma-informed care, and that buildings and spaces were not trauma informed.

Table 1: MAT Standards Benchmarking by Reporting Year - Dundee

	MAT 1	MAT 2	MAT 3	MAT 4	MAT 5	MAT 6	MAT 6 + 10	MAT 7	MAT 8	MAT 9	MAT 10
2022	Red	Provisional Amber	Provisional Green	Provisional Green	Provisional Green	N/A	N/A	N/A	N/A	N/A	N/A
2023	Provisional Amber	Provisional Green	Provisional Green	Provisional Green	Provisional Green	Amber	N/A	Provisional Amber	Provisional Amber	Amber	Provisional Amber
2024	Provisional Green	Provisional Green	Provisional Green	Provisional Green	Provisional Green	N/A	Provisional Green	Provisional Green	Provisional Green	Provisional Green	N/A

Red	Red
Provisional Amber	Provisional Amber
Amber	Amber
Provisional Green	Provisional Green
Green	Green

2022	MAT 6 to MAT 10 were not assessed
2023	MAT 6 and MAT 10 were assessed separately
2024	MAT 6 and MAT 10 were assessed jointly

## 1.1.8 Experiential Data

To ensure the MAT Standards of care are making a difference to those accessing services, service users, family and staff are interviewed as part of our local experiential data collection. This is used to inform local developments through a thematic analysis and is one of the three key pieces of evidence required to be assessed in the national implementation benchmarking ratings.

Locally, key themes highlighted for the 2023-24 reporting period were:

- Service users reported they received a phased exit from Dundee Drug and Alcohol Recovery Service (DDARS), receiving service exit information from hostels, third sector support or Dundee Independent Advocacy Support (DIAS) workers.
- It was reflected by service users and the workforce that Constitution House is not a good environment and feels very stigmatising.
- Service users praised the work of their advocate through DIAS, with them feeling more confident to make choices, feeling more listened to and trusted by DDARS staff when their advocate is with them.
- Service users would like more counselling available. It was also highlighted that it would be beneficial for the Community Mental Health Team and DDARS working better together as service users need support with their mental health alongside their substance use.
- It was highlighted by service users that their mental health can often impact their ability to attend appointments. Outreach from With You, DIAS and other support networks, help people stay engaged with the services.

## 1.1.9 Female Drug Deaths Deep Dive:

The Gendered Services Group, in partnership with the ADP were tasked with conducting a deep dive into female drug deaths in Dundee following the Tayside 2022 Drug Deaths Report. Drug death numbers have always been higher in males and whilst the overall decrease in drug deaths since 2020 is positive, gendered differences are present in the rate of decline, with the decrease being far more prominent in males compared to females over 2022/23. Of the 57 drug deaths in Tayside during 2022, 35 (61%) were male and 22 (39%) were female. The number and proportion of male deaths for 2022 were the lowest recorded since 2013. There has been a decrease in male deaths of 48% from the peak between 2020 and 2022. Although female deaths remain lower in comparison, deaths have doubled since 2016, indicating that the decrease in overall deaths in Tayside is attributed to males not females. The deep dive hopes to highlight reasons as to why this trend is being witnessed.

The deep dive is still in its early stages with drug death reviews of women who died between 2021 and 2023 being analysed to identify trends in experiences, gaps in information collated and areas for potential service improvement. The project will progress in 2024-25 drawing on multi-agency working to ensure robust information is collated and recommendations are evidenced.



## 1.2 Quality Assurance (QA):

### 1.2.1 PP Quality Assurance Framework

Development of an integrated Protecting people Quality Assurance Framework is a key component of ensuring that service delivery has a positive impact on individuals within Dundee at risk of harm. Within the ongoing development of the Framework, self-evaluation and continuous improvement is at the centre of activities in an ongoing effort to improve processes, services, products, experiences and outcomes for all stakeholders. Activities outlined in the Framework will help to continuously build a picture of the quality of services and how they are experienced by and impact on communities and service users. This will allow engagement in a meaningful cycle of setting goals based on the evidence examined, plan activity, jointly assess the impact of this activity and move into the next cycle of improvement. Crucially to best promote learning and empower staff, communities and services to contribute towards and make necessary changes, quality assurance activities should be carried out collaboratively.

The key components of the Protecting People continuous improvement cycle are:



## 1.2.2 ASP

### 1.2.2.1 The Self-Evaluation and Continuous Improvement (SECI) sub-group

The SECI sub-group bring together professionals from agencies with key roles in public protection.

The group oversee the Committee datasets, multi-agency case file audits, specific audits, overview of single agency audits and external reports and findings from inspections.

During 2023/2024, the SECI updated their work plan and developed an audit calendar with both single and multi-agency audit activity to provide assurance to the ASPC of upcoming planned activity and expected updates.

The majority of ASP quality assurance activities were delayed in 2023-24 due to the Joint Multi-agency ASP Inspection (see section 2.3.2.2). A key focus in for the next year will be on developing the infrastructure to improve hearing the voices of those receiving support under the ASP legislative framework.

### 1.2.2.2 Adult Support and Protection Inspection

The joint Adult Support and Protection Inspection was carried out in 2023 by the Care Inspectorate in partnership with Healthcare Improvement Scotland and His Majesty's Inspectorate of Constabulary in Scotland, with the report published on November 19th 2023. The focus of the joint inspection was to provide:

- Independent scrutiny and assurance of how partnerships ensure that adults at risk of harm are kept safe, protected and supported.
- Assurance to Scottish Ministers about how effectively partnerships have implemented the Adult Support and Protection (Scotland) Act 2007.
- An opportunity to identify good practice and support improvement more broadly across Scotland.

The joint inspection focused on two key quality indicators in the **ASP Quality Indicator framework**; key ASP processes and Strategic Leadership. The **Inspection report** that was published in December 2023 includes a statement about the Partnership's progress in relation to two key questions and how we rated against the two ASP Quality Indicators;

- How good were the partnership's key processes for adult support and Protection?  
**Dundee was rated as EFFECTIVE**
- How good was the partnership's strategic leadership for adult support and protection?  
**Dundee was rated as EFFECTIVE**

There were clear strengths supporting positive experiences and outcomes for adults at risk of harm, which collectively outweighed the areas for improvement.

There was a clear message that whilst there are areas for improvement around our key processes, that good decisions are being made and overall, we are keeping people safe in Dundee.

### **Key Strengths Highlighted by the Inspection Report**

- Initial inquiries and timescales. Investigatory powers were almost always undertaken or overseen by a Council Officer indicating a strong alignment with the refreshed Adult Support and Protection Code of Practice.
- Multi-agency ASP case conferences were well attended meetings where partner agencies worked collectively to support and protect adults at risk of harm.
- Review case conferences were held for almost all adults at risk who required them.
- The Partnership effectively used core groups to review risk and update protection plans.
- The dedicated NHS Tayside ASP Team was a valued resource for staff across partner agencies.
- Strategic leaders had a shared and collaborative vision. This included innovative and ambitious strategic plans to meet the complex needs and vulnerability of adults at risk of harm in Dundee. A Protecting People approach had been adopted.

### **Key Areas for Improvement Highlighted by the Inspection Report**

- The Partnership needed to improve the consistent application and quality of investigation, chronology, and risk assessment templates.
- ASP guidance and procedures should be updated as a matter of priority.
- Quality assurance, self-evaluation and audit activities were embedded but to varying degrees, particularly across social work services. These captured areas for improvement but the approaches were inconsistent. Greater cohesion and strategic oversight were needed to ensure the necessary change and improvement.
- The Partnership's ASP lead officer and support team should ensure they remain sighted on the quality of practice and prioritises the necessary improvements, including adherence to guidance, under its new public protection arrangements.
- The pace of strategic change and improvement needed accelerated. The Partnership was aware through joint inspection in 2017 that improvement was required across key areas of practice and strategic leadership. Their own audit activity had reached similar conclusions, but progress was limited in key areas.
- The Partnership should ensure that strategic planning and implementation of new initiatives across key processes and strategic leadership are well resourced, sustainable and impact assessed.

In response to the Inspection Report, the Dundee Adult Support and Protection partners in consultation with wider partners developed a Joint Multi-agency Improvement Plan to address the six key areas of improvement. The improvement plan was approved by the Chief Officer Group in February 2024 and submitted to the Care Inspectorate.

There was close alignment between the inspection findings and internal self-evaluation activity which meant that most areas for improvement were already subject to ongoing improvement activity. This was reflected in the:

- ASP Committee Delivery plan
- Ms. L improvement Plan
- New Adults at Risk Pathway Design Work and;
- Transformation (Public Protection Governance redesign)

Work is ongoing to implement the agreed improvements throughout 2024/2025.

### 1.2.3 CPC

The CPC established a Quality Assurance (QA) Subgroup when it published its **2022-25 Delivery Plan**. The aim of the group is to improve the CPC's strategic approach to learning from single agency QA and develop a multi-agency, co-ordinated and systematic approach to QA, self-evaluation and the use of improvement methodology. The CPC are also very clear that this work links to their other subgroups (data, case reviews and children and young people involvement) and there is a need to triangulate findings and recommendations in line with the integrated Framework process described above.

During 2023-24, the group carried out a multi-agency audit of the Adolescent Senior Management Oversight Group (ASMOG). The ASMOG was set up as part of responses to Inspection findings published in January 2022 and as a measure to provide oversight and assurance on partner responses to a growing number of very high-risk adolescents during and immediately after the pandemic. It has the following Terms of Reference:

- Senior management high level discussions about the planning for those YP whose circumstances are “beyond the routine”. This would involve situations whereby significant resources, tasking and senior manager oversight is likely to be required, about whom agencies have significant concern about risk to self and others and whereby the need for “rapid escalation” is required.

The CPC Quality Assurance sub-group conducted the audit using a quality assurance tool focused on the purpose of the ASMOG as set out in the Terms of Reference (ToR) and the extent to which the group has fulfilled its purpose:

- Is there a clear understanding of the purpose of the group within the workforce (as evidenced through the referrals received)?
- Has there been a consistent approach throughout the activity of the group?
- Have the young people referred to the group met the criteria (as set out in the ToR)?
- Where recommendations and changes made to the plans for these young people as a result of the ASMOG?

**Analysis, reflection and recommendations:**

The audit found mixed levels of appropriateness of referrals and by looking at the frequency of ASMOG meetings held and it appears that when it started the group received high number of referrals, but these have subsequently declined. There were mixed results in terms of young people meeting criteria with some clearly meeting and some not. The audit found that most cases did not result in additional actions and where some actions were taken, they were not significant. This does not, however, necessarily indicate that the ASMOG did not fulfil its role of oversight and assurance.

**Recommendations:**

Considering wider developments, the audit findings and the reduction in referrals to the ASMOG in recent months, including limitations to the methodology of the audit and the transfer of the role of Chair to another manager in January 2023, the audit group considered the future operation of the group.

- We recommend the Committee consider the option to move the ASMOG into a new format which would have an advisory/consultancy capacity to provide additional support and comments on case planning from differing professional perspectives.
- A short life advisory group to be established to develop the new format of AMSOG.

The function of the ASMOG is being considered in wider planning for services for vulnerable adolescents which will continue into 2024/25

**1.2.4 VAWP**

Quality Assurance for the VAWP sits within the remit of the Scrutiny Group. The main aims are similar to other committees in terms of gathering and collating single agency quality assurance information as well as developing multi-agency approaches.

An audit of the Multi- Agency Risk Assessment Conference (MARAC) was carried out in October 2023. 15 Dundee MARAC cases were reviewed by members of the VAWP Scrutiny Group who carried out the audits in pairs from different agencies to ensure a balanced view. Overall, the findings of the review highlighted issues relating to infrastructure and resourcing of MARAC. The audit also identified that there is a need for work to be undertaken to raise awareness of MARAC and its purpose across agencies.

Recommendations from the audit included:

1. Partners to consider the report and any implications for individual services as well as the multi-agency arrangements.
2. Partners to engage with the MARAC Learning and Organisational Development Officer in her awareness raising role and ensure agencies/teams undertake the sessions she will be offering.
3. Partners to consider and direct actions to tackle the resourcing of MARAC, particularly the minute taking.
4. Partners to agree to future discussions re MARAC resourcing and the move to statutory footing.



## 1.3 Learning Reviews

The Learning Review approach stems from a commitment to strengthen our learning culture. It supports the need to move beyond apportioning blame to learning together about what is helping and what is hindering efforts to help the people we aim to protect. Learning Reviews are undertaken when there is significant additional learning when an individual has died, experienced or at risk of serious harm and there is cause for concern on for the way that professionals or services worked together to protect an individual.

### Review Activity

During 2023/2024 a total of seven cases were referred for consideration for review to the Child and Adult Support and Protection Committees; five of these were not progressed, with two still pending an outcome. Whilst the cases did not progress to a Learning Review key learning and action points were identified and added to committee improvement plans and two of the cases were subject to alternative review processes.

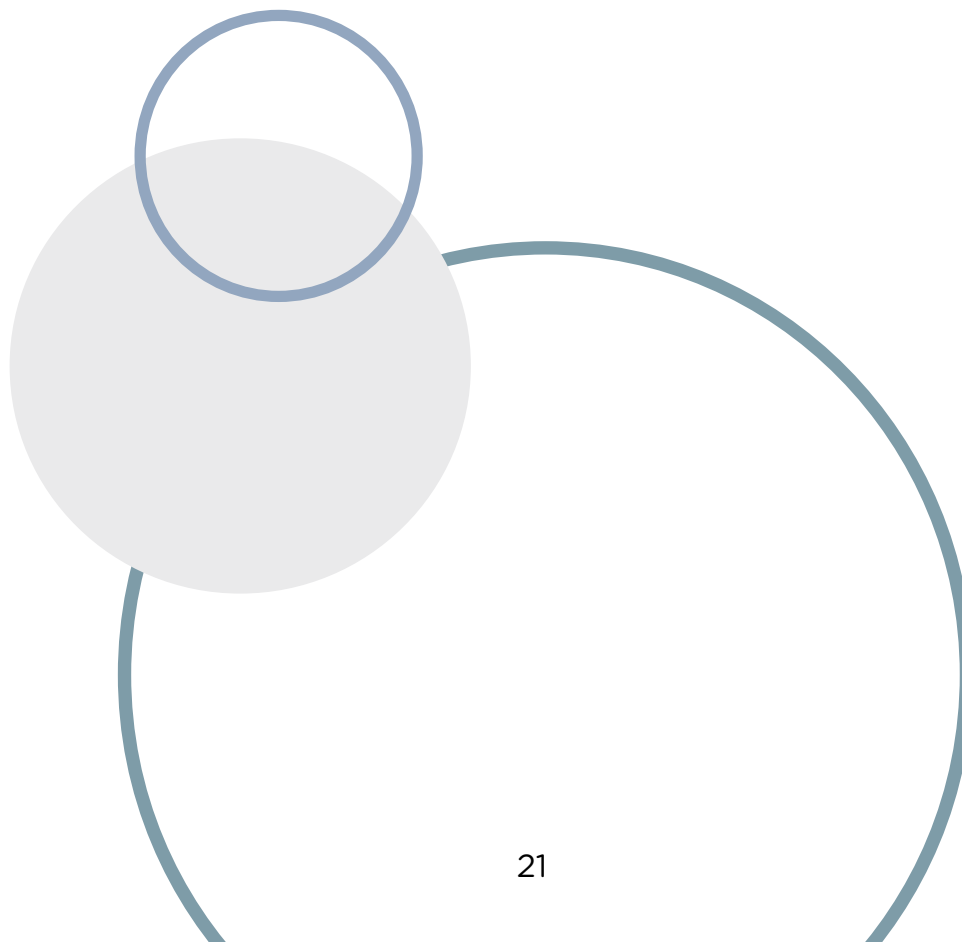
In December 2023 the **Significant Case Review (SCR) on behalf of Ms.L** was published with 16 recommendations. The Public Protection committees in response developed an action plan that was subsequently integrated into the Adult Support and Protection Delivery. Further information is found in the attached **7-Minute Briefing** that was developed for the workforce.

### Learning Review Developments

During 2023/2024, the Protecting People Committees focused on improving their approach to learning reviews. Dundee and Angus have been working towards jointly developing a new Dundee and Angus Public Protection Learning Review Protocol that introduces a single process for undertaking reviews, applies to all types of harm and takes into account all the relevant national guidance. It has been developed with a clear focus on taking a trauma informed approach for both family members and the workforce. The protocol was approved by the Dundee and Angus Chief Officers Groups in 2023, however due to the Dundee Joint Multi-agency Adult Support and Protection Inspection, implementation in the latter half of 2023 was delayed. Development sessions were held in early 2024 to develop the Dundee Protecting People Learning Review Oversight Group and the new protocol will be launched April 2024.

Continued implementation of the new approach will take place over the upcoming 2024/2025 year. This will include further development of a Dundee Protecting People Oversight Group and associated actions plan and accompanying tools and resources required. The Learning Review Oversight group replaced the previous Child Review Oversight Group (CROG) and the Adult Support and Protection Learning Review functions through the Self-evaluation and Continuous Improvement (SECI) subgroup. The CROG and the SECI subgroup continued to collectively manage the development of findings and recommendations from learning reviews whilst the new process was under development.

The Learning Review Oversight Group is a mandated subgroup with responsibility for supporting the relevant Public Protection Committees to make decisions about the Learning Reviews, support and manage the process of Learning Reviews and keep oversight of any learning actions and progress from Learning Reviews.





## 2 Protecting People Key Achievements:

### 2.1 Learning and Organisational Development (L&OD)

All single agencies are responsible for their own learning and development of their staff. From a multi-agency perspective, public protection partners work together to ensure consistent baseline learning or specialist knowledge across sectors of relevant public protection issues. To achieve this, Partnerships will commission the development of learning resources or work together to share expertise.

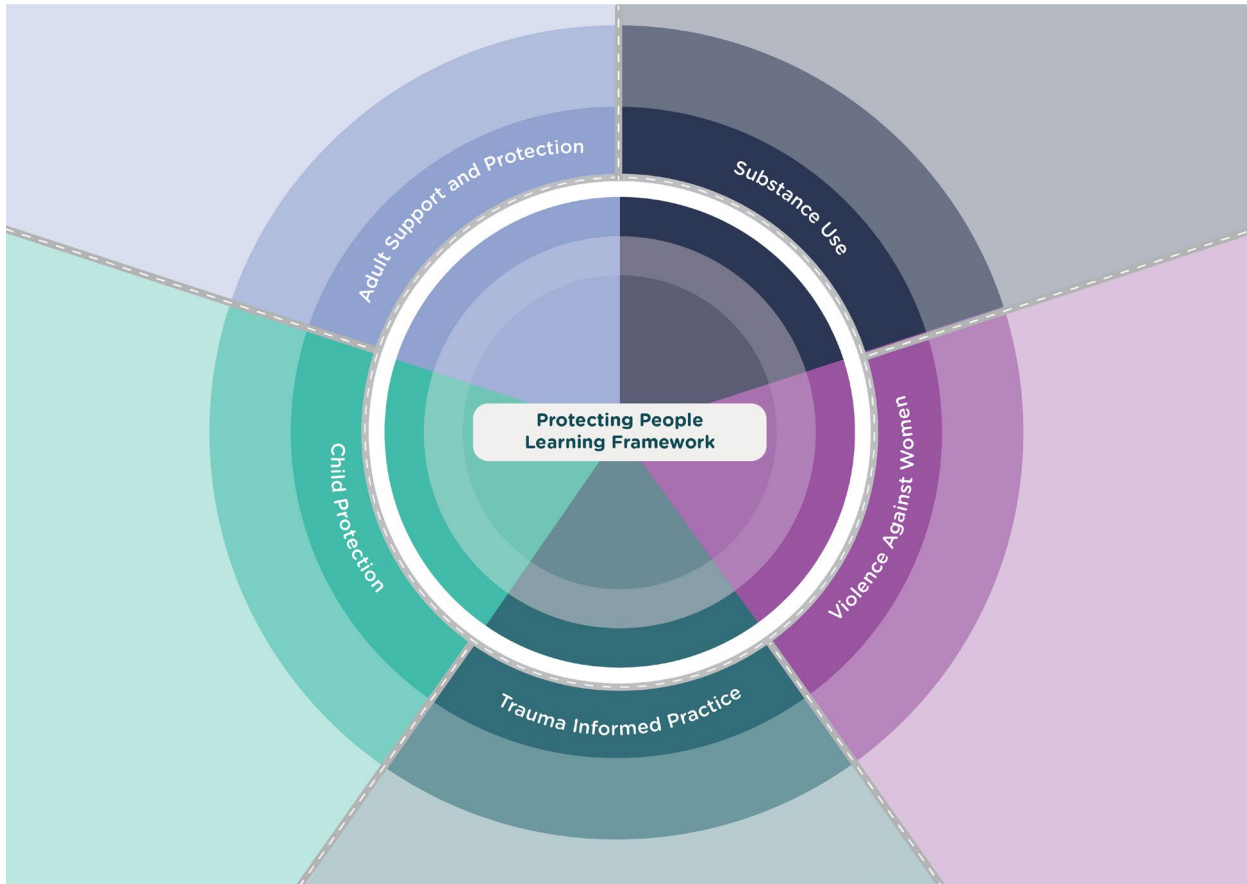
#### 2.1.1 Protecting People Learning and Organisational Development (PP L&OD) Framework

The PP L&OD Framework was soft launched in August 2023 and officially launched in February 2024. Prior to the COVID-19 pandemic a cross-cutting Learning and Development group operated as sub-group of the Chief Officers Group. It was agreed to suspend this in 2019 to take a proactive direction between the Protecting People team and relevant Learning and Development Advisors to identify key gaps and where activity is already planned effectively within other groups and carry out mapping and evaluation of the protecting people learning and development areas, current activity and main gaps.

This work was carried out over 2023 to bring PP L&OD into one place (an online location) that is easily accessible and locates protection training and development within a tiered framework, from basic awareness to skilled and expert levels. The training and development opportunities we are focused on are multi-agency and cross-cutting, we are not including single agency training at this point e.g. specific training that specific roles would require (social work, health etc).

We carried out a multi-agency consultation in November 2022 with strong support for the proposal. From this event we also identified representatives to form an oversight

group for the framework. The oversight group has been meeting since March 2023. The Framework is hosted on OneDundee and accessible to all agencies – below is a draft visual of the framework overview and one example of the pathways within each level:



<b>Level One</b>	Human Trafficking Level One E-Learning	Housing and Domestic Abuse Level one E-Learning	Domestic Abuse Awareness Raising Tool Level one E-Learning	Safe and Together Virtual Academy Level one E-Learning	Child Protection Online Abuse and Internet Safety Level One E-Learning
<b>Level Two</b>	Child Sexual Exploitation Briefing Level Two Bookable	Healthy Relationships and the Law Level Two Bookable		Violence Against Women Overview Training Level Two Bookable	
	Safe and Together Briefing Session Level Two Bookable	Gendered Approach Training Level Two Bookable + E-Learning		Domestic Abuse Risk Management and MARAC Workshop Level Two + Three Bookable	
<b>Level Three</b>	Commercial Sexual Exploitation Level Three Bookable				
	Young People and GBV Level TBC				

Stats from the framework are as follows:

Protecting People Stats			
	DCC	Outwith DCC Desktop	Total
<b>1st October - 17th April</b>	682	2016	2698
Total views from soft launch			
<b>1st October - 27th February</b>	512	1254	1766
Soft Launch - Before Formal Launch			
<b>28th February - 17th April</b>	175	762	937
After Formal Launch - Until Recent			

## 2.1.2 Adult Protection Learning and Development

### 2.1.2.1 ASP Week:

In February 2024, Dundee co-ordinated a calendar of events to celebrate and promote National Adult Support and Protection Day. Nine multi-agency events were co-ordinated across the five days, promoting ASP learning across Dundee.

A total of 250 people attended events throughout the week. Following ASP week, participants self-defined knowledge ratings increased from 3.5 to 4.5 (out of 5) on average and 98% of those attending wanted to see similar events running next year.

“I had not realised that there were so many different projects supporting adults and young people in Dundee”

“...Very informative and really enjoyed interacting with other professionals”

### 2.1.2.2 ASP Multi-Disciplinary Awareness Sessions

#### 2.1.2.2.1 ASP Awareness Sessions

This is a popular multi-disciplinary training session which is delivered over a half day, face-to-face and it is always fully booked. The sessions were refreshed in 2023 and have received positive feedback from partners across Dundee. This session includes learning from Learning Reviews conducted by partner local authorities.

“...seeing cases from different perspectives”

“...very informative and thought provoking”

“a reminder, that your one piece of information might be the missing piece”



A co-facilitation development opportunity has been created for council officers to support these learning sessions which has been met with positive feedback.

" Sharing my knowledge with others had the added benefit of helping cement my confidence in my own practice, and allowed me to carry this back into my day-to-day work" (Frontline worker supporting ASP Awareness learning)

#### **2.1.2.2.2 ASP Second Worker Learning Sessions**

This multi-agency learning is now supported and promoted by NHS alongside Dundee and Perth. 98% of respondents stated that they would highly recommend the course to others (scoring 7 or above out of 10)

Many people reported a greater understanding of partner roles and responsibilities and therefore felt the knowledge will support more collaborative working across agencies.

#### **2.1.2.2.3 Defensible Decision Making**

Two cohorts were held in 23/24. The three half day sessions in each cohort were facilitated alongside partners from Angus, NHS, and Perth & Kinross. This course provides an opportunity for reflective discussion and learning on areas like risk, bias and assessment.

#### **2.1.2.2.4 Council Officer Learning and Council Officer Refresher**

We continue to provide a comprehensive learning offer for Dundee's Council Officer programme. Nine half day sessions are a hybrid offer of face to face, online and reflective tasks in between sessions. The course focuses on reflection and practice discussions. Participants have access to an online learning resource which is reviewed and updated regularly to reflect the national ASP landscape. The sessions are now offering regular guest speakers from MHO Team and Advocacy providing that collaborative approach.

Council officer refresher training has been renewed for 2024. As well as a refresher on the legislation and codes of practice this course looks at recent learning reviews using reflective activities to focus specifically on practice areas like chronologies, risk assessment, professional curiosity, participation and undue pressure. We have included an offer to team managers to be involved in co-facilitation bringing that front line experience to the learning.

#### **2.1.2.2.5 Hoarding and Risk Recognition Training**

Hoarding and Risk Recognition Sessions were provided in collaboration with the Scottish Fire Service, throughout early 2024. These sessions provided learning opportunities for 410 applicants. 75% of evaluators would recommend these sessions with their knowledge levels of the subject matter increasing from 2.87 to 4.66 (out of 5).

### 2.1.2.3 A New ASP Learning Framework

Alongside the multi-agency Protecting People Framework, a pro-active and specific ASP framework has been developed. The succinct and interactive document is designed to allow ease of navigation and provides a detailed framework of learning and direct links to access the learning to those involved in ASP work all in one place.



### 2.1.2.4 Supporting Participation

A New Leaflet for individuals in the ASP process has been produced, highlighting ASP processes. The leaflet can be left with individuals (if appropriate) and provides somewhere to note worker contact details and next steps. An easy read version is being developed to further promote participation.

### 2.1.2.5 Lunchtime Learning Sessions

Looking at specific themes from learning reviews we are aiming to provide lunchtime bursts of learning on things like protection orders, professional curiosity, undue pressure and incapacity acts. There are hopes to provide learning sessions on national learning reviews.

## 2.1.3 Child Protection Learning and Development

During 2023-2024, the Learning and Organisational Development Service continued to deliver a range of Child Protection learning opportunities to our own workforce and multi-agency partners. These range from in-person workshops to flexible e-learning modules which cover a range of topics including chronologies, child sexual exploitation and online abuse. We also deliver an introduction to child protection which continually has high attendance and has received positive feedback and evaluation, some of which has included;

"I feel better equipped now to be able to know when I need to raise a child protection concern, who to report to and how to support the young person"

"This course has been amazing hard hitting and very insightful. I am less worried now about my role and feel so much more confident in what I am doing"

"A great workshop that reiterates the need for multi-agency work with children and young people. A great refresher"

### 2.1.3.1 CPC Children and Young People's Charter:

Improving the involvement of children and young people at both strategic and service level is a key priority for the CPC and we have been working on this for some time. The Children at Risk of Harm Inspection 2021 found that opportunities for children and young people at risk of harm to share their views and influence policy, planning and service delivery were limited. We took on board the need to improve in this area and established a sub group to progress this work. The Charter and accompanying resources are a result of the sub group's work and are the beginning of a longer term process to getting this right.

#### How did we develop the Charter?

The first thing we did was speak to young people about what they thought was important for the CPC to understand and to improve. We met with a group of care experienced young people, who had also been through child protection processes, and over pizza we talked about their stories and what had or hadn't been positive for them. Since meeting with the original group, we then established links with the champions groups at Morgan Academy and met with them regularly as we developed the charter and the accompanying framework and resource pack. This group reviewed the charter and agreed that we had captured the right principles. They have then gone on to develop a set of cards which can be used with groups of young people as well as staff, to raise awareness of the principles and think about how they might be applied in real life situations.

In June 2023 we launched the Charter and framework at Morgan Academy and over the following months ran a series of engagement sessions for the multi - agency workforce to raise awareness of the Charter. The young people involved in the work were in attendance at the launch and supported the group conversations that we ran.

We then requested that each of the key organisations in Dundee identify a lead for implementing the Charter in their settings and reporting back to the CPC. This included attending the third sector Manager's Forum and the Alliance Development day to ensure the third sector was involved.

Reporting will be due in the next year, 2024/25.

The Charter links directly to other strategic priorities and developments and seeks to bring them together into the framework and show how they all relate to what young people told us was important - for example:

### **The Promise:**

The sub group has linked closely to activities flowing from Our Promise for Care Experienced Children, Young People and Care Leavers (<https://thepromise.scot/>) and with the Your Voice Our Promise team- the 5 foundations of the Promise (Family, Voice, Care, People and Scaffolding) closely align with the 5 trauma principles which the charter is based around.

### **GIRFEC:**

The Charter principles and the Framework closely align with the Team Around the Child key values and principles as found in the TATC Framework 2021 (page 6) ANEW (Addressing Neglect and Enhancing Wellbeing) - this multi-agency service redesign to address neglect and the role of GIRFEC within it has been a key development in Dundee over recent years. All aspects of the ANEW work including adaptations to meetings, child's plans, engagement, training, the use of FORT and data capture tools are likely to fit into the framework in terms of actions and ways to measure outcomes.

### **Trauma:**

The Charter and Framework link directly to Dundee's trauma implementation plan and roll out. What the young people told us was important had direct correlation to the 5 trauma informed practice principles and these were used to underpin the Charter. Capturing outcomes in relation to the Framework will also assist us in measuring the success of our trauma implementation plan.

### Connected Tayside:

This strategy was the guiding example for us in developing the Charter for the CPC. Children and young people were involved in co-creating the strategy and their voices are included in the strategy to share what they see as positive change and the difference it will make to their lives. Their poster for children and young people closely aligns with our CPC Charter and again, many of the actions flowing from this strategy will fit into the framework in terms of actions and outcome measurement.

### Authentic Voice:

Authentic Voice is a national project that aims to support local authorities and other community planning organisations to have the knowledge, confidence, and tools they need to embed survivor voice into local system and service design processes in a robust, trauma informed and meaningful way. This project is being led in partnership with SafeLives UK, Improvement Service and Resilience Learning Partnership. Dundee's Protecting People Committees were offered the opportunity to partner with the Authentic Voice project as the pilot area for their leadership workstream focused on embedding lived experience into strategic forums across Scotland. This work has been ongoing since mid-2022 and we a report with recommendations will be published in the near future. It is anticipated that the work of the CPC Sub Group, the Charter and framework will align closely with the recommendations.



## 2.1.4 VAW Learning and Development

Since the introduction of our VAW Learning and Development Officer post in 2021/22 we have seen significant progress to build capacity and skills across the multi-agency workforce in relation to VAW.

The aims of the post are to ensure our workforce has access to a whole-systems focused, structured and coordinated VAW learning and development framework and programme in order to:

- Develop values, skills and knowledge to deliver effective responses to VAW within their roles;
- Embed a continuous development structure (relating to VAW) to sustain learning;
- and develop and progress long term culture change.

A sample of activities undertaken include:

Operating the VAW Training Consortium - The Consortium meets to discuss and coordinate VAW related training available, identify learning and development gaps, training in development, e-learning resources, other resources and capacity building.

The Consortium has developed a VAW L&OD Framework which sits within the wider Protecting People Learning Framework.

The post holder links to child protection and adult protection work and this includes the continuous work with Team Manager (Domestic Abuse) at Dundee City Council and Lead Officer (Protecting People Team) at Dundee Health & Social Care Partnership to deliver the Safe & Together Briefing and Practitioner Forums. These are open to the Dundee workforce and professionals learn more about keeping the child and victim/survivor of domestic abuse safe and together.

The post holder coordinates and delivers the VAW Overview Training (VAWOT) which is open to the multi-agency workforce and covers all forms of VAW as well as practical tools and approaches to working with survivors and perpetrators.

Over 2023/24 the post holder recruited and trained a further six people to deliver the Overview training. This was in response to long waiting lists, and continuous over subscription of our VAWOT, we looked to increase our facilitation capacity by developing a train the trainer model. The train the trainer model will not only allow us to deliver more sessions on a multi-agency and single agency basis, but has lifted the pressure off GBV LDO creating a more sustainable model of delivery not solely reliant on one post.

## 2.1.5 Substance Use Learning and Development

Frontline staff from the specialist substance use services have accessed the training and development opportunities on offer and as outlined above (including trauma-informed training, gendered perspective and child protection).

In addition, The ADP commissioned Hillcrest Future to deliver multi-agency training on benzodiazepines and non-opioids drugs. There was specific training also delivered by Scottish Drugs Forum (SDF) on the consequences of changes in drug trends. Alcohol Focus Scotland offered a range of sessions on changes in alcohol consumption/ the impact of the Minimum Unit Pricing (MUP) and the increase in alcohol deaths and related harm. Scottish Families Affected By Alcohol & Drugs (SFAD) delivered training to frontline organisations on Family Inclusive Practice and, as part of a project funded by the ADP, offered organisations support to implement the practice.

Throughout 2023-24, the ADP held several development sessions targeting ADP members specifically, covering issues such as families affected by substance use, children and young people, key issues affecting drug deaths and alcohol screening & brief interventions.

Specific training sessions on the value of independent advocacy were delivered to most frontline staff working within substance use services.

## 2.2 Communication and Engagement

There is a commitment within the Public Protection Partnerships and Committees to improve communications with the public and the workforce to enhance overall transparency.

### 2.2.1 Workforce Communication

#### 2.2.1.1 Young People Intel Briefing Paper

The GBV L&OD Officer coordinates the Young Persons Intel Group which originated in a short life working group looking at CYP Experiencing Domestic Abuse. This working group has now come to a close, but the YP Intel Group now meets quarterly to share and discuss their knowledge around what young people are experiencing in relation to GBV. It allows us to better understand the world of the young people in Dundee and enables us to plan next steps to navigate it. We have a briefing paper which is collated from the meeting minutes, as well as a MS Form that allows all professionals in Dundee the chance to submit information and intelligence. This is then filtered through the GBV LDO, it is then their job to collate, prioritise and back up the frontline experience with data, research, news articles etc and put it into a briefing paper which will be shared with the whole Dundee workforce.

### 2.2.1.2 Gendered Services Bulletin

Similarly to the Young People's Intel Briefing we have developed a bulletin to update the workforce on the work around gendered services in Dundee. The bulletin highlights good practice examples, challenges services are facing, trends we are seeing in data as well as highlighting useful resources, research and training.

### 2.2.1.3 ASP Practitioners Forum

The well attended ASP Practitioner Forum has focused on providing learning opportunities such as action learning sets and case discussions for social work staff with regular opportunities for multi-agency learning forum work. The group produces a quarterly newsletter and has a SharePoint site that acts as a hub for signposting to additional learning resources and access to existing policies and procedures. Involvement in the Forum has led some practitioners to become active in-service improvement and strategic groups, including the MOSAIC Oversight Group, ASP policies and procedures, and groups developing new practice tools and resources (including chronologies).

### 2.2.1.4 Substance Use Front Line Services Group

Meets monthly to discuss key issues, provide feedback to the ADP, share information and undertake joint development sessions on a range of topics related to substance use.

## 2.2.2 Protecting People Communications Role

Resource was secured to extend the Digital Communication Graduate Trainee role. This post is in partnership between the Protecting People Team and the Dundee City Council Communications Service. The role has enabled the Protecting People Team to enhance both public and workforce digital communications in relation to the work of the PP Committees and to raise awareness of vulnerability, risk and harm in the community and how to respond to this.

Some of the key pieces of work supported by the now Communication and Events Assistant over 2023-24 have been:

- Completing and publishing the **ADP website**. This has assisted with enhancing Partnership transparency.
- Taking ownership of the **VAWP Instagram 'Stand Taygither'** to provide the public with education resources about Gender-Based Violence (GBV).
- Designing and assisting with the promotion of the 16 Days of Activism Against GBV Campaign.
- Designing a wide range of public facing information materials. This includes strategic documents, reports and plans as well as awareness raising, and learning and organisational development materials. This has focussed on using design to improve the accessibility of information published by the Committees and engaging with a wider and more diverse audience in the work of the Committees.

- Rebranding the 'Dundee Protects' website and the Committees. This new website will be launched in 2024-25.
- Creating a new logo for Protecting People.

### 2.2.3 ADP Website

The ADP soft launched their **website** in January 2023, with a public launch being scheduled for June. This website is a dedicated resource to substance use issues and information regarding the work being undertaken by the Partnership. The new website includes a comprehensive list of support services in Dundee, will host public-facing documents, and has a workforce resources section. A key feature of the website is a 'feedback button', allowing for more open communication between the Partnership and the wider public to occur. The website also provides an important link to local and national resources.

### 2.2.4 Substance Use Services Group

The ADP supports the Substance Use Services Group. It provides an opportunity to share information with frontline staff about ADP meetings, to arrange development opportunities with respect to topical issues and hold discussions to gauge staff members' views and experiences.

## 2.3 Trauma

Trauma-informed practice is an approach to care and support which is grounded in the understanding that exposure to trauma can impact a person's emotional and psychological wellbeing. This approach is to support delivery, aims to increase practitioner's awareness of how trauma can negatively impact individuals and their ability to feel safe or develop trusting relationships with services and their staff. Trauma-informed practice also seeks to avoid re-traumatisation.

### 2.3.1 Trauma Steering Group

All Trauma training and learning resources are now hosted on the Protecting People Learning Framework. Available training and learning opportunities that have been developed and implemented over 2023/24 include:

Trauma informed practice workshops - these are offered on a single or multi-agency basis and can be tailored to an individual organisation. Some feedback from workshops is as follows - 'I am REALLY enjoying this. This is not like other training where you sit and listen and are spoken at. The conversational way of it is something I like and get a lot from'.

Trauma manager briefings – these are offered on a multi-agency basis and designed to give managers a chance to consider trauma in their teams and services. Some feedback is as follows - ‘I find this very aspirational, but I do see things evolving already. I can see the changes: Person centred, compassionate care’, ‘I have a meeting this afternoon and when you spoke about responses being either creative, reactive or proactive, it made me think that I would have been reactive before today, whereas I now want to approach this empathically and reflect and remember this’.

Trauma Ambassador Network – now has over 60 members from a variety of services in Dundee and is a networking, practice sharing and consultation space for any worker with a passion for trauma informed practice. Examples of TIP shared at the network as follows - ‘Introduced a targeted and universal approach to understanding emotional regulation:

Test of change - A relaxing, calm and aroma therapy room has been introduced at the nursery for children. Staff have observed the children want to make use of it at the start of the day immediately when they come in. Importance of language: Connection seeking instead of attention seeking’, ‘Service to introduce a reflective space to validate the thoughts and feelings of the leadership team following huge organisational changes. This importance of this was recognised during the discussions at TAN. Whilst they had been caring about staff and those accessing the service they had overlooked each other in the leadership team’.

Learning Exchange Events – these are offered regularly and involve inputs from 3 or 4 speakers on a specific aspect of trauma informed practice, attendees are then given time and space to reflect on what they have heard and discuss in smaller groups. Topics have included trauma informed supervision, trauma, hope and humanity, trauma informed language and many others.

### 2.3.2 Workforce Wellbeing and Capacity

The Protecting People Committees and COG have identified that workforce wellbeing and capacity is a critically important issue. These have been included as risks within the strategic risk register. This is also a key priority for all the individual partner organisations who are members of the Committees. They have undertaken a wide range of work during 2023/24 focused on promoting and supporting workforce wellbeing. Some examples include:

#### **In Dundee City Council and Dundee Health and Social Care Partnership:**

Following on from the launch of the Health & Wellbeing Framework in 2023, there have been additional supports and resources provided across the social work and social care workforce with a wellbeing focus. These have included the new **Navigating Individual and Organisational Resilience** workshop, launched in early 2024, ongoing **Reflection and Resilience** work with teams, and other forms of Team Development that have wellbeing at the core.



The Employee Health & Wellbeing Service SharePoint site has provided access to a range of topical and themed information relating to wellbeing. This information covers many of the national and international health and wellbeing events such as **Menopause Awareness** events and Cafés, **Men's Health**, **Employee Financial Wellbeing**, etc. In addition to this, the site offers a direct link to the Scottish Government's **National Wellbeing Hub** – a resource providing wellbeing supports and information for the Health & Social Care Workforce across Scotland.

Wellbeing Ambassadors continue to be the wellbeing “eyes and ears” across the organisation. Social work and social care currently have six Wellbeing Ambassadors willing to undertake this role.

Our trauma informed response to potentially traumatic events in the workplace has received three TRiM referrals from across social work and social care in the last 12 months. This protocol represents a commitment to supporting those who may be affected by a potentially traumatic event.

## 2.4 Lived Experience

Trauma-informed practice is an approach to Health and Social care support/interventions which is grounded in the understanding that exposure to trauma can impact a person's emotional and psychological wellbeing. This approach to support delivery aims to increase practitioner's awareness of how trauma can negatively impact individuals and their ability to feel safe or develop trusting relationships with services and their staff. Trauma-informed practice also seeks to avoid re-traumatisation.

### 2.4.1 Workforce Lived Experience Group

The Trauma Steering Group in Dundee has developed an implementation plan around organisational culture change relating to trauma-informed leadership and trauma-informed practice. Part of this work is centred around the idea that as both a cause and consequence of culture change, workers within the workforce with lived experience of trauma can contribute and co-produce services and strategy.

We know that the safe and effective use of lived experience expertise is a powerful tool for strategy, service design and service delivery and evidence has shown that lived experience workers can bridge the gaps between strategy, services and communities, influencing the culture and practices of their organisations. However, traditionally we think of those with ‘lived experience’ or ‘experts by experience’ as being separate from us as workers. By thinking in this way, we were missing the opportunity to utilise the knowledge and experience that exists within our own workforce and to validate this. According to statistics we know that within a team of 10 staff, at least two are highly likely to be workers with lived experience. Within a staff group of 100 at least 20 will be workers with lived experience and we believe that developing our thinking around workers with lived experience could help us break down existing power imbalances and barriers which create an us (workers) and them (service users) environment.

Over 2023/24 the workforce lived experience group has developed its identity and plan of action. The first main piece of work that we have been involved with was a review of Dundee City Council's absence management policy through a trauma lens and this has been a successful collaboration with the HR team. Following this the group have rebranded under the name - Transforming Trauma, Stigma to Strength and are offering a consultation function to any area of the workforce carrying out policy review, service redesign or similar. Development with our workforce lived experience group have gained attention of national partners as well as other local authority areas across Scotland.

## 2.4.2 Authentic Voice

The **Authentic Voice Project** is a national project aiming to support local authorities and other community planning organisations to develop the knowledge, confidence, and tools they need to embed survivor voices and lived experience into local systems and service design processes. Dundee chose to partner with Authentic Voice as the pilot area for their leadership workstream focused on embedding lived experience into strategic forums across Scotland. This project began in 2022 and aimed to support leads to develop a shared understanding of meaningful engagement and create positive change. It would do this by carrying out local research to:

- Develop a better understanding of the lived experience strand of work across the public protection partners.
- Gather and analyse current practices across the public protection partnerships regarding engagement with people with lived experience.
- Identify areas of good practice around engagement and areas for improvement to generate reflective leadership discussions on decision making and planning culture.

Dundee Authentic Voice Thematic report was published in August 2023 which held recommendations on how to meaningfully include lived experience into service design and strategic decision making. Resource was secured through the ADP for an Authentic Voice Project Manager to take forward the recommendations in the report. Recruitment is ongoing and the project is aiming to start further implementation of the recommendations in 2024/2025 financial year.

## 2.5 Equalities and Intersectionality

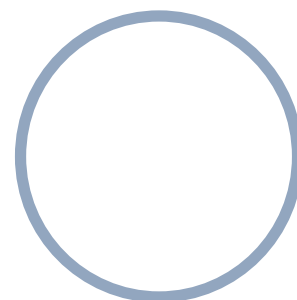
### 2.5.1 Gendered Approaches

The Gendered Services Group (GSG) has been operating since 2020 as a response to a variety of research and recommendations, including those in the Dundee Drugs Commission. The group reports to both the VAWP and the ADP and its main aim is to lead the strategic and operational planning for gender sensitive and trauma informed services in Dundee. This includes women experiencing GBV, substance use, homelessness, Commercial Sexual Exploitation and a range of other complex issues.

Through funding secured by the group, the Gendered Service Project was established. The project is driven by women with lived experience of complex trauma. Women involved have co-produced an array of learning resources. These resources are utilised in training and their feedback has led to the development of the Dundee Women's Hub.

Since receiving more funding from CORRA, the project is currently focussing on certain aspects of women's health and identifying how we can reduce barriers for women accessing support. The areas the project will be working with include:

- Sexual and reproductive health
- Mental health
- Pharmacies
- Harm reduction
- MAT standards
- GP shared care



The key achievements of the project during 2023/24 have been:

- Delivered training to over 100 participants, which focussed on the challenges, issues and experiences that have due to their gender, the barriers women can face and what we as services can do to help reduce these barriers.
- Three organisations achieved the Welcoming Women Chartermark, acknowledging their organisation demonstrates a good understanding of the challenges and needs of women in Dundee.

In addition to the Gendered Services Project, there have also been developments in the following areas:

#### The opening of Dundee Women's Hub

A direct action coming from the Gendered Services project and from women's feedback was the need for a safe, women-only space where women could access a range of supports. The Gendered Approach to Service Provision (Lopez and Smith 2019) report and the **Responding to Drug Use with Kindness, Compassion and Hope Report** (Dundee Drugs Commission 2019), also demonstrated the need to design services differently for women in Dundee. Both reports recognised that many women were not accessing the services that are currently available in Dundee, and where they did access

services, they often disengaged. The research team involved in 'Why are drug-related deaths among women increasing in Scotland?' (Tweed 2018) explored the increase in drug deaths for women in Scotland. Their findings showed a range of factors such as reduced social networks due to bereavement, limited or no relationship with children which can cause increased use of drugs. Research shows that emotional and physical safety can only be fully achieved in a women-only environment.

Women with lived experience in Dundee have spoken of the dangers they face in mixed gender temporary accommodation, their reluctance to attend and to share personal information in mixed gendered group sessions as this may be used against them by men attending, and the vulnerability they experience when accessing mixed gender services.

With this in mind, the Gendered Services Group applied to CORRA for funding to develop a women's hub/ centre in Dundee, to support women with substance use and a variety of additional complex needs. The funding bid was successful and The Hub opened its doors in August 2023. The Hub offers a rotating drop-in model for women in a central location, open five days a week and provide easy access to a wide variety of services for women. The team at The Hub would support women to make informed decisions and provide information, support and advice primarily focused on substance use but recognising the range of additional challenges that women face alongside this e.g. accommodation; mental health; children, families and relationships; gender-based violence; access to education; training and employment; finance; benefits and debt; legal issues; health and wellbeing; commercial sexual exploitation. A trauma-informed approach is a key element of service delivery.

## The development of Honeygreen accommodation

Following research from University of Dundee and Dundee Women's Aid, and in recognition of the requirements for females to have suitable temporary accommodation tailored to their specific needs, we have repurposed a temporary accommodation unit to be a gender specific service for females experiencing homelessness. This accommodation provides 11 self-contained 1-bedroom flats along with gender specific support and has been fully operational since 1st April 2023. Gender specific support has been recognised as a key factor in sustainment of tenancies and so as part of our Rapid Rehousing Transition Plan we have allocated funding to recruit two gender specific workers from Dundee Women's Aid who will provide support to women in the accommodation and who will also link in with the work of the women's hub. The accommodation has a member of the housing team present 24 hours a day, 7 days a week and the support provided by DWA covers evenings and weekends which is outwith the scope of traditional support services for women in the city. We'll be gathering evidence and data on outcomes and impact of this delivery model and will use this to inform our approach as we move forward. We will work closely with colleagues, partners and residents in the accommodation to ensure our accommodation and our service is trauma informed which will have a positive impact on women and their children. We have already gathered the views of people in Honeygreen of their experiences and the impact this accommodation and support has on them.

## 2.6 Development and Improvement Work

### 2.6.1 Transformation

During 2023/24 the Committees and COG worked together complete a review of the arrangements that are in place to support multi-agency protecting people activity in Dundee. One of the key aspects of this was changing the committee structure, to take a more integrated approach to responding to public protection. From 2024/25, the new committee structure will include a Children at Risk and an Adult at Risk Committee, who alongside child and adult protection will also address issues relating to violence against women and suicide prevention. The new committees will continue to work alongside the Dundee Alcohol and Drug Partnership and the Tayside MAPPA Strategic Oversight Group.

### 2.6.2 ADP

Dundee has achieved significant improvements in the implementation of the MAT Standards, reflecting innovation, hard work, dedication and development of good practice by frontline staff. Specifically, individuals in Dundee have fast access to treatment, a choice of medication prescribed to them and wraparound supports and are supported to remain in treatment for as long as required. Those who have experienced a non-fatal overdose are quickly identified and supported to access treatment. Individuals can opt out to be supported by the new shared-care arrangements with Primary Care and everyone can access the support of independent advocators at any stage of their recovery journey. Harm reduction support and equipment is available at any stage for those accessing MAT. There has been a significant increase in the number of people supported to access residential rehab and effective recovery networks established. All individuals accessing MAT can be supported by independent advocates. Through the work within Hope Point, there has been improvement in the joint working of substance use and mental health. We have made much progress developing a Whole Family Approach with help from Scottish Families.

The 'decentralised fund' was allocated for the second year and continues to support all the Local Community planning Partnership to work in partnership with local services to tackle stigma and ensure individuals feel welcomed by communities.

The Planet Youth project was progressed, with two staff members appointed to support it and more secondary schools joining the project.

Work has continued, led by Hillcrest Futures, to develop a drug checking service. The service will be offered as part of Hillcrest's existing harm reduction services, with people submitting a sample of a substance to get an analysis of the types of drugs contained in it. Pending Home-Office license it is anticipated this service will be available in a few months.



### 2.6.3 Adolescent Review

Building on a multi-agency review of partnership services for young people carried out in 2022 which included extensive consultation with young people a substantial amount of progress has been made. Funding has been secured to co-locate teams and after renovation work is completed. The new service will operate from March 2025. The multi-disciplinary team has received additional advance training in risk assessments and a monthly team development programme is in place facilitated by LOD to support effective transition to the new model.

A new infrastructure has been put in place to support implementation of the Care and Risk Management protocol and management arrangements for the oversight of Young People's Houses have been revised to integrate them with joint oversight and responsibility of the Adolescent Teams and Aftercare Team.

Supported accommodation facilities for care leavers have been extended by commissioning Reid Square and re-provisioning Fairbairn Street Young Person's House to a facility for young people aged 17-21 years.

Work currently in progress includes a Transitions Protocol for vulnerable young people with a disability is being developed with HSCP, Continuing Care procedures being revised and the Aftercare Team developing an Improvement Plan, managers developing proposals for the implementation of Contextual Safeguarding and the Children's Social Work Adolescent Teams are carrying out a case file audit of assessments, chronologies, plans and support.

## 2.6.4 Adults at Risk Pathway Development

In 2023/2024 it was identified through case files audits, the work of the Ms.L Serious Case Review and the 2023 Joint Multi-agency Adults Support and Protection Inspection in Dundee that a new Adults at Risk (AAR) pathway was required due to the level of complex needs in Dundee. This is to develop a shared understanding of ASP thresholds among professionals and ensure robust support for those who do not meet the '3 point test' criteria for support under the Adult Support and Protection Legislative Framework. Development of the pathway is the key priority for the ASPC and future AAR committee for 2024 onwards.

The Adults at Risk Multi-agency Pathway aims to:

- Ensure there is a single point of referral for the public in relation to safety, welfare and vulnerability concerns about adults;
- Provide a clear pathway for escalation of concerns that cannot be addressed by single agency;
- Provide a tiered pathway for multi-agency intervention for adults at risk in-line with the principle of least intervention (enabling both escalation and de-escalation of response);
- Ensure that full and accurate information is available to a variety of forums to inform timely decisions regarding support and protection for adults at risk;
- Enhance early identification, assessment and risk management to facilitate appropriate intervention, with a focus on supporting Team Around the Adult as the primary multi-agency forum for assessment and management of risk;
- Ensure that adult protection concerns that require intervention under the Act are identified and escalated as early as possible;
- Enable integrated and shared decision making and tasking; and,
- Provide advice and guidance to professionals in relation to safety, welfare and vulnerability concerns about adults.

## 2.7 Prevention and Early Intervention

### 2.7.1 Prevention Framework

In January 2024 the **Dundee Alcohol and Drug Prevention Framework** was published and is hosted on the Dundee ADP website. The Framework is designed as a complement to ADP-level strategy development and action-planning. The core of the content is a series of Evidence Briefings across the lifespan, each providing a summary of current evidence of effective practice and prevention approaches, packaged with appropriate literature review material. The evidence briefings are underpinned by 11 key themes that should be utilised and considered alongside the briefings when monitoring or planning any services, interventions or prevention activity. This is a tool that services and commissioners can use to support a shift towards ensuring we are using focusing on Primary Prevention and Early Intervention in our services design and delivery.

To promote the use and understanding the Framework across the city the Alcohol and Drug Partnership, allocated funding for a Prevention Post to support the implementation of the Framework along with associated monitoring and evaluation required. The post is a collaboration between the Dundee Protecting People Team, Dundee Volunteer Voluntary Action and Tayside Public Health. Recruitment will take place in 2024/2025 along with the development of an implementation plan and activity related to that.

### 2.7.2 16 Days of Activism Against Gender-Based Violence

During the 16 Days of Activism Campaign (25th Nov - 10th Dec 2023), we saw an amazing response from the public and from the multi-agency workforce. The theme for this year's campaign was 'Imagine if Dundee listened... Discover a city without gender-based violence', drawing inspiration from the 'Imagine Project' created by Amy Black. This theme was picked up on a national level.

This was the first year that a specific Promotion Group was created to help raise the profile of 16 Days of Activism locally. The group consisted of representation from the Protecting People Team (DCC), DWA, WRASAC, DIWC, Abertay and Dundee University.

Key promotion the group produced was a social media campaign that included hard-hitting images and facts about the reality of gender-based violence, posters, bystander training material and the programme of events for the campaign.

This collaborative approach to the campaigns promotion resulted in clear and consistent messaging being disseminated to the public by all Partners. The coordinated approach also resulted in the campaign being promoted widely.

For 16 Days, The Partnership had an online public survey. Of the 29 respondents who completed the survey:

86% knew what GBV was acknowledging that it is not exclusively experienced by women, but they predominantly do.

The average rating out of 5 for how safe respondents felt in Dundee was three, with one being not at all and five being very safe.

On a basic level, many participants mentioned street lights, security cameras, extended bus times and designated public safe spaces to access at night would make them feel safer.

Another aspect that was frequently mentioned was better training for security guards and police regarding GBV as well as increased police presence at night would aid people in feeling safer.

At a wider society level participants mentioned the continued need to break down the stigma associated with having experience GBV. This would involve people impacted being listened to and not experiencing judgement when doing so.

The most common response to what could be done to make respondents feel safer in Dundee, however, was education. Many respondents stated this needs to start from an early age. GBV is not a 'women's issue', but a societal issue and needs to be addressed as such. Through this increased education some stated that they would hope more men would begin to hold each other accountable.

A few participants also highlighted that they feel disabled women are ignored from conversations despite them being twice as likely to experience GBV.

What does a Dundee free from GBV look like...



### 2.7.2.1 Active Bystander Training

Six Active Bystander training sessions were delivered throughout the Campaign for the following organisations: University of Dundee, Kanzen Karate, DUSA, Abertay University, Blackness Fire Station and Street Soccer.

The format of the training was informal and aimed to be as accessible as possible to generate engagement from a variety of services and organisations. The sessions relied on reflective space and open discussions, allowing participants to explore beliefs or bias and analyse what is working well within their service or their individual lives. Participants were also encouraged to sign a pledge at the end of the training which reflected the ethos of the 2023 16 Days theme in translating new-found knowledge and awareness into tangible actions.

Participants made facilitators aware of the value in this training as there was a shared common misconception regarding intervening with certain forms of VAWG, or apprehension due to the belief that active bystanding only includes direct action.

Given the local rates of VAWG, it is vital that bystander training is available to the general public and front-facing organisations. Due to this, the Partnership hope to run this training throughout 2024-25.

### 2.7.2.2 Local Events

- **Launch Event:** A multi-agency event to promote local agencies, the Campaign, highlight the reality of GBV and give the public an opportunity to learn more about the programme of events and make placards for the March. Lush hosted a free bath bomb making session and the Partnership formed new connections with the Blackness Fire Station.
- **Reclaim the Night March:** This was well attended with a turnout of around 300-350 people.
- **Dundee International Women's Centre Art Exhibition:** Learners and members of the public submitted art and/or written pieces to be displayed in the Wellgate.
- Open doors event.
- Opening of the Women's Hub.

The Partnership also hosted a conference for the workforce focussing on technology and violence against women and girls. This event highlighted issues young people face, but also explored aspects of tech-facilitated abuse more broadly. The conference had inputs from VAW specialist agencies, Police Scotland, Deaflinks, young people, local public health team and Public Health Scotland. It was agreed that moving forward, locally the Partnership need to engage with young people to understand issues faced, link with tech organisations to develop new ways of working by utilising their expertise and sharing resources and developing clear roles locally to address tech-facilitated abuse. Key developments in 2023 following this were organising a meeting with Abertay Cyber-Quarter and Neon Digital Arts to discuss options, the launch of the Young People's Intel Workforce Briefing Paper and working with Public Health Scotland and the Improvement Service to begin developing a VAW Prevention Framework.



## 2.8 Governance and Planning

### 2.8.1 The Protecting People Strategic Risk Register

The PP Committees and COG have continued to use the Strategic Risk Register to support them to prioritise work throughout 2023-24. The Risk Register has become increasingly embedded in the day-to-day work of the CPC, ASP, ADP and VAWP. At each meeting, these groups consider whether changes are required to the risks currently on the Register and identify any new or emerging risks that need to be considered and added. There has been a move towards distinguishing between risks that impact all Committees and specific risks that individual Committees. The Risk Register is increasingly informing improvement for example:

- The ASP Committee identified a risk in relation to a lack of an agreed multi-agency pathway for risk management and an approach to Team Around the Adult for vulnerable people who do not meet the threshold for statutory intervention. The development of the new multi-agency pathway will further address this which will include a lead professional model and Adult MASH.
- The CPC added a risk to the register following a joint inspection of services in 2022 for children at risk of harm relating to response to young people. A range of improvement work has followed on from this, including a new approach to contextual safeguarding through monthly development sessions and a focus on stabilising kinship care.
- The ADP have been working together to identify shared risks that are common across all areas of work. For example, the impact of constrained public sector finances and reduced levels of health and wellbeing within the workforce.
- The VAWP has continued to manage risks in relation to funding and capacity, the justice system and our MARAC (high risk domestic abuse case conference) process as well as equalities infrastructure and intersectionality.

### 2.8.2 Outcomes Measurement and Reporting

In common with many other Partnerships across Scotland, the PP Committees continue to find it very challenging to gather, collate, analyse and report outcome and impact information. This is information that demonstrates how protecting people processes, services and supports have reduced risk, increased safety and had a range of other positive impacts on people's quality of life, health and wellbeing. In general, the Committees continue to be able to report process and output information (for example, the numbers of people supported) much more easily than outcome information that demonstrates the difference that process or support made.

Example of outcomes gathering: as part of the implementation of MAT Standards, a national Benchmarking Report is published annually. During 2023-24 the ADP had to gather a range of information demonstrating the extent of MAT implementation, including information from individuals with living experience accessing MAT in Dundee. Five case studies, outlining anonymised specific journeys were included alongside numerical and survey / interviews data from those accessing and delivering MAT.

Through self-evaluation and quality assurance groups and activities, the Committees have worked during 2023-24 to enhance their focus on evidencing the impact of improvement work. This has included holding scrutiny sessions focused on the implementation of actions from case reviews and hearing from services about the difference the changes they have made have had on people who are at risk of harm. However, alongside continuing this work there is a need for the Committees to think about how outcome information can be gathered routinely and reported at a larger scale.

### 2.8.3 Integrated Data Analysis

Whilst the PP Committees have made further progress during 2023-24 in using data and quality assurance information to inform their improvement activity, there is a need to do more work on integrated data analysis and reporting. Much of the work that has taken place is based around Committee specific approaches to collating, analysis and reporting data. Moving forward, there is an ambition to build on the good work that has taken place in each Committee to develop a more integrated approach to data collation, analysis and reporting; many individuals and families are supported through multiple protecting processes and services, but data is reported in a way that doesn't fully reflect this. This integrated approach will be implemented in 2024-25 through the new Committee Structure with a cross-cutting data group between Children at Risk, Adults at Risk and Violence Against Women being established.

## 2.9 Funding and Resource Landscape

### 2.9.1 ADP Commissioning Group

The Scottish Government allocates ringfenced funds to local areas on an annual basis to support substance use services. Funding comes with expectations that it will be utilised locally to progress national priorities around drug and alcohol use. This funding is also utilised to progress the implementation of the ADP's Strategic Framework and Delivery Plan (2023-28). The HSCP holds this fund on behalf of the ADP and a Commissioning Group is in place to allocate and manage this fund. Most of this ring-fenced funding is utilised to support the specialist substance use services delivered by both public and third sector organisations. To support this process and ensure financial transparency, the ADP developed an Investment & Commissioning Plan which is available of the ADP website.

## 2.9.2 CORRA Funding

In addition to the ringfenced funding allocated directly to local areas, the Scottish Government is utilising CORRA to allocate and monitor funds to local areas supporting small, time-limited and very specific projects. Organisations are expected to apply directly to CORRA with a letter of support from the ADP.

During 2023-24 organisations in Dundee were successful in receiving funding from CORRA to progress the following projects:

- The development of a community laundrette to support those affected by substance use.
- To progress the whole family approach.
- To work with young people affected by their own and parental / carers' substance use.
- To expand support for those affected by Cuckooing in Dundee.
- To support a crisis repropose, primarily for those affected by substance use.
- To increase the range of support for those accessing residential establishment in Dundee.
- To support the implementation of the Dundee Residential Rehab pathway.
- To support the Lochee Hub.
- To deliver Jewellery making workshops in the Bella Centre.

## 2.9.3 VAW Funding Issues

The VAW Partnership in Dundee has worked hard over 2023/24 to tackle funding pressures which exist locally and across Scotland. Widening ownership of VAW seen in the collaborative approach to development of the Women's Hub, partnership projects between Dundee City Council and VAW specialist agencies funded through DES, funding commitment from the Alcohol and Drugs Partnership and Children and Families Social Work and the mainstreaming of some services have been key achievements. Alongside this there is the development of our VAWP funding group who have created a collaborative funding tracker which enables us to track funding risks across the partnership and also informs any funding bids/commissioning of services in the city.

Despite this progress challenges remain, and local partners are committed to seeking solutions. An over reliance on third sector specialist agencies remains alongside standstill budgets, cuts to funding and lack of a national strategic approach to VAW funding. These challenges exist in a time when we are seeing increasing demand for services as well as an increase in the severity of violence and complexity of women's lives.

Dundee VAWP gave full comments and feedback as part of the National Strategic Review of VAW Funding which was published in June 2023 and are now part of the funding board which has been set up to progress recommendations from the review.

## 2.10 National Influence

### 2.10.1 ASP

The Independent Convenor of the ASPC is also the Independent Chair of the CPC, as well as the current Chair of Adult Support and Protection Convenors Scotland. The Lead Officer and other key staff are actively involved in national networks and working groups.

### 2.10.2 ADP

The ADP participates on a number of national groups set up to advise and support the implementation of MAT Standards, with specific input on the Experiential Data advisory group/ Information recording and reporting group/ Independent Advocacy and MAT implementation group, and substance use, mental health. The ADP Lead Officer is a member of the national group set up to review the National Mission on Drug Use.

### 2.10.3 VAWP

The Dundee VAWP lead officer chairs the National VAW Network and in this role is also a member of the joint strategic board (CoSLA and Scottish Government) for the equally safe strategy.

Dundee's Trauma work and Gendered Services work are also gaining national attention and recognition and regular requests are made for us to present to other local authority areas or at national events.



## 3 Protecting People Key Challenges and Way Forward

### 3.1 Sourcing, Delivering and Releasing Staff for Training beyond Basic/Awareness Level

While this remains a challenge, it has reduced significantly since last year. This is attributed to the launch and implementation of the multi-agency PP L&OD Framework, along with the steady improvement and recruitment of front-line staff.

The challenge still persists in particular with the Gendered Services training. This is due to service capacity to release staff for an extended time. To mitigate this, the Gendered Service Project Manager has adapted the training to be more condensed in nature, making it more accessible and allowing staff to gain an understanding in a reduced space of time.

There continues to be a challenge with staff who have attended training being given the time afterwards to share and implement their learning and improvement ideas with their own service/team.

### 3.2 Implementing improvement work

The COG and individual PP Committees have recognised that there continues to be challenges in progressing all the areas of improvement they have identified, including learning from case reviews, and recommendations from inspections reports. This has been particularly difficult where improvement work has required active input, expertise and skills of people working in frontline protection services coupled with the stretched capacity of leadership. Teams within the workforce have focused on meeting increased demand and complexity of risk that continues to increase in the city, whilst dealing with gaps in normal staff capacity caused by wellbeing, absence and recruitment issues.



Due to the socio demographic profile of Dundee and the impact that this has on levels of complexity of risk, one of the key challenges experienced has been continuing to develop co-ordinated multi-agency responses to adults who are vulnerable and in need of support but who do not meet the statutory threshold for Adult Protection Intervention. In 2023/2024 work started to develop a new Adults at Risk Pathway to address these ongoing issues, this work will continue to be ongoing throughout 2024/2025.

### Way Forward:

To address this further, there is planned recruitment of additional leadership roles within partner organisations in 2024/25, which will support pace of change and implementation of improvement work across the Partnership coupled with an improving picture of recruitment and retention of frontline staff. The large programme of work focused on restructuring the Committees and their working groups to focus on key priorities and allow more time to be used for active improvement work will continue throughout the upcoming 2024/2025 year.

To assist in improvement and implementation work a Business Co-ordinator will be appointed to the PP Team in 2024/25. A large component of their job will be assisting the Lead Officers with committee business and the Learning Review process., This will increase the capacity of the Lead Officer to progress improvement work within the newly formed Adult and Children at Risk Committees, including the new Adults at Risk Pathway design and implementation.

Additionally, co-located between the PP Team and Dundee Volunteer and Voluntary Action, there are plans to appoint an Authentic Voice project manager, a Year of Kindness project manager and a Prevention Graduate Trainee. They will assist in progressing and implementing specific improvement work that has been planned in recent years.

## 3.3 Improving Communication and Engagement

Good practice information and local feedback continues to suggest that communication, both with the workforce and the public, requires to be consistent, continuous and through multiple routes/formats. One size does not fit all - different audiences have different needs and preferences. Within the resources available it can be challenging to meet everyone's need and there often must be a process of prioritisation. Close joint working with the Communications Team in DCC and wider input from other public sector services helps to make the best possible use of the range of resources, skills and experience that are available locally. There is also a focus on using and adapting national communications materials and campaigns for local use.

## Way Forward:

- Continue to be proactive in our approach to communications, including with local media.
- Ensure we are making the best possible use of national communication resources at a local level.
- Continue to work collaboratively to secure and maintain enhanced communication and design capacity required to support both public and workforce communications.
- Develop of a permanent communications and design role within public protection strategic support team will a priority within 2024/2025
- Planned work to update the Protecting People public access landing page in 2024/2025 and the development of a new Protecting People Website will be ongoing.

## 3.4 Continue Embedding Lived Experience Work

There are numerous strands of lived experience work across the PP Committees to ensure lived experience shapes and is included in the design and delivery of services: Authentic Voice, Children's Charter, MAT Standards experiential data and Gendered Services Project. It is important that we continue to embed and expand this work but ensure that all lived experience work is trauma informed and meaningful and not tokenistic.

A further challenge for the Committees is ensuring there are feedback loops back to the community and to those contributing lived experience knowledge. It is important we continue to recognise and value all lived experience, no matter who this is. Therefore, it is important to continue embedding the workforce with lived experience work to help inform strategic decision making a well.

## Way Forward:

In 2023/2024 the ADP provided funding to employ an Authentic Voice Coordinator and recruitment will take place, and the recommendations within the Authentic Voice Thematic Report 2023 will be taken forward throughout 2024/2025.

The MAT Standards experiential data programme will continue to expand its approach throughout 2024/25 moving towards implementing recommendations gathered through interviews with service users, family and staff and providing feedback and assurance to those who have participated in the process.

### 3.5 Increasing Focus on Prevention and Early Intervention

The PP Committees strive to increase their focus on prevention and early intervention. However, due to the challenging landscape of Dundee, capacity within frontline and strategic teams does not always allow for this focus to be at the forefront, with resources being assigned to crisis driven responses. This can impact and delay the response to new and emerging trends within PP work, including the changing pattern of drug use and emerging risk-taking trends within young people's intimate relationships. It is however important to recognise that a preventative approach to PP work takes a longer time to have the desired outcomes.

#### Way Forward:

- The Dundee ADP Prevention Framework was launched in 2023/24. To assist in the implementation of the Framework, a Prevention Graduate Trainee will be appointed in 2024/25.
- Future developments include efforts to create of the VAWG Prevention Framework in collaboration with local and national partners
- Increased capacity to support embedding evidence-based prevention approaches in current practice, funding streams and shift commissioning over the long term across public protection.

### 3.6 Fiscal Challenges

The public sector has continued to face a very challenging financial landscape during 2023 -2024. This has impacted across a range of PP services and supports, particularly those delivered in the third sector. National funding arrangements for specialist drug and alcohol and violence against women services continue to pose challenges in terms of sustainability of services and longer-term strategic and financial planning. Many sources of funding are temporary, with short-term allocations and confirmation of funds available being made very close to the start of each financial year.

A large proportion of the funding allocated to ADPs by the Scottish government is either allocated on a one-off basis or for a fixed-term period. This makes the process of utilising this funding more challenging as it could only be allocated to time-limited projects. It is also the case that, as of 2022-23, ADPs are no longer able to hold on to any reserves which had a knock-on effect for 2023-2024 and future years to come.

Regarding the VAWP, a high proportion of funding sitting outside of local partners (approx. 75%) limits options for utilising strategic commissioning and procurement approaches to progress change. The heavy reliance on insecure / external funding streams for core specialist VAWG services and the fact that the majority of specialist provision also sits with third sector agencies creates an insecurity in the VAWG system and service provision. This also reduces specialist capacity to influence strategic direction and planning. Managing multiple funding streams reduces the time available to service managers and also creates an environment for staff in these agencies which is never fully secure.

### **Way Forward:**

Throughout the year the PP Committees have focused on taking positive action to mitigate risks associated with financial challenges wherever possible, for example:

- The ADP continues to operate the Commissioning Group to oversee the management of financial allocations that are made by the Scottish Government and to progress financial planning. The group has led the development of an ADP investment and commissioning plan to support the implementation of the strategic framework and delivery plan.
- The VAWP established a funding group which continues to use a tracker tool which allows us to see the full resource allocated to VAWG services in the city. We are also able to monitor funds which are due to finish and take a more pro-active approach to risks in the system as well as creating an environment of collaboration in terms of funding bids and applications.

In 2024/2025 the VAWP funding group and ADP commissioning group will explore joining together under the new integrated PP structure to take a wider overview and collaborative approach to funding and commissioning in the city. This will hopefully enhance oversights and ensure funding is allocated where most needed.



## 4 Protecting People Priorities for the Upcoming Year (2024-25)

### 4.1 Cross-Cutting

During 2024/25 the PP Committees will be focussing on some important areas for further improvement. They will be working together to:

- **Enhance** our focus on suicide prevention by hiring a suicide prevention coordinator and develop a new delivery plan that reflects the national Suicide Prevention Strategy.
- **Further** integrate our work on PP, implementing a new strategic structure that will help the COG and Committees to implement priorities for improvement by integrating VAWP, Suicide Prevention, ASP and CPC.
- **Focus** more on prevention activity, including taking a trauma-informed approach to understanding, responding and preventing future harm.
- **Enhance** our approach to quality assurance and learning reviews, making sure that these activities inform learning and development and lead to improvements in outcomes for children, young people, adults and families.
- **Expand** our approach to experiential data collection, making sure that feedback from people involved in protection processes, services and supports is at the centre of our quality assurance approach.
- **Focus** on making changes to our strategic and service development approaches to enhance the meaningful impact of lived experience.
- **Continue** embedding a gendered approaches to PP service delivery.



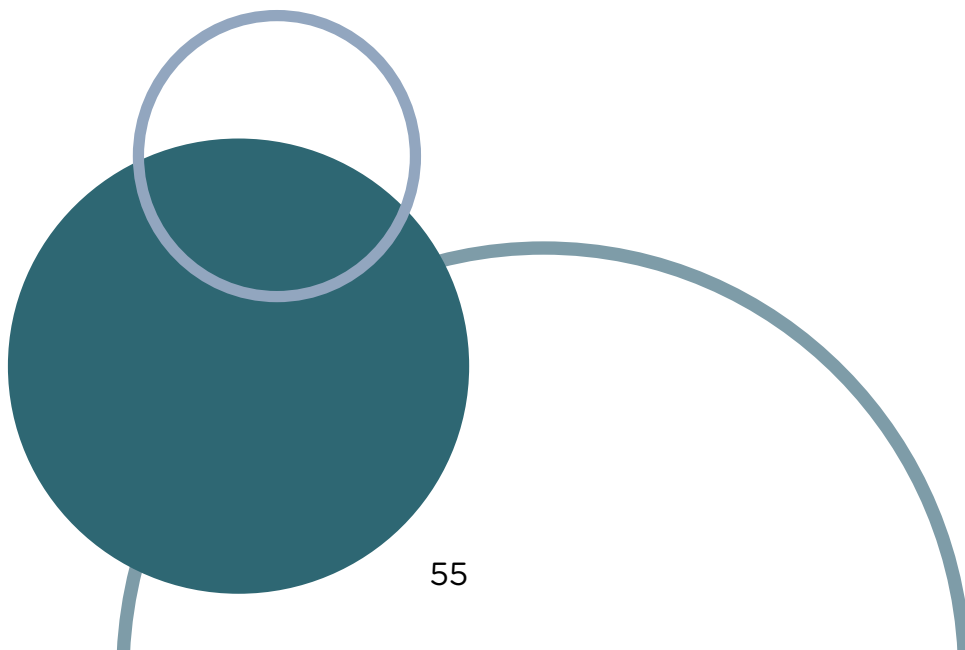
As well as these areas for joint work the individual committees will also be focused on some important priorities within their own areas of work:

## 4.2: Adult Support and Protection Committee

- **Further implement** and evaluate the actions from the Ms. L Serious Case Review.
- **Further implement** the recommendations and subsequent action plan from the Joint ASP Multi-agency Inspection.
- **Design, develop and implement** of the new Adults at risk pathway.
- **Develop** the Adult Support and Protection specific Learning Framework, while taking into consideration the new National Code of Practice to enhance staff confidence in their professional judgment and decision making.
- **Integrate** the new National ASP Code of Practice into the local Dundee Procedures and launch them to the multi-agency workforce.
- **Implement** the new National ASP dataset locally.
- **Develop** renewed committee data set and KPIs.

## 4.3 Child Protection Committee

- **Implement** improved interface between the work of the strategic committee and frontline services following our recent workforce survey results.
- **Develop** a broader understanding of independent advocacy provision and reach (relating to child protection and associated processes).
- In alignment with the Authentic Voice project **continue to develop** the inclusion of lived experience voice in our work and fully implement the Children's Charter.
- **Finalise new arrangements** following the multi-agency review led by the DCC, Children and Families Service - to include a co-located multi-disciplinary team, CARM procedure review and implementation of Contextual Safeguarding.



## 4.4 Alcohol and Drug Partnership

- **Progress** has been made with the implementation of all MAT Standards.
- **Fully implement** the residential rehabilitation pathway.
- **Collaborate** with other partners through the Year of Kindness role to address stigma.
- **Increase** the roll-out of the Planet Youth approach so it is available in all high schools in Dundee.
- **Ensure** advocacy support is fully available.
- **Continue** to support community-based projects developed through the Decentralised Fund
- **Refresh** communication pathways to ensure staff and communities are aware of the available services and how to access them.
- **Embedding** the Dundee Alcohol and Drug Prevention Framework with stakeholders.

## 4.5 Violence Against Women Partnership

- **Develop** a VAWG Prevention Framework by focussing on the root causes of GBV, namely women's inequality and how GBV impacts women and girls through the life course.
- **Increase** capacity and efficiency in the MARAC process.
- **Continue** to develop sustainable and collaborative approach to VAW funding locally and nationally.
- **Increase** local work focussing on young people's experiences of GBV within their own intimate relationships.
- **Continue** to grow the following of the StandTaygither Instagram account to ensure a greater cascading of GBV-related education within the public.
- **To raise** the profile of 16 Days of Activism to End Gender-Based Violence within Dundee by investing more resources into the promotion of the campaign.
- **Further** develop the work of the Young People's Intelligence Group and ensure intel is widely disseminated throughout the workforce by creating and dispersing a workforce briefing paper.

## List of Abbreviations Used:

### A

ADP: Alcohol and Drug Partnership  
ASP: Adult Support and Protection  
ASMOG: Adolescent Senior Management Oversight Group  
AV: Authentic Voices

### B

BSL: British Sign Language

### C

CEDAR: Children Experiencing Domestic Abuse Recovery  
COG: Chief Officers Group  
CPC: Child Protection Committee  
CPL: Continuous Professional Learning  
CPR: Child Protection Register  
CR: Community Recovery  
CROS: Crisis Response Outreach Service  
CYP: Children and Young People  
CYPEDA: Children/Young People Experiencing Domestic Abuse

### D

DA: Domestic Abuse  
DCC: Dundee City Council  
DDARS: Dundee Drug and Alcohol Recovery Service  
DHSPC: Dundee Health and Social Care Partnership  
DVVA: Dundee Volunteer and Voluntary Action

### G

GBV: Gender-Based Violence  
GIRFEC: Getting it right for every child  
GSG: Gendered Services Group

### H

HSCP: Health and Social Care Partnership

### I

IRD: Initial Referral Discussion

### L

L&OD: Learning and Organisational Development

**M**

MAPPA: Multi-Agency Public Protection Arrangements  
MARAC: Multi-agency Risk Assessment Conference  
MASH: Multi-agency Screening Hub  
MAT: Medication Assisted Treatment

**N**

NFODs: Near-Fatal Overdoses  
NHS: National Health Service  
NQSW: Newly Qualified Social Worker

**P**

PP: Protecting People

**Q**

QA: Quality Assurance

**R**

RAGB: Red, Amber, Green and Blue  
RR: Residential Rehab

**S**

SECI: Self Evaluation and Continious Improvement  
SFRS: Scottish Fire and Rescue Service  
SIMD: Scottish Index of Multiple Deprivation  
S&T: Safe & Together

**T**

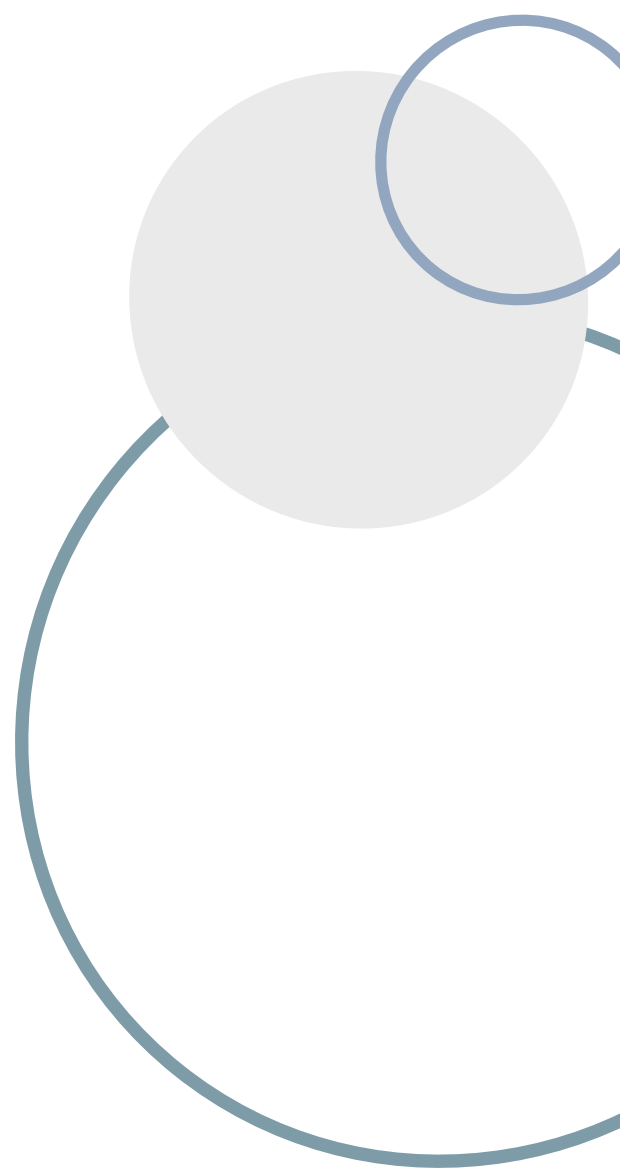
ToC: Test of Change

**V**

VAWG: Violence Against Women and Girls  
VAWOT: Violence Against Women Overview Training  
VAWP: Violence Against Women Partnership

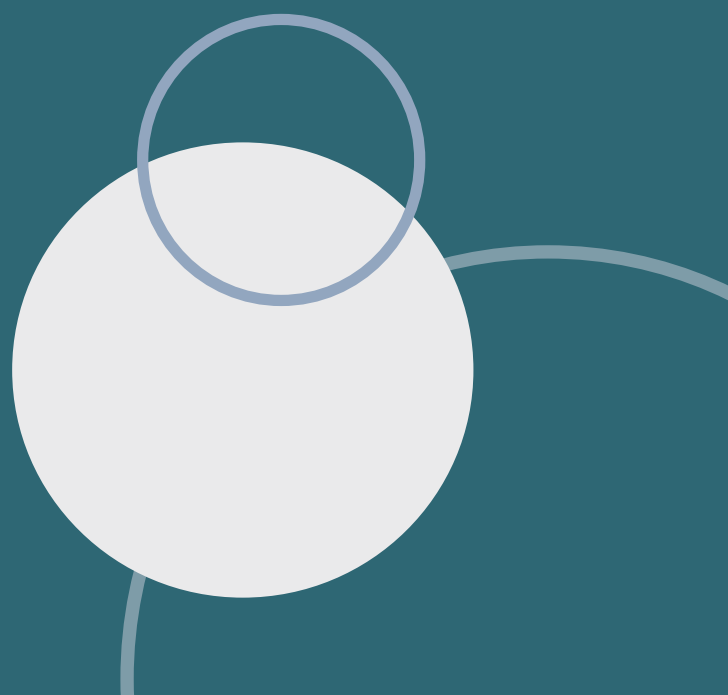
**W**

WRASAC: Women's Rape and Sexual Assault Centre



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Protecting  
People  
in Dundee

[dundeeprotects.co.uk](http://dundeeprotects.co.uk)

**REPORT TO:** CITY GOVERNANCE – 18 NOVEMBER 2024  
**REPORT ON:** CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2023-24  
**REPORT BY:** CHIEF SOCIAL WORK OFFICER  
**REPORT NO:** 324-2024

**1.0 PURPOSE OF REPORT**

1.1 This report brings forward for information the Chief Social Work Officer's Annual Report for 2023-24, attached as Appendix 1.

**2.0 RECOMMENDATIONS**

It is recommended that the committee:

2.1 Note the content of this report and the Chief Social Work Officer's Annual Report for 2023-24 attached as appendix 1.

**3.0 FINANCIAL IMPLICATIONS**

3.1 None.

**4.0 MAIN TEXT**

4.1 The requirement that every local authority has a professionally qualified Chief Social Work Officer (CSWO) is set out in Section 5 (i) of the Social Work (Scotland) Act 1968, as amended by Section 45 of the Local Government (Scotland) Act 1994. Associated regulations state that the CSWO should be a qualified Social Worker and registered with the Scottish Social Services Council (SSSC).

4.2 The CSWO provides a strategic and professional leadership role in the delivery of Social Work and Social Care services, in addition to certain functions conferred by legislation directly on the officer. The overall objective of the role is to ensure the provision of effective, professional advice and guidance to Elected Members and officers in the provision of Social Work and Social Care services.

4.3 The Public Bodies (Joint Working) (Scotland) Act 2014 provides for the delegation of certain Social Work functions to an integration authority but the CSWO's responsibilities in relation to local authority Social Work functions continue to apply to services which are being delivered by other bodies under integration arrangements. Responsibility for appointing a CSWO cannot be delegated and must be exercised by the local authority itself. The CSWO also has a role in providing professional advice and guidance to the Integration Joint Board (IJB).

4.4 National guidance requires that the CSWO produces and publishes an annual summary report for local authorities and IJBs on the functions of the CSWO and that the approved report is forwarded to the Scottish Government to contribute towards a national overview of Social Work services. The information in this report complements other more detailed service specific reports on Social Work and Social Care services which have been reported in other ways.

4.5 As can be seen in this year's report (attached as Appendix 1), Social Work and Social Care services have continued to deliver quality support which improves lives and protects vulnerable people, whilst contributing towards and responding to a range of national, regional, and local developments. There are several highlights in the report alongside a description of ongoing challenges and priorities ahead. Some specific achievements include:

- Millview Cottage Young Person's House won the Scottish Social Services Outstanding Residential Service Award 2023.
  - Balcarres Care Home won the Scottish Care, Care Home Service of the Year Award 2023.
  - Menzieshill House Team won the Generations Working Together Excellence Award 2023.
  - The Children and Families Service was a finalist in the UK-wide Local Government Chronicle Awards 2024 for Our Promise.
  - Over 98% of people were discharged from hospital to community supports without delay.
  - One of the 3 highest performing areas nationally in the benchmarking report on Medication Assisted Treatment (MAT) Standards.
  - The balance of family-based versus residential care increased from 87.2% to 90.5%, above the national average.
  - The proportion of Community Payback Orders completed successfully increased from 65% to 70%.
  - Other adult services evidenced a 21% improvement in Care Inspectorate inspection grades.
  - The Joint Inspection of Adult Support and Protection graded Leadership and Key Processes as Effective.
  - Children's Services case file audits showed further improvements with 94% graded as Good or better.
  - Over 77% of adults supported at home reported that they are supported to live as independently as possible.
- 4.6 Ongoing challenges facing Social Work and Social Care services throughout 2023/24 included the requirement for the CSWO to operate across multiple organisational and partnership boundaries to help realise a growing incentive for transformational change in how partners work together to provide care and support, whilst managing the day-to-day internal delivery of services. Most services are experiencing increased demands in a context of growing financial constraints, new regulatory or legislative requirements and uncertainty with a National Care Service. Like other areas, there have also been challenges with recruitment in some services.
- 4.7 In response, streamlined Protecting People governance arrangements; an integrated data set for all relevant functions to help Social Work and Social Care services identify service-specific strengths, areas of improvement, challenges and priorities; shifting the balance from residential or institutional care towards community and family-based support; empowering local communities and service users to both contribute towards decisions and self-care; and developing leadership and workforce capacity are all highlighted as key themes over the last 12 months.
- 4.8 The 2023/24 annual report is also forward looking and identifies the key challenges and opportunities for the coming year across Children's Services, Community Justice and Health and Social Care. As well as service specific improvement areas, the report identifies the following improvement priorities to be progressed across the whole Social Work and Social Care service during 2024/25:
- Inform and respond to the National Care Service and National Social Work Agency developments.

- Develop consistent approaches towards workforce recruitment, retention, and support across all service areas.
- Develop and apply an integrated Social Work and Social Care specific dataset on demand, support, and impact.
- Explore the increased use of digital technology to support the workforce to carry out roles more efficiently.
- Develop and implement an improvement plan to increase the meaningful use of chronologies across all services.
- Support arrangements for Significant Adverse Event Reviews, Serious Incident Reviews and Learning Reviews.
- Work with all partners to explore opportunities to develop a cross-cutting prevention plan for vulnerable people.

4.9 The details of service areas specific improvement priorities are contained within the 'Looking Ahead' section of the full report (attached as Appendix 1).

## **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 ASSESSMENT**

6.1 This report has not been subject to a risk assessment as it does not require any policy or financial decisions at this time.

## **7.0 CONSULTATIONS**

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

## **8.0 BACKGROUND PAPERS**

8.1 The Role of the Chief Social Work Officer – Scottish Government Publication July 2016. Guidance for local authorities and partnerships to which local authorities have delegated Social Work functions.

Glyn Lloyd  
Chief Social Work Officer and  
Head of Children and Community Justice Services

Neil Wallace  
Service Manager  
Children and Families Service

Kathryn Sharp, Service Manager  
Strategy and Performance, HSCP

24 October 2024

**Chief Social Work Officer Annual Report  
Dundee City Council  
2023-24**



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### **Introduction from the Chief Social Work Officer**

I, Glyn Lloyd am extremely proud to present the Chief Social Work Officer Annual Report 2023-24. Over most of this period Diane McCulloch was the CSWO, having assumed the role 4 years earlier and navigated services through the Covid-19 pandemic, demographic pressures, cost of living crisis, financial constraints and some recruitment challenges.

When Diane retired in February 2024, I was honoured to be given the opportunity to lead the profession locally, build on previous developments in partnership with our workforce, other services and local communities and enable all our teams to provide crucial support to vulnerable people across the city.

The report follows a revised Scottish Government template and is shorter than previous versions to allow commentary on key developments relating to governance arrangements, service quality and performance, resources, our workforce and priorities and plans over the year ahead.

It illustrates continued challenges in the delivery of services alongside a fluid and uncertain national policy landscape. We are contending, for instance, with growing concerns over 0–3-year-olds, mental health, substance use, an ageing population, a growing prison population and hospital admissions.

It shows how, at the same time, we are also informing possible developments with a National Care Service, responding to or preparing for new regulatory and legislative requirements and managing both the immediate and anticipated longer-term budget cuts which are affecting the whole public sector.

In other words, services are delivering high quality care whilst exploring or implementing transformational change. There is a focus on streamlining governance arrangements; building capacity to shift a focus towards community and family-based care; empowering service users as groups or individuals; and supporting our teams.

In my view, it highlights some outstanding achievements which reflect the leadership, adaptability and innovation across services. Working collaboratively with partners and service users, they continue to make key contributions to city-wide priorities of addressing inequalities, promoting social inclusion and protecting people from harm.

The report also notes areas for further improvement, current and anticipated national and local challenges and potential risks, which all require a continued focus. I hope it provides a helpful overview of key activities over the 12-month period and explains identified priorities and plans for the period 2024-25 and onwards.

Some Key Achievements in 2023-24
Millview Cottage Young Person's House won the Scottish Social Services Outstanding Residential Service Award 2023
Balcarres Care Home won the Scottish Care, Care Home Service of the Year Award 2023
Menziesshill House Team won the Generations Working Together Excellence Award 2023
The Children and Families Service was a finalist in the UK-wide Local Government Chronicle Awards 2024 for Our Promise
Over 98% of people were discharged from hospital to community supports without delay
One of the 3 highest performing areas nationally in the benchmarking report on Medication Assisted Treatment (MAT) Standards
The balance of family-based versus residential care increased from 87.2% to 90.5%, above the national average
The proportion of Community Payback Orders completed successfully increased from 65% to 70%
Other adult services evidenced a 21% improvement in Care Inspectorate inspection grades
The Joint Inspection of Adult Support and Protection graded Leadership and Key Processes as Effective
Children's Services case file audits showed further improvements with 94% graded as Good or better
Over 77% of adults supported at home reported that they are supported to live as independently as possible

## **Governance, Accountability and Statutory Functions**

In 2023-24, the role of CSWO was carried out by the Head of Service for Health and Community Care within the Health and Social Care Partnership until February 2024. Having previously undertaken a deputising role, the Head of Service for Children's and Community Justice Social Work became the CSWO on 1<sup>st</sup> March 2024.

The CSWO continues to have direct access to Elected Members, the Chief Executive and Chief Officers of the Council and Integration Joint Board, along with front-line practitioners. They contribute towards strategic partnership meetings, including recently streamlined Protecting People governance arrangements, as follows:

- Reporting to the Chief Executive and Executive Director of Children and Families
- Regular meetings with the Chief Officer of the Integration Joint Board
- Member of the Integration Joint Board
- Member of the IJB Performance and Audit Committee
- Member of Child Poverty, Inequalities and Attainment Leadership Group
- Member of the Community Justice and Safety Executive Board
- Member of Chief Officer Group for Protecting People
- Member of all Protecting People Committees
- Member of Alcohol and Drug Partnership Commissioning Group
- Member of the Tayside Regional Improvement Collaborative.

The CSWO is supported by a Governance Group which brings together Heads of Service and Senior Officers with responsibilities for all Social Work functions across the city. The main function of this group is to support the discharge of statutory duties and enable services to carry out their roles effectively. This includes a focus on:

- Practice governance and continuous improvement;
- Professional advice including where services are commissioned;
- Workforce planning, learning, recruitment and support;
- Making decisions relating to the curtailment of individual freedom;
- Assessment and management of certain offenders who present a risk of harm;
- Reporting significant serious or immediate risks;
- Assisting partners to understand the complexities of Social Work.

## **Governance Challenges, Opportunities and Next Steps**

Going forward, the CSWO Group will maintain a focus on priorities in this report in the context of wider developments, such as a National Care Service; a Care Inspectorate Review of Social Work Governance Arrangements due to be published in March 2025; National Protecting People Group workstreams; and legislative or policy change.

One of the possible outcomes of the Thematic Review, for instance, will be to confirm that following the Public Bodies (Joint Working) (Scotland) Act 2014, growing financial constraints and policy change, governance arrangements for the delivery of Social Work and Social Care specific services have become more varied and complex.

In some areas, Children's and/or Community Justice Social Work services fall within the remit of IJBs, whereas in others they sit within Council Children's Services. In all areas, all services form an intrinsic part of varying Community Planning Partnership and Protecting People governance arrangements.

Either way, this requires CSWOs to operate across multiple organisational and partnership boundaries to help realise a growing incentive for transformational change in how we provide care and support, whilst managing the day-to-day internal delivery of services. This creates possible leadership capacity issues and risk.

The CSWO Governance Group is therefore currently developing a new integrated dataset covering all Social Work and Social Care specific statutory functions, categorised under levels/types of demand, the nature/quality of subsequent support and its impact on service users.

This will allow members to jointly focus and report on strengths, areas for improvement, challenges and priorities, including national or local arrangements which may help or hinder. It should enhance oversight, provide cross-cutting data to inform improved whole family support and help to respond to and/or escalate identified risks.

This type of approach towards streamlining, integrating, prioritising and focusing will be key and revised Protecting People arrangements, which have involved collapsing the Violence Against Women Partnership into Children and Adults at Risk Committees, are already supporting a better focus on vulnerable 16–17-year-olds and transitions.

As leadership and workforce capacity across all services will also be crucially important, the involvement of Learning and Organisational Development Service and Human Resources will be key. It is essential that all our workforce has the capacity and confidence to lead and respond to change whilst providing day-to-day support.

We know this will be a key focus of a new National Social Work Agency (NSWA) and the Group will need to both inform and be informed by any associated developments. It is likely to include some focus on the profile, visibility and capacity of the profession, which should also support recruitment.





## Service Quality and Performance

### Children's Services

In Children's Social Work, teams responded to an overall stable number of Child Protection referrals to the Multi-Agency Screening Hub (MASH). In 2022-23, a total of 7,769 referrals, or around 148 referrals a week, were made to the hub by partners and members of the public. In 2023-24, this increased very slightly to 7,750, or 149 a week.

However, within these referrals there was a 35% increase in the number of concerns about vulnerable pregnant women, rising from 138 to 187. This mirrors existing concerns about a disproportionate number of 0–3-year-olds on the Child Protection Register or requiring alternative care. In addition to existing support, it informed:

- **Allocation of Whole Family Wellbeing Funding (WFWF) to the Tayside Council on Alcohol Birch Programme and Alternative Counselling services to identified vulnerable women**
- **Work with NHS Tayside and Dundee University on the development of an Infant Pledge resource entitled 'Hello in There Wee One', promoting active listening and positive attachments between mothers and babies**
- **Early discussions with Community Learning and Development on how we might further develop local place-based approaches via the What Matters to You initiative to include a greater focus on 0–3-year-olds**

Following referral to the MASH, there was a small reduction in the number of families requiring more in-depth assessment by a Social Work Intake Team. However, of those, the number of multi-agency Child Protection Planning Meetings increased from 141 to 159 and the number of new Child Protection Registrations (CPR) from 92 to 136.

This shows that where concerns had been identified about some children and young people, a higher number required formal Child Protection support. As there were also 102 de-registrations over the same period, involving decisions to remove a child from the register because risks had been addressed, this support was effective.

It reflects support provided by Children's Services and partners to families with children and young people on the CPR or otherwise on the edge of care, with a focus on helping parents/carers to address any risks of significant harm typically associated with the impact of poverty, mental health, substance use and domestic abuse.

## Bairns Hoose

To further enhance these more immediate responses to risks, the service also collaborated with partners in Angus Council, Perth and Kinross Council, NHS Tayside and Police Scotland to submit a successful regional application to Scottish Government to become one of 6 Bairns Hoose Pathfinders across Scotland.

This initiative involves enhancing support across the 4 Bairns Hoose 'rooms' of Protection, Health, Justice and Recovery. The regional partnership received £495k additional revenue funding which currently runs to March 2025. The Implementation Plan is presently focused on a range of activities, including:

1. **Protection** – upgrading the layout and facilities at the MASH at Seymour House to make it a more child-friendly environment and developing work with Speech and Language Therapists and Talking Mats to assist communication
2. **Health** – additional capacity to carry out general GIRFEC assessments and specific Forensic Medical Examinations, along with training to NHST staff not accustomed to attending Initial Referral Discussions
3. **Justice** – introduction of a new Scottish Child Interviewing Model (SCIM) to Police and Social Work teams to replace Joint Investigative Interviewing (JII) and improved links with the Procurator Fiscal and Court via a video link
4. **Recovery** – commissioning longer-term flexible family support to assist children, young people and their parents/carers, which includes a focus on families being the key decision-makers in support received.



## Children and Young People Requiring Temporary or Permanent Alternative Care

Over the period, there was a marked reduction in the overall number of care experienced children and young people requiring temporary or permanent alternative care alongside positive changes in the balance of family-based versus residential care. This can be seen in the table below with snapshot dates on 31 March:

<b>Care Experienced Children and Young People</b>			
<b>Types of Care</b>	<b>31.03.2023</b>	<b>31.03.2024</b>	<b>% Variation</b>
Secure Care	3	0	-100%
External Residential	34	17	-50%
Internal Residential	19	20	+5%
External Foster Care	95	83	-13%
Internal Foster Care	95	83	-13%
Kinship Care	104	111	+7%
Prospective Adopters	24	21	-13%
At Home	52	50	-4%
Flat/supported Accom	10	4	-60%
<b>Grand total</b>	<b>436</b>	<b>389</b>	<b>-11%</b>
<b>Balance of Family-Based</b>	<b>87.2%</b>	<b>90.5%</b>	<b>+3.3%</b>
<b>% Externally Placed</b>	<b>36.7%</b>	<b>31.4%</b>	<b>-5.3%</b>

This reduction in the overall number and shift towards family-based support was achieved by support to children and young people on the edge of care; building the networks of support provided by the Kinship Care Team; re-provisioning Craigie Cottage to match the age-profile of children in external residential care; and care planning.

A concerning reduction in the number of Foster Carers continued to mirror national trends and led to work on an 'Ideas to Action Programme'. This has involved the development of a new website and extended out of hours support to Foster Carers. It has led to a small increase in recruitment. A review of fees/allowances is underway.

In addition to reducing the number of care experienced children and young people and altering the balance of care arrangements, educational attainment continues to improve but they still lag their peers, especially when they remain at home or in kinship care. On this basis, further support to Kinship Carers over the period included:

- ✓ **Kinship Care Team and Pupil Support Workers providing targeted support to pupils with lower school attendance levels**
- ✓ **Maximising the income of kinship carers through welfare rights assessments to help promote stable nurturing homes**
- ✓ **Therapeutic support to kinship care families to strengthen relationships during periods of significant change in parenting roles**
- ✓ **Engagement with What Matters to You to promote local community-based support provided by and for other kinship carers**

## Adolescents

Specifically in relation to vulnerable young people and young adults, the service also led on a partnership review of multi-agency approaches towards vulnerable adolescents which will lead to the development of a new co-located multi-agency service focused on both Child Protection and Youth/Criminal Justice from April 2025.

## Continuing Care and Aftercare

In Continuing Care, a young person can remain in the same care arrangement until they are aged 21 years as part of a more supported transition to adulthood. The total number of young people wanting to remain reduced from 40 to 31 but there were marginal decreases in respect of each placement type, such as 19 to 16 in Foster Care.

Nevertheless, to try and maximise the uptake of Continuing Care, the service revised a protocol which now involves the Aftercare Team explaining options to young people sooner. The service also developed 2 new Supported Accommodation facilities at Reid Square and Fairbairn Street to extend the range of alternative options.

The revised protocol has led to a significant increase in the number of young people receiving compulsory Aftercare up to the age of 21 years and discretionary aftercare up to the age of 26 years. The former increased from 36 to 52 and the latter from 101 to 119, with a total increase in young people receiving Aftercare from 137 to 171.

However, although positive destinations for care experienced young people reached a high of 100% in 2022-23, it reduced to 70% in 2023-24. Whilst this involved only a small proportion of around 20 care experienced school leavers, they nevertheless generally lag their peers and can struggle to maintain progress longer-term.

The sustainable further education, training and employment of care experienced young people is therefore also a key priority and formed a key part of a Council review of Youth Participation. It led to the development of a comprehensive action plan, including the development of post-school mentoring and flexible opportunities.





### **Children and Young People with a Disability**

Following a review, the service has retained a specialist Children with Disabilities Team to maintain and develop specialist knowledge and skills. The team continues to support families where there have been identified concerns, whilst also now coordinating Self Directed Support (SDS) assessments and plans.

Currently, 140 families are in receipt of various forms of SDS, ranging from funding to support Personal Assistants and/or equipment through to short-breaks and assistance over school holidays. A new assessment tool is ensuring that types/levels of support are informed by available evidence, mirror needs and are equitable across the city.

The team is currently developing an action plan in response to a national Care Inspectorate Thematic Review of Approaches Towards Children with a Disability, which they contributed towards. The review identified a range of good practice whilst noting a need for greater clarity of available support and greater consistency in its delivery.

### **Unaccompanied Asylum-Seeking Children (UASC)**

Since January 2023, 9 UASC have newly arrived in the city via the National Transfer Scheme (NTS) and were accommodated under S.25 of the Children (Scotland) Act 1995. As such, they were legally defined as care experienced and the service supported these young people in Young People's Houses and Supported Accommodation.

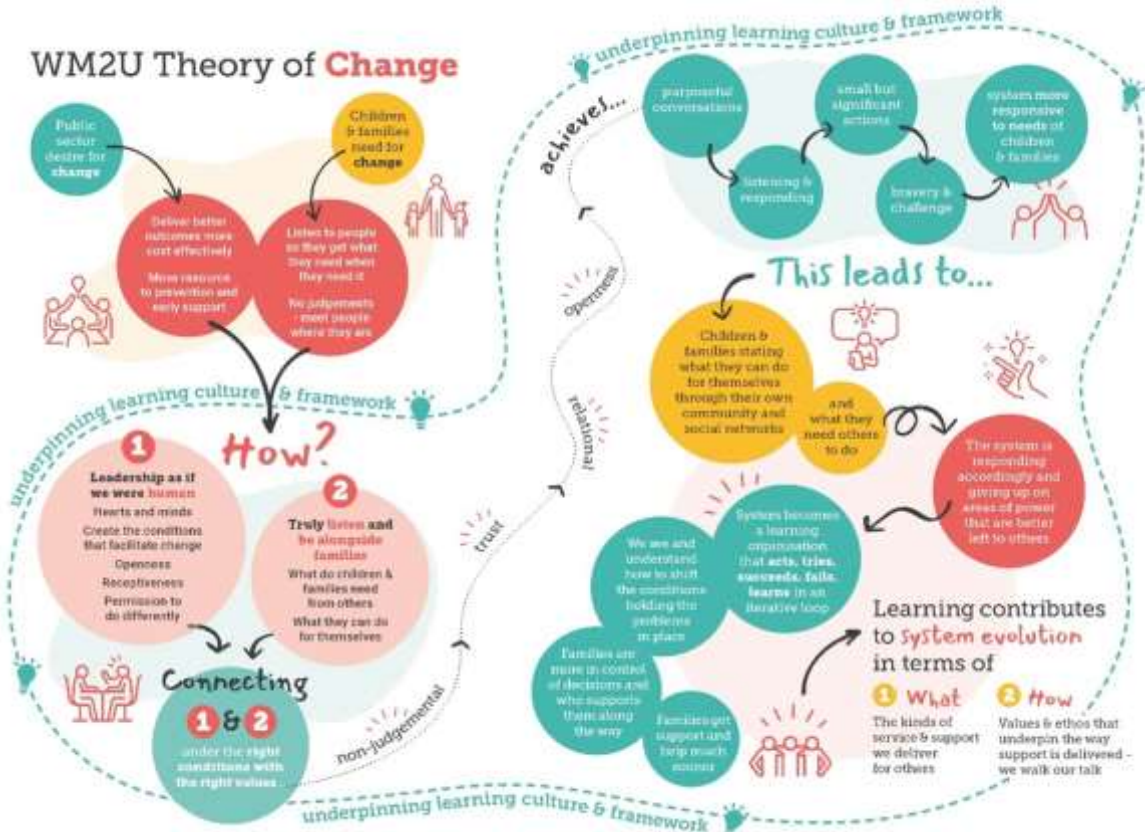
The service also carried out age assessments on a further 25 asylum seekers who had been moved to the city after having initially been assessed by the Home Office as adults on arrival. A total of 10 were subsequently confirmed as under 18 years and received similar support as UASC arriving via the NTS.

### **What Matters to You**

The Children's Service was also closely involved in the development of What Matters to You in partnership with the Hunter Foundation, BBC Children in Need, Columba 1400 wider Council and other partners. This initiative places the voice, needs, aspirations and capacity of communities and families at the centre of engagement and support.

It has been piloted in Lochee, Strathmartine and Whitfield, where engagement and support has occurred via Columba 1400 Values Based Leadership Experiences, Community Cafes, family sessions and activities organised by Community Learning and Development.

Families have reported a positive difference to their lives involving a greater sense of belonging, growing self-efficacy, heightened trust, improved emotional health and more hope. The initiative has made further progress this year and Local Community Planning Partnerships will be instrumental in scaling and sustaining the approach.



For our overall approach to The Promise, the service was shortlisted as a finalist in the UK Local Government Chronicle Awards 2024 in the category of Children’s Services. An Expert Panel commented on a ‘strategic approach to improving outcomes engaging a variety of partners evidencing good progress in a challenging context’.



### Community Justice Services

In Community Justice, the service continued to deliver and develop a range of interventions across the criminal justice system to ensure that timely, proportionate and effective responses are available. For the first time in 4 years, levels of demand across most areas returned to pre-pandemic levels. Comparisons with last year were:

- **Diversion from Prosecution** – increased from 77 to 92 referrals from the Crown Office Procurator Fiscal Service (COPFS)
- **Court Reports** – increased from 1165 to 1185 reports which inform sentencing decisions
- **Structured Deferred Sentences** – increased from 44 to 96 to provide people with an opportunity to engage with support prior to final sentencing
- **Community Payback Orders (CPO)** – increased from 447 to 553 Orders imposed by the High Court and Sheriff Court
- **Unpaid Work** – increased from 38,101 hours imposed to 43,616, with work carried out at various locations across the city
- **Supervised Release Orders** – increased from 16 to 29 people receiving a custodial sentence of less than 4 years with specific conditions on release
- **Long-term prisoners** – increased from 153 to 165 people serving prison sentences of 4 years or more.

This increase is consistent with national trends and was associated with Police Scotland, the Crown Office Procurator Fiscal Service and Scottish Court Service continuing to address the pandemic backlog, alongside arrest and conviction rates for new offences. It was manageable within available capacity.

As such, the proportion of people successfully completing a CPO increased from 65% to 70%, in line with the national average. Our Unpaid Work projects received 100% positive feedback from recipients and included painting buildings at Clatto Park, refurbishing benches at cemeteries and repainting railings (see below).



However, also consistent with national trends was a continued increase in the use of remands and short-term prison sentences. This included an increase of young people aged 16-20 receiving a prison sentence from 6 in 2022-23 to 10 in 2023-24. These trends have contributed to the national Early Release Scheme this year.

The service continues to offer community-based alternatives to custody where an assessment indicates risks of re-offending can be managed, usually via a combination of restrictive or punitive measures such as a Restriction of Liberty Order and Unpaid Work alongside a supervisory or programmed element focused on rehabilitation.

It also continues to jointly risk assess, supervise, and support Registered Sex Offenders and high risk of harm Violent Offenders under Multi Agency Public Protection Arrangements (MAPPA). There was a slight reduction in the number of jointly managed RSOs from 58 to 55.

Going forward, the service will develop a specific improvement plan in response to a Care Inspectorate Thematic Review of Prison Based Social Work in partnership with the Bella Centre. It will also work nationally with partners to develop an implementation plan for MAPPs, which is scheduled to replace ViSOR from 2026.

## Adult Services

In Adult Services, all teams continued to respond to some similar demographic challenges and support people with a range of needs. As with Children's and Justice Services, there was an emphasis on adapting to changing levels of need by building capacity, enhancing preventative support and safely promoting independence.

## Hospital Admission and Discharge

The rate of admissions to hospital continued to increase from 12,698 in 2019-20 to 14,335 last year. Conversely, emergency bed days continued to reduce, from 120,840 in 2018-19 to 110,015 last year. **Moreover, 98% of people were discharged from hospital without delay and the number of bed days lost reduced from 604 to 94.**

This reduction in bed days and timely discharge mirrored continued efforts to improve discharge planning processes and community-based support. To this end, initiatives over the last 12 months included a new enhanced flow coordinator role within the Discharge Team and enhanced support from Community Independent Living Service.

The Care at Home Team was also involved in projects where they planned with others to improve pathways and services. This includes Falls Prevention and Education Training which involved co-working with Scottish Ambulance Service, a Falls Team and Social Care Response Service.

### ✓ **As a result of this initiative there was a reduction of 428 falls in the cohorts**

This work will need to remain a key priority for the IJB and partners, as in addition to growing admission rates the city has a high rate of readmission where the patient had been discharged within the last 28 days. In 2018-19, the rate was 129 readmissions per 1,000 population and this rose to 147 readmissions in 2023.

It will need to include a concerted focus on slips, trips and falls, as the city also continues to have a high rate of falls related admissions to hospital for people aged 65+. The rate increased from 30.9 admissions per 1,000 of the 65+ population in 2018-19 to 34.6 admissions per 1,000 of the 65+ population in 2023.

Some key challenges associated with a smaller number of patients with more complex or acute needs include supported housing provision with appropriate facilities, staffing capacity and guardianship legislation. The service reported on these to Scottish Government whilst addressing delays and engaging with patients and their families.



## Carers

In 2023-24, the IJB allocated Carers Partnership funding to the Carers Centre for a Winter Fund to support carers most in need. The fund was set up for carers to help to alleviate some of the increasing financial pressures being experienced over the winter period. It also aimed to enable people to continue their caring roles with less anxiety.

This year's applicants identified having to make choices between 'heating' and 'eating' and there was a corresponding increase in the percentage of awards for fuel and food. Over the period, the fund distributed 429 grants totalling £124,019, covering costs such as food and fuel, travel, white goods, winter clothing, bedding and furniture.

## Mental Health

Last year, Hope Point was established as a key landmark in the development of accessible 24/7 support for people experiencing distress. The centre opened in July 2023 and 2,466 contacts with the service were made up to March 2024. The service has been co-designed to take account of individual needs and is extremely well received:

***"The staff at Hope Point saved my life. Amazing people! Amazing Service!"***

***"It was beneficial for me to see staff here and feel valued and listened to"***

***"I was absolutely hopeless before finding Hope Point, now I'm full of hope"***

***"You guys have saved my life many times over"***



Where appropriate, a distress measure is used whereby people self-rate the degree of their distress on a scale of 0 to 10. This takes place at the start and at the end of an intervention



and 100% of people saw a decrease in their score. The average was 3.6 points reduced distress rating. Other initiatives focused on mental health included:

- ✓ **Appointment of a full-time Suicide Prevention Coordinator**
- ✓ **A Suicide Prevention Stakeholder Event to inform a Prevention Delivery Plan**
- ✓ **Contributions to a Tayside Multi-Agency Suicide Review Group**
- ✓ **Targeted work around locations of concern**
- ✓ **Starting the co-production of a service to support people bereaved by suicide**
- ✓ **Refreshment of a Tayside [Suicide? Help!](#) App and website**
- ✓ **Suicide prevention courses across the partnership**

The proportion of patients referred to psychological therapies who commenced their treatment within 18 weeks of referral (completed waits) has risen from 46% in Q1 21/22 to 71% in Q4 23/24. This is a significant achievement to help people with more acute concerns to access timely support.

### **Mental Health Officer Service**

The Mental Health Officer (MHO) Service continues to experience a high demand in both areas of Mental Health and Adults with Incapacity. In respect of mental health, there have been increases in Short-Term Detention certificates and Compulsory Treatment Orders, alongside a reduction in the number of practicing MHOs.

The service has since had 2 successful candidates for this year's MHO course but capacity is an ongoing challenge and there is an acknowledgement that promoting this role is required across all services. This will be one aspect of work that will be progressed over the coming year.

In relation to Adults with Incapacity, requests for new guardianship applications have remained consistent but in the past 2 years there has been an increase in requests for reports related to renewals of welfare guardianship orders. This has continued to increase over this reporting year.

The overall capacity of mental health services is therefore a key priority, including in relation to supervising private welfare guardianships. To this end, the service is undertaking a workforce analysis across all adult services, whilst instigating a training program for all teams around various aspects of Guardianship roles.

## Adults with Incapacity Act Amendment Consultation

The service response has been supportive of proposed changes in numerous areas, especially around streamlining processes such as changes to guardianship applications and financial management arrangements, with the caveat of ensuring safeguards for individuals are not reduced.

The service also welcomes considerations to promote supported decision making throughout the recommendations, whilst also trying to address significant issues around deprivation of liberty issues. Once finalised, all changes will be embedded via a local mental health action plan.

Like hospital admissions and discharge, our approach towards people with mental health concerns will need to remain a key priority. The trends in relation to levels of demand, complexity and risk are growing and there will need to be a particular focus on prevention, alongside support to people with acute concerns. Some key data:

- **Suicide** - across Scotland there was an increase in probable suicides from 2022, with a total of 792 deaths in 2023. In Dundee, 30 people died by probable suicide in 2023, an increase of one person from 2022. The rate was higher than the Scottish average in Highland, Dundee City and East Ayrshire Council areas.



## Older People

Clearly, work to support older people was encompassed within approaches towards hospital admission and discharge; carers; and mental health. This this was augmented by specific initiatives focused on care homes, designed to enhance the experience of residents and their families. It included:

- ✓ **Intergenerational Practice in Care Homes Award** - this recognised Menzieshill's activity programme for promoting quality outcomes, including via the re-establishment of links

with the local community such as Menzieshill Nursery and Tayview Primary School after the Covid-19 pandemic.

Activities involved a focus on boosting resident’s wellbeing and reducing social isolation. One of the care home residents said of the young people; *“They are lovely. They all have their own idiosyncrasies and personalities- I love getting to know them. They take me right back to when I was that age.”*



- ✓ **Supporting Tayside Excellence Programme (STEP) for Tayside Care Homes** - the STEP was rolled out across Tayside in July 2023 to collaboratively enhance care to residents via a supportive tool that provides the ability to self-assess against the healthcare framework for adults living in care homes.

**Drug and Alcohol Services**

The implementation of the national Medication Assisted Treatment (MAT) Standards was a key aspect of the work of all Alcohol and Drug Partnerships in 2023-24. The national benchmarking report on MAT implementation was published on 9 July 2024 (see [MAT Benchmarking 2024](#) for full report) and demonstrated considerable progress:

	MA T 1	MA T 2	MA T 3	MA T 4	MA T 5	MA T 6	MA T 6 (& 10)	MA T 7	MA T 8	MA T 9	MA T 10
2022						N/A	N/A	N/A	N/A	N/A	N/A
2023							N/A				
2024						N/A					N/A

	Red		202 2	MAT 6 to MAT 10 were not assessed
	Provisional Amber		202 3	MAT 6 and MAT 10 were assessed separately
	Amber		202 4	MAT 6 and MAT 10 were assessed jointly
	Provisional Green			
	Green			

Other than 2 ADP areas in Dumfries & Galloway and Greater Glasgow, these were the highest scores achieved nationally and testimony to the focus and drive of local partners. In terms of what this means in practice for local people with a substance use concern:

- ✓ Individuals have fast access to treatment, a choice of prescribed medication, wraparound support and support to remain in treatment for as long as required.
- ✓ Those who have experienced a non-fatal overdose are quickly identified and supported to access treatment.
- ✓ Individuals can opt out to be supported by the new shared-care arrangements with Primary Care
- ✓ Everyone can access the support of independent advocates at any stage of their recovery journey
- ✓ Harm reduction support and equipment is available at any stage for those accessing MAT
- ✓ In 2023/24 94% of people referred to services for drug use began their treatment within 21 days of referral.
- ✓ The number of Alcohol Brief Interventions has increased from 996 in 2022-23 to 1,415 in 2023-24.

In addition to progress around the MAT Standards, a Non-Opioid Pathway to services and support is being implemented with partners. There have been some delays to the planned review of an alcohol pathway but a dedicated member of staff is now in post and progressing this as part of the wider programme on the non-opioids' pathway.

This work will again need to remain a key priority, including in relation to prevention. There were 46 drug deaths in the city in 2023 compared with 38 in 2022-23. The city had the 2<sup>nd</sup> highest rate of drug misuse deaths in Scotland and there were 192 suspected non-fatal overdose incidents.

## Out-of-hours Service

The Social Work Out of Hours Service (OOHS) continued to coordinate responses to vulnerable families and adults in crisis, in partnership with key professionals from Health, Police, Private and Third Sector Agencies. The service still covers both Angus and Dundee and in the last year provided the following services to local people:

- Responded to 4,849 calls and undertook 1,009 visits concerning Children and Young People across the Dundee area. Of these visits, 820 were in response to the 426 planned work referrals received from daytime services and 189 were because of a crisis referral to the service.

## Resources

Given growing levels of demand and/or complexity in several key areas, alongside reductions to funding and intermittent recruitment challenges, most services have reported that resources were stretched at times and outline concerns about sustainability. In 2023/24, the total Social Work budget was £144.775m:

Service Area	2023/24 Budget
Children's Services	£37.194m
Community Justice Services	£5.144m
Adult Social Care Services*	£102.437m
<b>Total</b>	<b>£144.775m</b>

In all services, this has required services to apply day-to-day measures which deploy resources efficiently, including in relation to proportionate support and defensible risk management, whilst strategically implementing whole system measures which make best use of the total resource and focus on key priorities.

\* Delegated to Dundee Integration Joint Board – net of funding transfer from NHST

## Children's Services

Over the period, Children's Social Work responded to financial pressures associated with children and young people in external residential care by bringing Kinship Care developments

to fruition, re-provisioning the new Craigie Cottage for younger children and strengthening care planning arrangements for all children and young people.

As noted above, the service also attempted to increase the recruitment of internal Foster Carers to avoid an over-reliance on external Foster Carers and/or external residential care but although this led to some new carers, they have not yet reached previous levels and fees/allowances are being reviewed.

The review of approaches towards vulnerable adolescents, which included integrating the management arrangements of Locality Teams and Young People's Houses to promote consistent oversight and support, has contributed towards there being no placements in Secure Care for 18 months and a reduction in missing episodes.

The service will need to maintain this approach to avoid the high financial and potential human costs of Secure Care, which should only be used when no internal capacity is available and/or is not suitable to meet complex needs and/or when certain legal criteria are met and risks cannot be managed defensibly in the local community.

Going forwards, the implementation of the Care and Justice (Scotland) Act 2024 has now ended the use of prisons for 16- to 17-year-olds in the justice system and replaces it with Secure Care. Currently, these placements are funded by Scottish Government and announcement of longer-term funding implications are expected in early 2025.

The service also completed a review of Self-Directed Support (SDS) assessment processes, to ensure support is equitable and mirrors types/levels of need. It will enable this part of the service to operate within budget or use evidence from assessments to demonstrate and respond to any identified unmet need.



**Community Justice**



In Community Justice, there were no financial pressures in 2023-24 and the service continued to meet all requirements via its ringfenced budget. The number of Court Reports and CPOs did not yet reach pre-pandemic levels and levels of demand remained manageable, although there was evidence of greater complexity.

In 2024-25, levels of demand have increased more markedly, particularly in relation to Restriction of Liberty Order (ROLO) requests. As this has occurred at the same time as some staffing absences, it has created some challenges which the service is responding to by collaborating with the Court to streamline some arrangements.

### **Adult Social Care Services**

In the context of a challenging overall financial settlement, the IJB continued to deal with increasing levels of demand associated with the requirements of people with disabilities, mental health and substance use issues, alongside the legacy impact from the pandemic and cost of living crisis. It reported a year end overspend of £3.744m.

The partnership was also impacted by the same recruitment challenges in other key service areas across Scotland. The lack of capacity in the social care workforce has continued to provide whole-system challenges in further reducing delayed discharges from hospital.

Other professions such as Nursing, Allied Health Professionals (such as Occupational Therapists, Physiotherapists, Dieticians and Speech and Language Therapists) and GP's, alongside specialist areas such as substance use and mental health services, also continued to face recruitment challenges which had some impact on services.

The Health and Social Care Partnership's operational delivery model therefore continued to embed a model of fully integrated health and social care services to support the delivery of the Integration Joint Board's strategic priorities, with managers covering both Council and NHST services.

Given the financial challenges during 2023-24 and anticipated demands and constraints going forwards, transformation across all Social Work and Social Care services will be key to developing a sustainable service model which meets strategic priorities within existing resources, including financial, workforce and property.

### **Workforce**

#### **Recruitment and Support**

The Social Work and Social Care workforce provides support to vulnerable groups in sometimes challenging situations. Teams frequently support people who have been traumatised and who, in various ways, may present a risk of harm to themselves, to others or from others.

They are required to engage with service users and empower them whilst sometimes informing statutory decisions made by the Children's Hearing, Sheriff Court or Parole Board which may restrict their liberty, including in relation to Secure Care, mental health treatment or detention and enforcement of community sentences.

The workforce is therefore highly valued and currently consists of 1,313 people employed within the Children and Families Service (371) and the Health and Social Care Partnership (942). As an overview of their employment status, age, ethnic identity, recruitment, retention and absences in 2023-24:

- Over 98% are employed on a permanent basis
- Just over 10% of the workforce are aged 30 years or under
- Almost 50% are aged 51 years or older
- At 81% most of the workforce are women
- Over 6% identify as having a disability
- Just under 4% identify as being of black or minority ethnic origin
- Workforce leavers in children's and community justice services was 8.09%.
- Workforce leavers in adult services was 10.93%
- Just under 32% of new starts were aged 30 years or under
- Over 23% of new starts were 51 years or older.
- Excluding Covid related absence 24 days were lost per FTE
- This is higher than the Council figure of 15 days lost per FTE
- There was an increase in working days lost across all sections
- There were more long-term absences than the Council at 81% and 73%
- The most common reason for lost days was mental health at 40.55%

It is therefore apparent that the workforce is under-represented across many of the protected equality characteristics. The population of the city comprises of 10.64% people of minority ethnic origin and 31.27% of people who have a disability, respectively compared with 4% and 6% in our workforce.

The recruitment pattern also provides some indication that some progress is being made in addressing challenges related to an ageing workforce and a desire to increase the young workforce but this will also need to continue to be a priority, whilst building on a range of measures introduced to enhance support and retention:

- ✓ Collaboration with Dundee University to increase student placements
- ✓ Delivery of mandatory qualifications to meet SSSC registration requirements.
- ✓ Fair Work First Commitments, such as payment of the Living Wage.
- ✓ Introduction of a national Newly Qualified Social Worker Scheme (NQSWS)
- ✓ Support with manageable caseloads informed by a Setting the Bar report
- ✓ Using Artificial Intelligence to record and transcribe assessments and support
- ✓ Launch of the Health & Wellbeing Framework in 2023
- ✓ New [Navigating Individual and Organisational Resilience](#) workshop
- ✓ Ongoing [Reflection and Resilience](#) work with teams
- ✓ The Employee Health & Wellbeing Service SharePoint site wellbeing information
- ✓ The Scottish Government's [National Wellbeing Hub](#)
- ✓ Wellbeing Ambassadors with 6 currently willing to undertake this role.
- ✓ Trauma informed response to potentially traumatic events in the workplace
- ✓ Absence Review Learning
- ✓ Targeted focus group work where data indicates there are wellbeing concerns
- ✓ Able Futures Access to Work Mental Health Support Service
- ✓ A focus on race discrimination towards both the workforce and service users

## Training and Development

### Protecting People Multi Agency Framework

In addition to general support, training is key to build the confidence and competence of teams. A training needs analysis has not yet been conducted but a comprehensive multi-agency framework was launched in February 2024 and provides a basis of protection learning for all workers across the city.



Going forwards, in addition to this generic training a training needs analysis will also be explored with Learning and Organisational Development. Teams across Children's and Community Justice Social Work and the Health and Social Care Partnership will implement Quality Conversations.

### Adult Support and Protection Week

In February 2024, Dundee co-ordinated a calendar of events to celebrate and promote national Adult Support and Protection Day. Nine multi-agency events were co-ordinated across the 5 days and 250 people booked on the sessions. Following evaluation, knowledge ratings increased from 3.5 to 4.5 on average and 97.5% wanted to see similar events.

***“I had not realised that there were so many different projects supporting adults and young people in Dundee”***

This training is critical as the Significant Case Review on Ms L included recommendations for partners to more effectively work together in a trauma informed manner and make timely referrals to Adult Support and Protection arrangements. It has been enhanced by half day sessions, where feedback has been positive. Other training over the year has included:

- **Defensible Decision Making** – collating, analysing, making decisions and acting on information about risks/needs, including consideration of bias
- Council Officer Learning – legislation, codes of practice, recent learning reviews, chronologies, risk assessment, professional curiosity and undue pressure.
- **Adult Protection Practitioners Forum** - action learning sets, including in relation to the development of policies and procedures
- Child Protection – introduction to child protection and workshops on chronologies, child sexual exploitation and online abuse.

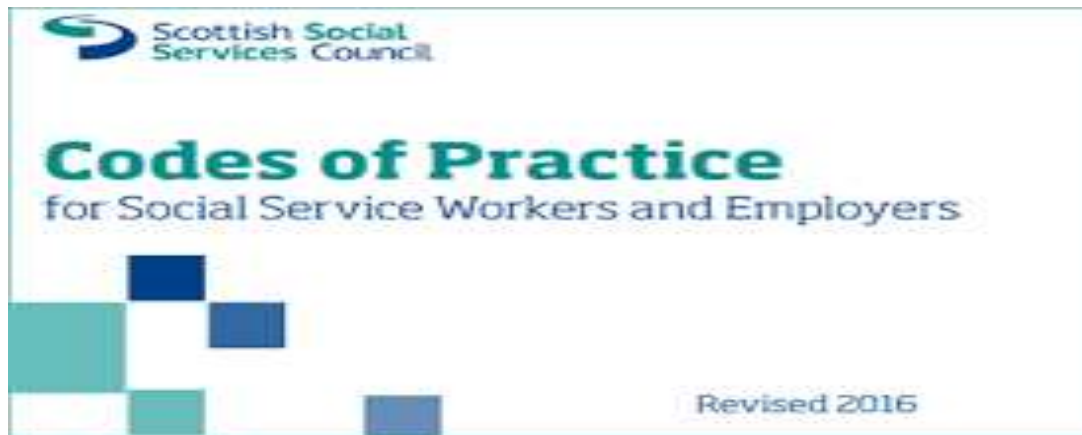
***“I feel better equipped now to be able to know when I need to raise a child protection concern, who to report to and how to support the young person”***

***“This course has been amazing hard hitting and very insightful. I am less worried now about my role and feel so much more confident in what I am doing”***

### **Scottish Social Service Council requirements**

The Learning and Organisational Development Team have coordinated the delivery of vocational qualifications which enable employees to demonstrate that they can work to national occupational standards, along with academic credits to meet management registration requirements.

In addition to professional Social Work training, this training ensures that the values, knowledge and skills of the workforce are maintained. It contributes to both the Council as an employer and the workforce meeting the SSSC Codes of Practice, which clearly outline joint expectations.



## **Inspection Findings and Improvement Actions**

### **Children's Services**

In Children's Services, Craigie Cottage opened as a new provision for 6–11-year-old children in September 2023. It was inspected 2 weeks after opening and received 2 grades of Weak. The inspectorate issued 4 requirements and 3 areas for improvement to be met by February 2024.

With support from the external leadership team, the management team in the house implemented an improvement plan and on their return to the house in May 2024, the inspectorate concluded that all requirements and areas for improvement had been met within timescales.

In the more recent inspection, the house was graded in 2 categories of Leadership as Good and Care and Support as Adequate, with an overall grade of Adequate based on the inspection methodology. The inspector noted considerable improvements in the competence and confidence of the team to support vulnerable younger children.

### **Adult Services**

In the 46 registered adult services, 69 inspections were undertaken during 2023-24. This included 44 inspections carried out across 24 care homes and 25 inspections carried out across 22 other adult services. Three care homes operated by the HSCP were inspected during the reporting year. Table 2 illustrates:

Table 2: Grade Received by Service	Care Homes				Other Adult Services			
	2023-24		2022-23		2023-24		2022-23	
Year	2023-24		2022-23		2023-24		2022-23	
Number of Services Inspected	24		22		22		18	
6 'excellent' in one or more key questions	2	8%	1	5%	0	0	0	0
5 'very good' in one or more key questions	5	21%	6	27%	11	50%	9	50%
4 'good' in one or more key questions	17	71%	13	59%	17	77%	12	67%
3 'adequate' in one or more key questions	15	63%	12	55%	7	32%	7	39%
2 'weak' in one or more key questions	4	17%	4	18%	0	0	2	11%
1 'unsatisfactory' in one or more key questions	-	-	-	-	-	-	-	-
4 'good' and above in all grades (first annual inspection)	9	38%	9	41%	17	77%	10	56%
3 'adequate' or below in all grades (first annual inspection)	8	33%	3	14%	0	0	2	11%

This gradings data evidence a significant improvement in grades between 2022-23 and 2023-24 for other adult services, whilst care home grades remained similar with a noted increase in the number of care homes receiving a grade of 'adequate' or less in all assessed aspects. As such, care homes will need to remain a key focus.



## Joint Inspection of Services for Children and Young People at Risk of Harm

The Joint Inspection of Services for Children and Young People at Risk of Harm was published in January 2022. The inspection graded services as Good overall and highlighted 4 areas for improvement, which mirrored a local partnership self-evaluation. Progress over the last 12 months has included:

1. **Approaches to recognising and responding to concerns about risk of harm and providing support to young people were not as effective as those for younger children** - funding has been secured to co-locate teams and after renovation work is completed the new service will operate from March 2025.

In preparation for the move, a monthly team development programme is in place facilitated by Learning and Organisational Development to support effective transition to the new model. The multi-disciplinary team has received additional advance training in risk assessments.

A new infrastructure has been put in place to support implementation of the Care and Risk Management protocol; leadership and management of Young People's Houses have been revised; Supported Accommodation facilities for Care Leavers have been extended; and a Transitions Protocol is being revised.

2. **Children and young people at risk of harm and their parents or carers were not consistently being supported to participate in protective processes** – a Child Protection Charter which mirrors the principles of Trauma Informed Practice has been developed by young people.

The service has introduced a Mind of My Own app, which enables children and young people to comment on the support they receive in their own time. The Champions Board now operates in all 8 Secondary Schools and young people have participated in Columba 1400 Values Based Leadership Academies.

**“I'm not the greatest with technology but I explained what Mind Of My Own is to a 15-year-old and he downloaded the app onto his phone - he enjoys having a way to communicate with me and working through some of the questions in his own time that he normally would avoid answering.”**

The service also continued to commission an independent advocacy provider in Who Cares? Scotland, who have a strong presence in the Young People's Houses. Feedback

from young people indicates they value the support they provide in enabling them to present their views to inform professional decisions.

3. **The partnership did not yet have in place arrangements for the joint and systematic review of outcomes data to evidence the difference it was making to the lives of children at risk of harm and their families** – this has also been a key focus and developments over the last year have included:
  - ✓ Child Protection Committee Data Scrutiny Group and quarterly reporting to the Child Protection Committee.
  - ✓ Dundee and Angus Learning Review Project to transition to Learning Reviews and identify opportunities for joint working with Tayside partners
  - ✓ Child Protection Committee Case Review Group established to oversee identification and implementation of improvement actions
  - ✓ Single agency quality assurance activities/frameworks are in place across public sector partners and some third sector partners but reporting is to be enhanced.

## Joint Inspection of Adult Support and Protection

The Joint Inspection of Adult Support and Protection was published on November 19 2023. The inspection focused on two key quality indicators in the [ASP Quality Indicator framework](#) of key ASP Processes and Strategic Leadership. It graded both as Effective with clear strengths which collectively outweighed areas for improvement.

### Key Areas for Improvement Highlighted by the Inspection Report

- The partnership needed to improve the consistent application and quality of investigation, chronology, and risk assessment templates
- Adult support and protection guidance and procedures should be updated as a matter of priority
- Quality assurance, self-evaluation and audit activities were embedded but to varying degrees, particularly across social work services
- The adult support and protection lead officer and support team should ensure they remain sighted on quality and prioritise the necessary improvements
- The pace of strategic change and improvement needed accelerated following similar findings in the previous inspection in 2017
- The partnership should ensure that strategic planning and implementation of initiatives are well resourced, sustainable and impact assessed.

In response, the Adult Support and Protection Committee developed a multi-agency improvement plan to address the 6 key areas of improvement. This was approved by the Chief Officers Group for Protecting People and submitted to the Care Inspectorate in February 2024.

As there was close alignment between the inspection findings and internal self-evaluation activity which meant that most areas for improvement were already subject to ongoing improvement activity. Work is ongoing to implement the agreed improvements throughout 2024-25.



## Learning Reviews

During 2023-24, the Protecting People Committees focused on improving their approach to learning reviews. The new Dundee and Angus Learning Review Guidance introduced a single process for undertaking reviews that will be used in partnerships, applies to all types of harm and is aligned to recently revised national guidance.

This has been developed with a clear focus on taking a trauma-informed approach for both family members and the workforce. Development sessions were held in early 2024 to develop an accompanying local Protecting People Learning Review Oversight Group and the new protocol was officially launched April 1<sup>st</sup> 2024.

Continued implementation of the new approach will take place over the upcoming 2024-25 year. This will include further development of a Dundee Protecting People Learning Review Group and associated actions plan and accompanying tools and resources.

In December 2023, a Significant Case Review (SCR) on behalf of Ms. L was published with 16 recommendations. The Public Protection Committees developed an action plan and further information is found in the 7-Minute Briefing that was developed for the workforce: [7 Minute Briefing - MS L.pdf](#)

Over the year, a total of 7 other cases were also referred for consideration for review to the Child and Adult Support and Protection Committees. Five of these did not progress to a formal Learning Review and 2 are still pending but action points were identified and added to improvement plans.

## Quality Assurance

### Children's Services

For the last three years Children's Social Work has been carrying out regular audits using a Care Inspectorate evaluation tool focused on the quality of chronologies, assessments, plans and support. The audits are undertaken by pairs of managers in the service and reports are completed on a quarterly basis highlighting key themes.

The most recent audit in May 2024 found that overall 94% of files were rated as 'Good' or better, compared with 93% in the previous audit and 53% when the process commenced in 2020-21. It illustrates a clear trajectory of overall improvement, whilst confirming further support is required to improve chronologies.

Categories of case file audit tool	Number rated good or better	Percentage rated good or better
Overall	16	94%
Accuracy of Information	25	88%
Assessment	16	94%
Chronology	11	65%
Care Plan	13	76%
Supervision/ Support	11	65%

The service-wide audit programme has been expanded to include quality assurance of family-based care, where results have been mirrored in terms of percentages rated as Good or above. In addition to this, we have also undertaken a specific case file audit of adolescent services, where 83% were rated as Good or above.

### Community Justice

This auditing process is mirrored in Community Justice, where over 80% of Court Reports were assessed as being Good or better; 100% of LSCMI risk assessments were assessed as Good or better; and 70% of Risk Management Plans were assessed as Good or better.

Areas for improvement were noted as ensuring all relevant documentation is uploaded and available on the case recording system and increasing the number of home visits in line with National Standards and Objectives. These are being progressed by the Service Manager and management team.

### Adult Services

Over summer 2023, the Health and Social Care Partnership completed a single agency audit of adult protection practice, based on an audit tool developed in partnership with practitioners and through collaboration with Perth & Kinross and Dumfries & Galloway colleagues. This audit found that:

- Files contained risk assessment information, but this remained of variable quality and was recorded in a variety of places rather than a specific workflow
- Protection plans although present were not always easily identifiable, being captured within IRD, case conference minutes and case notes.

- Good evidence of multi-agency input and discussion across all stages of the ASP process but a need for protection plans to include SMART actions.
- One third of cases evidenced that advocacy had been discussed and encouraged, noting referrals made and evidencing involvement.
- Close to 60% of files included evidence of supervision that was Good or better, with all cases including some evidence of case discussions with a line manager.
- This is an improved position from a multi-agency audit undertaken in August 2020, where most files had no evidence of management oversight.

Overall, key strengths included clear evidence of good practice in all cases with protective measures keeping people safe whilst recognising and respecting their views and the least restrictive principle. These findings were supported by the outcomes of the audit work undertaken by the joint inspection team later in the year.

Feedback from teams involved in the process has informed further amendments to the workflows within MOSAIC to aid practice improvement, management oversight and quality assurance. Managers and teams are being supported to focus on consistently making separate recordings of supervision, as well as day-to-day case discussions.

### **Protecting People**

In addition to Social Work specific audits, services also contributed towards wider partnership audits focused on specific groups and/or risks of harm. This included an audit of Multi Agency Risk Assessment Conferences (MARAC) in October 2023, when 15 MARAC cases were reviewed in pairs by members of the VAWP Scrutiny Group.

Overall, the findings of the review highlighted clear strengths in multi-agency working alongside some issues relating to infrastructure and resourcing of MARAC and a need for work to be undertaken to raise awareness of the purpose and function of MARAC across agencies. Meetings have since been increased from fortnightly to weekly.



## Looking Ahead

This report has shown how our Social Work and Social Care services have provided and in many cases improved support to vulnerable groups, including children on the edge of care; people subject to community sentences; people at risk of hospital admission or leaving hospital; older people; and people with substance use concerns.

In some areas, there have been some nationally recognised achievements, such as our approach towards The Promise as a finalist in the LGC Awards, a Generations Working Together Award, Scottish Care Home Service of the Year Award, Scottish Social Services Outstanding Residential Care Award and MAT Standards.

It shows a clear focus on providing crucial support to the workforce, with numerous measures on recruitment, induction, wellbeing, training, shared learning via quality assurance processes and joint responses to the findings of Care Inspectorate inspections of Child Protection, Adult Support and Protection and regulated services.

However, the report highlights some challenges, such as concerns about vulnerable pregnant women and babies/infants; the recruitment of Foster Carers; high levels of remands and short-term prison sentences; hospital admissions/re-admissions/discharge; slips, trips and falls; mental health; and substance use.

There are also some enduring workforce issues, including an under-representation of key groups, recruitment challenges in some key areas and capacity within Social Work mental health services to meet levels of need in relation to mental health and welfare guardianship.

Uncertainty in the national environment may also unsettle teams and potential developments could have a profound impact on the way services are managed, commissioned and delivered. This includes financial constraints, a National Care Service, a National Social Work Agency and multiple new legislative requirements.

This is all determining our priorities, including through collaboration with key partners. To realise transformational change, we will need to work together to jointly understand and respond to opportunities and challenges across care systems, with vulnerable groups at the centre of everything we do.

In addition to service specific improvement plans and alongside key partners and/or partnerships, the table below therefore shows key some areas of work for the CSWO and the Social Work and Social Care leadership and management teams and practitioners over next 12 months.

General	<p>Inform and respond to National Care Service and National Social Work Agency developments</p> <p>Respond to the findings of the Care Inspectorate review of Social Work Governance Arrangements</p> <p>Develop consistent approaches towards workforce recruitment, retention and support across all service areas</p> <p>Develop and apply an integrated Social Work and Social Care specific dataset on demand, support and impact</p> <p>Explore the increased use of digital technology to support the workforce to carry out roles more efficiently</p> <p>Develop and implement an improvement plan to increase the meaningful use of chronologies across all services</p> <p>Support arrangements for Significant Adverse Event Reviews, Serious Incident Reviews and Learning Reviews</p> <p>Work with all partners to explore opportunities to develop a cross-cutting prevention plan for vulnerable people</p>
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<p>Children's Services</p>	<p>Explore opportunities to enhance targeted support to vulnerable families with 0–3-year-old babies/infants</p> <p>Implement co-located multi-agency services for vulnerable adolescents in the child protection and justice systems</p> <p>Complete a review of fees/allowances for internal Foster Carers to maintain or enhance capacity in family-based care</p> <p>Develop and implement a local Children with Disabilities Service Improvement Plan with key partners</p>
<p>Community Justice Service</p>	<p>Complete a Care Inspectorate supported self-evaluation of approaches towards alternatives to imprisonment</p> <p>Respond to any Scottish Government initiatives to change sentence planning and release arrangements for prisoners</p> <p>Implement improvement plans relating to Prison Based Social Work and the implementation of MAPPS</p>
<p>Adult Services</p>	<p>Work with the ADP to retain and develop a focus on substance use, particularly in relation to drug deaths</p> <p>Work with the Adult Support and Protection Committee to implement the ASP Inspection Improvement Plan</p>

	<p>Work with the Chief Officer and Integrated Joint Board on delays in hospital discharge for the critical few</p> <p>Work to build capacity of MHOs and specialist mental health teams to meet all legislative requirements</p>
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**REPORT TO: CITY GOVERNANCE COMMITTEE - 18 NOVEMBER 2024**

**REPORT ON: BUDGET CONSULTATION 2025/26**

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

**REPORT NO: 319-2024**

## **1 PURPOSE OF REPORT**

2 The purpose of this Report is to seek approval for Officers to consult on possible Budget options for Financial Year 2025/26 and to report back to Committee for Elected Members' final decision in due course.

## **3 RECOMMENDATIONS**

3.1 It is recommended that the Committee:

- (a) agrees that the Council's budget consultation for 2025/26 will include the options set out in Appendix A; and
- (b) authorises the Executive Director of Corporate Services to finalise the options for consultation and to make the necessary arrangements to undertake the 2025/26 budget consultation.

## **4 FINANCIAL IMPLICATIONS**

4.1 There are no financial implications arising directly from this report. However, the Council has a duty to set a balanced budget each year and as reported to the City Governance Committee on 28 October 2024 (report 288-2024 refers) the Council is currently projected to face a budget shortfall of £15.6m for 2025/26. In this context it is recommended that the Council undertakes consultation on the budget options set out in Appendix A which could be used to set a balanced budget.

4.2 The options in the Appendix could contribute up to £5.9m towards the projected shortfall for 2025/26. Officers are also exploring opportunities to raise additional income which could contribute up to £2.8m and to reduce employee numbers which, based on a reduction of 100 posts, could contribute a further £4.5m. Any remaining gap, depending on which, if any, options were taken forward, and the actual level of the Local Government Settlement, would require to be funded from Council Tax which generates net income of £0.54m for each percentage increase.

4.3 The UK Autumn Budget, announced on 30 October 2024, included additional funding of £1.4bn for Scotland in 2024/25 and a further £1.4bn in 2025/26 – amounting to £2.8bn resource funding overall. In relation to capital there is an additional £0.07bn in 2024/25 and an extra £0.6bn in 2025/26. It will be for the Scottish Government to determine how to allocate this and until this is known it is recommended that the Council continue to develop options that will give the Council maximum flexibility in delivering a balanced budget.

4.4 For the Council the most significant impact will be the changes to National Insurance employer contribution rates and thresholds which are estimated to add between £6m-£7m to direct employee costs. There will also be an impact on partners including Leisure and Culture Dundee and Tayside Contracts and it can reasonably be expected that suppliers will seek to pass on these additional costs. The UK Government has set money aside to fund the public sector impact of the National Insurance and the Treasury have confirmed this is in addition to the funding set out in paragraph 3.3 above. However, as Scotland has a higher proportion of public sector employees than the UK as a whole it is not yet clear if this will be sufficient.

## **5 CONTEXT**

5.1 In 2020 the Equality Act introduced a Public Sector Equality Duty under which public authorities in Scotland must give due regard to eliminating unlawful discrimination; advancing equality of opportunity; and fostering good relations. In 2018 the Fairer Scotland Duty aspect of the Equality Act was introduced. This requires public bodies to also give regard to how, when making strategic decisions, they can reduce inequalities of outcome caused by socio-economic disadvantage.

5.2 The Council has a well-established process for assessing the impact of any policy change that it proposes in the form of an Integrated Impact Assessment. The consultation on possible Budget options proposed by Officers will assist the Council in complying with the Public Sector Equality Duty and the Fairer Scotland Duty. The results of the consultation would be reported back to Committee for Elected Members' final decision in due course.

- 5.3 To provide Members with options to support the setting of a balanced budget for financial year 2025/26. Officers have identified a range of potential savings that could be implemented, and these are set out in Appendix A.

#### **CONSULTATION PROCESS**

- 5.4 Subject to approval by the Committee the options set out in Appendix A will be included in the Council's 2025/26 budget consultation.
- 5.5 The consultation will run for a four-week period over November and December 2024 and will provide citizens with the opportunity to comment on budget as a whole and the specific budget options. This will allow time for the responses to be analysed and information made available in advance of the Council's budget setting meeting.
- 5.6 The consultation will be promoted in the context of other consultation exercises the Council is conducting and submissions will be sought on-line and through paper forms available in libraries, community centres, sheltered accommodation, schools and other appropriate locations.
- 5.7 The outcome of the consultation will be shared with all Elected Members. Having considered the responses should any options be developed into budget proposals that are recommended to be taken forward they will be subject to Integrated Impact Assessments that will be informed by consultation responses.

#### **6 POLICY IMPLICATIONS**

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

#### **7 CONSULTATIONS**

- 7.1 The Council Leadership Team have been consulted on the content of this report.

#### **8 BACKGROUND PAPERS**

- 8.1 None.

**ROBERT EMMOTT**

**EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

**6 NOVEMBER 2024**



Option	Description	Implementation Date	Possible Savings (£000)	
			2025/26	2026/27
1	<b>City marketing</b> The Council could remove its budget that supports marketing of Dundee City.	01/04/2025	40	40
2	<b>Community regeneration</b> The Council could remove the revenue budget it provides to support Community Regeneration.	01/04/2025	452	452
3	<b>UNESCO</b> The Council could cease the provision of funding to support the UNESCO city of design.	01/04/2025	60	60
4	<b>Cultural organisations</b> The Council could reduce the support it provides to the following cultural organisations: - Dundee Science Centre - Dundee Industrial Heritage - Dundee Contemporary Arts - Dundee Rep	01/04/2025	591	591
5	<b>School swimming pools</b> The Council could close the swimming pools in Baldrigon Academy, Grove Academy, Harris Academy, St Johns RC High School and St Pauls RC High School.	01/08/2025	180	440
6	<b>School crossing patroller service</b> The Council could to remove this service in places which do not meet the Rospa guidance threshold of a score of 4m.	01/08/2025	110	176
7	<b>Children's Services - Improve edge of care support</b> The Council could continue to improve edge of care support to reduce the total number of care experienced children and build local care capacity and maintain strong oversight of care planning to further reduce the number in external residential care.	01/04/2025	1,412	1,412
8	<b>Devolved school budgets</b> The Council could reduce the devolved school budgets in secondary schools by 1%.	01/04/2025	542	542
9	<b>Ancrum Activity Centre</b> The Council could relocate the activity centre and dispose of the premises.	01/04/2025	42	42
10	<b>Dundee House</b> The Council could seek to lease 1 or more floors in Dundee House on a commercial basis.	01/04/2025	250	250
11	<b>Third Party Payments</b> The Council could cease or reduce funding support for some or all of the following bodies: - Discovery Credit Union - Dundee Legal Advice Association - Save by the Bell - Brooksbank Centre and Services - Dundee Citizens Advice Services - Dudhope Centre – Bharatiya Ashram - Dundee International Women’s Centre - Lead Scotland - Boomerang - Under 12’s project	01/04/2025	876	876

Option	Description	Implementation Date	Possible Savings (£000)	
			2025/26	2026/27
12	<b>Discretionary Housing Payments</b> The Council could remove the revenue top up it provides to enhance the funding available for Discretionary Housing Payments.	01/04/2025	100	100
13	<b>Scottish Welfare Fund</b> The Council could remove the revenue top up it provides to enhance the funding available for the Scottish Welfare Fund.	01/04/2025	193	193
14	<b>Civic activities</b> The Council could reduce the funding it allocates to support civic events in the City.	01/04/2025	56	56
15	<b>Community Safety Wardens</b> The Council could reduce the number of wardens in place across the City.	01/04/2025	82	123
16	<b>Waste collection frequency</b> The Council could make changes as follows: (a)The frequency of residual waste (grey bin) collections could change from two-weekly to three-weekly (this would only apply to kerbside collections from properties with individual wheeled bins); (b)The frequency of food waste (green bin) collections could change from weekly to two-weekly (this would only apply to kerbside collections from properties with individual food bins); and (c)The frequency of mixed plastics recycling (burgundy bin) collections could change from three-weekly to four-weekly (this would only apply to kerbside collections from properties with individual wheeled bins).	01/10/2025	134	268
17	<b>Small skip service</b> The Council could withdraw the small skip service and replace this with either larger skips or commercial bins.	01/04/2025	50	50
18	<b>Recycling centre hours</b> The Council could withdraw the summer opening hours at Baldovie and Riverside recycling centres.	01/04/2025	10	10
19	<b>Lifeguarding service</b> The Council could cease the lifeguarding service that is provided on a seasonal basis at Broughty Ferry beach.	01/04/2025	32	32
20	<b>Air service</b> The Council could consider ending the subsidy for the Dundee to Heathrow air service when the contract expires.	01/11/2025	133	320
21	<b>Bus services</b> The Council could cease its subsidy of the evening and Sunday services on the Number 10 bus.	01/04/2025	134	134
22	<b>City events</b> The Council could remove its budget that supports city events, including the provision of Christmas lights.	01/04/2025	160	160
23	<b>Sustainable transport fund</b> The Council could reduce its budget that supports sustainable transport.	01/04/2025	37	37
24	<b>Accident investigations</b> The Council could cease the non statutory work it carries out investigation road accidents and safety.	01/04/2025	47	47
25	<b>Equalities funding</b> The Council could cease the provision of small grants it gives to support work on equalities.	01/04/2025	6	6

**REPORT TO: CITY GOVERNANCE COMMITTEE – 28 OCTOBER 2024**  
**REPORT ON: CAPITAL EXPENDITURE MONITORING 2024/25**  
**REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES**  
**REPORT NO: 266–2024**

**1 PURPOSE OF REPORT**

1.1 To appraise Elected Members of the latest position regarding the Council's Capital Plan 2024-29.

**2 RECOMMENDATION**

2.1 It is recommended that the Committee note the latest position regarding the Council's Capital Plan 2024-29.

**3 FINANCIAL IMPLICATIONS**

3.1 This report shows the latest projections for 2024/25 expenditure and total cost as at 31<sup>st</sup> August 2024.

Appendix 1, which details the General Services position to the end of August 2024, shows a revised projected outturn for 2024/25 of £120.995m, a decrease of £0.316m since the last capital monitoring report was approved at City Governance Committee on 23<sup>rd</sup> September 2024 (Report 239-2024, Article II refers). The reasons for this net movement are below the £0.250m threshold for reporting, so no narratives are required. The net movement in budget of £0.316m will be required in 2025/26 and will be funded from borrowing.

Appendix 3, which details the Housing HRA position to the end of August 2024, shows a projected outturn for 2024/25 of £19.032m. There are no variations since the last capital monitoring report was approved at City Governance Committee on 23<sup>rd</sup> September 2024 (Report 239-2024, Article II refers).

An explanation of the major variance is shown in Section 5 of the report.

**4 BACKGROUND**

4.1 The Capital Plan 2024-29 was approved at City Governance Committee on 18 February 2024 (Report 18-2024, Article VII refers).

In addition to monitoring the in-year budget (i.e. 2024/25) 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 2024/25 was approved as part of the Capital Plan 2024-29 at the City Governance Committee on 18 February 2024 (Report 18-2024, Article VII refers). Details of the current position are set out in section 6 of the report and officers are presently reviewing the Housing Capital Plan and will bring back further recommendations once this review is complete.

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 2024/25 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.

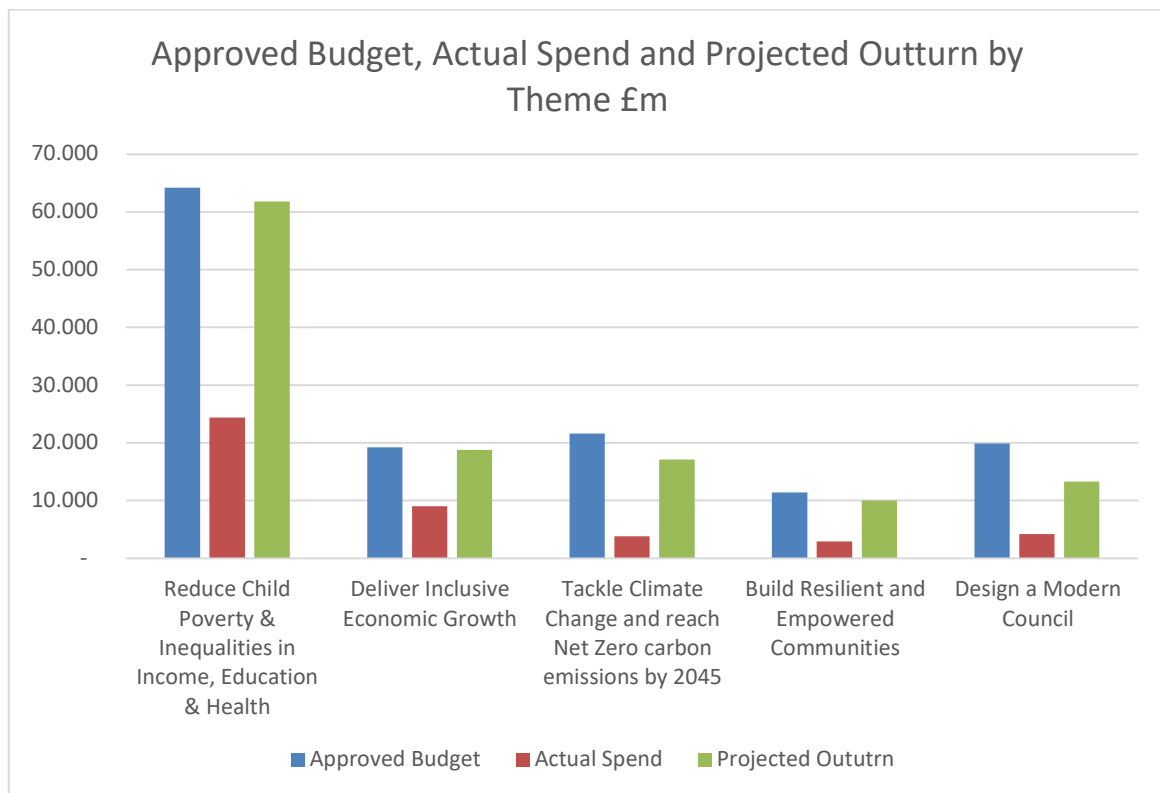
5 GENERAL SERVICES CURRENT POSITION

5.1 Appendix 2 details the latest projected outturn for major projects and programmes, both for 2024/25 and for the whole project life-span. 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 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. The projected completion date is assumed to be the end of the financial year. In addition, Procurement Strategy reports are being approved at committee which gives the Executive Directors delegated authority to award a contract to the successful bidder, without having to come back to committee, thus the approved total cost and timescales are not readily available for monitoring (previously taken from approved committee tender report). In these cases, reliance is on Service Officers updating the monitoring spreadsheet.

Appendix 1 summarises the total gross expenditure for 2024/25 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 31 August is £44.296m, 37% of the Revised Budget 2024/25 compared to 22% for the same period last year.

The above actual spend figure excludes any Architectural Services fee recharges for 2024/25, as Officers within City Development are currently reviewing, and it is anticipated that they will be incorporated into future reports. In addition, the figures exclude Engineer fees for the period June to August. It is anticipated that these fees will be incorporated into the next capital monitoring report.

The table below shows a comparison of approved budget, actual spend and projected outturn for 2024/25, broken down by Council Theme



The overall net decrease in the projected outturn for 2024/25 reflects project/programmes budgets being reprofiled.

5.2 2024/25 Expenditure Variations

Appendix 1, which details the General Services position to the end of August 2024, shows a revised projected outturn for 2024/25 of £120.995m, a decrease of £0.316m since the last capital monitoring report was approved at City Governance Committee on 23<sup>rd</sup> September 2024 (Report 239-2024, Article II refers). The reasons for this net movement are below the £0.250m threshold for reporting, so no narratives are required.

5.3 The table below shows the latest position regarding the capital resources for funding of the 2024/25 programme: -

	<b>Approved Budget £m</b>	<b>Adjustments £m</b>	<b>Revised Budget £m</b>	<b>Projected Outturn £m</b>	<b>Variance £m</b>
Borrowing	99.115	(6.619)	91.496	91.496	-
General Capital Grant	11.551	0.123	11.674	11.674	-
Capital Grants & Contributions	17.212	(2.117)	15.399	15.399	-
Capital Receipts – Sale of Assets	2.000	-	2.000	2.000	-
Capital Fund	<u>0.426</u>	-	<u>0.426</u>	<u>0.426</u>	-
	<u>130.304</u>	<u>(9.309)</u>	<u>120.995</u>	<u>120.995</u>	<u>-</u>

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

	<b>£m</b>
2020/21	39.537
2021/22	45.038
2022/23	44.086
2023/24	73.454
2024/25 (Projected)	120.995

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)

5.5.1 Social Care – Provision of Accommodation for adults with Learning Disabilities – Langlands Street (Reduce Child Poverty and Inequalities in Income, Education and Health – Other Projects). An allowance of £0.124m has been committed to adapt properties in Langlands Street for additional specifications beyond a regular Housing Association standard. It was originally envisaged that the payment would be made in last financial year, but the Housing Association are still awaiting the issuing of the habitation certificate, so that payment can be released. Discussions are ongoing to resolve the issues and release the payment.

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

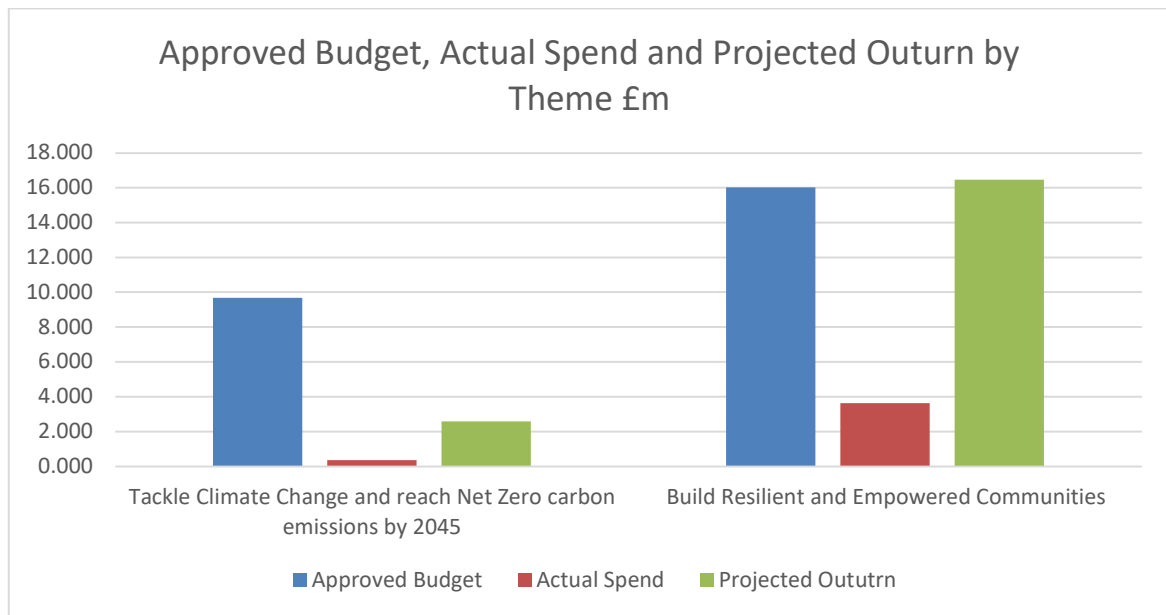
6.1 2024/25 Expenditure Variations

Appendix 2 details the latest projected outturn for each project, both for 2024/25 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. The projected completion date is assumed to be the end of the financial year. In addition, Procurement Strategy reports are being approved at committee which gives the Executive Directors delegated authority to award a contract to the successful bidder, without having to come back to committee, thus the approved total cost and timescales are not readily available for monitoring (previously taken from approved committee tender report). In these cases, reliance is on Service Officers updating the monitoring spreadsheet.

Appendix 3 summarises the total gross expenditure for 2024/25 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 31st August 2024 is £3.987m, 21% of the Revised Budget 2024/25 compared to 12% for the same period last year.

The above actual spend figure excludes any Architectural Services fee recharges for 2024/25, as Officers within City Development are currently reviewing, and it is anticipated that they will be incorporated into future reports. In addition, the figures exclude Engineer fees for the period June to August. It is anticipated that these fees will be incorporated into the next capital monitoring report.

The table below shows a comparison of approved budget, actual spend and projected outturn for 2024/25, broken down by Council Theme.



6.2 Appendix 3, which details the Housing HRA position to the end of August 2024, shows a projected outturn for 2024/25 of £19.032m. There are no variations since the last capital monitoring report was approved at City Governance Committee on 23<sup>rd</sup> September 2024 (Report 239-2024, Article II refers).



6.3 The table below shows the latest position regarding the funding of the 2024/25 programme: -

	<b>Approved Budget £m</b>	<b>Adjustments £m</b>	<b>Revised Budget £m</b>	<b>Projected Outturn £m</b>	<b>Variance £m</b>
Borrowing	22.864	(6.158)	16.706	16.706	-
Capital Grants & Contributions	1.209	(514)	695	695	-
CFCR	450	-	450	450	-
Capital Receipts – Sale of Assets	731	-	731	731	-
Receipts from Owners	<u>450</u>	<u>-</u>	<u>450</u>	<u>450</u>	<u>-</u>
	<u>25.704</u>	<u>(6.672)</u>	<u>19.032</u>	<u>19.032</u>	<u>-</u>

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

	<b>£m</b>
2020/21	7.316
2021/22	12.338
2022/23	9.232
2023/24	12.175
2024/25 (Projected)	19.032

#### 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.

As indicated above, officers are presently reviewing the Housing Capital Plan for 2024/25 and will report back to Committee with any recommended changes.

## 7 **RISK ASSESSMENT**

7.1 There are a number of risks which may have an impact on the Capital Expenditure programme. The main areas of risk are identified in Appendix 4 to this report. along with the impact. consequences and controls in place to mitigate the risk together with the mechanisms in place to help mitigate these risks.

## 8 **POLICY IMPLICATIONS**

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

## 9 **CONSULTATION**

9.1 The Council Leadership Team have been consulted and are in agreement with the content of this report.

10 **BACKGROUND PAPERS**

10.1 None.

**ROBERT EMMOTT**  
**EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

**18 OCTOBER 2024**

## 2024/25 DUNDEE CITY COUNCIL CAPITAL EXPENDITURE MONITORING TO 31st AUGUST 2024

Appendix 1

	<u>Approved</u> <u>Capital</u> <u>Budget</u> <u>2024/25</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>2024/25</u> <u>£000</u>	<u>Actual</u> <u>Spend</u> <u>2024/25</u> <u>£000</u>	<u>Projected</u> <u>Outturn</u> <u>2024/25</u> <u>£000</u>	<u>Variance</u> <u>£000</u>	<u>Actual Spend</u> <u>to 31.08.24</u> <u>as a % of</u> <u>Revised</u> <u>Budget</u>
<b>GENERAL SERVICES</b>							
<b><u>Capital Expenditure</u></b>							
Reduce Child Poverty & Inequalities in Income, Education & Health	64,217	(2,388)	61,829	24,356	61,829	0	39%
Deliver Inclusive Economic Growth	19,232	(440)	18,792	9,037	18,792	0	48%
Tackle Climate Change and reach Net Zero carbon emissions by 2045	21,584	(4,491)	17,093	3,819	17,093	0	22%
Build Resilient and Empowered Communities	11,402	(1,421)	9,981	2,924	9,981	0	29%
Design a Modern Council	19,869	(6,569)	13,300	4,160	13,300	0	31%
<b>Capital Expenditure 2024/25</b>	<b>136,304</b>	<b>(15,309)</b>	<b>120,995</b>	<b>44,296</b>	<b>120,995</b>	<b>0</b>	<b>37%</b>
<b><u>Capital Resources</u></b>							
Expenditure Funded from Borrowing	99,115	(7,619)	91,496	35,306	91,496		
General Capital Grant	11,551	123	11,674	5,285	11,674		
Capital Grants & Contributions - project specific	17,212	(1,813)	15,399	2,291	15,399		
Capital Receipts - Sale of Assets	2,000		2,000	988	2,000		
Capital Fund	426		426	426	426		
<b>Capital Resources 2024/25</b>	<b>130,304</b>	<b>(9,309)</b>	<b>120,995</b>	<b>44,296</b>	<b>120,995</b>		
<b>Capital Expenditure as % of Capital Resources</b>	<b>105%</b>		<b>100%</b>		<b>100%</b>		

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

Project/Nature of Expenditure	Approved Budget	Total	Revised Budget	Expenditure to	Projected	Note 1				
	2024/25 £000	Adjusts £000	2024/25 £000	31/8/24 £'000	Outturn 2024/25 £000	Actual Project Cost to 31/8/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
<b>MAJOR PROJECTS - Reduce Child Poverty and Inequalities</b>										
Harris Academy Extension	200	(5)	195	116	195	4,745	5,174	4,824	Dec-23	Aug-24
(Less External Funding)	(200)	5	(195)		(195)	(4,629)	(5,174)	(4,824)		
School Estate Investment-East End Community Campus	63,657	(2,557)	61,100	24,226	61,100	54,345	100,800	100,800	Jul-25	Jul-25
<b>OTHER PROJECTS - Reduce Child Poverty and Inequalities</b>	360	174	534	14	534	3,573	4,571	4,492		
(Less External Funding)		(250)	(250)		(250)					
<b>Net Expenditure</b>	<b>64,017</b>	<b>(2,633)</b>	<b>61,384</b>	<b>24,356</b>	<b>61,384</b>	<b>58,034</b>	<b>105,371</b>	<b>105,292</b>		
<b>Receipts</b>	<b>(200)</b>	<b>(245)</b>	<b>(445)</b>		<b>(445)</b>	<b>(4,629)</b>	<b>(5,174)</b>	<b>(4,824)</b>		
<b>Gross Expenditure</b>	<b>64,217</b>	<b>(2,388)</b>	<b>61,829</b>	<b>24,356</b>	<b>61,829</b>	<b>62,663</b>	<b>110,545</b>	<b>110,116</b>		

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 2024-29

## DELIVER INCLUSIVE ECONOMIC GROWTH

Note 1

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 31/8/24 £'000	Projected Outturn 2024/25 £000	Actual Project Cost to 31/8/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
<b>MAJOR PROJECTS - Deliver Inclusive Economic Growth</b>										
Site 6 South Development - Offices	18,620	(162)	18,458	8,993	18,458	15,417	26,202	26,202	Feb-25	Apr-25
<b>OTHER PROJECTS - Deliver Inclusive Economic Growth</b>	612	(278)	334	44	334	1,957	2,702	2,618		
<b>(Less External Funding)</b>	(351)	271	(80)		(80)	(64)	(475)	(475)		
<b>Net Expenditure</b>	<b>18,881</b>	<b>(169)</b>	<b>18,712</b>	<b>9,037</b>	<b>18,712</b>	<b>17,310</b>	<b>28,429</b>	<b>28,345</b>		
<b>Netted Off Receipts</b>	<b>(351)</b>	<b>271</b>	<b>(80)</b>		<b>(80)</b>	<b>(64)</b>	<b>(475)</b>	<b>(475)</b>		
<b>Gross Expenditure</b>	<b>19,232</b>	<b>(440)</b>	<b>18,792</b>	<b>9,037</b>	<b>18,792</b>	<b>17,374</b>	<b>28,904</b>	<b>28,820</b>		

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 2024-29

## TACKLE CLIMATE CHANGE AND REACH NET ZERO CARBON EMISSIONS BY 2045

Project/Nature of Expenditure	Approved Budget	Total	Revised Budget	Expenditure to	Projected Outturn	Note 1				
	2024/25 £000	Adjusts £000	2024/25 £000	31/8/24 £'000	2024/25 £000	Actual Project Cost to 31/8/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
<b>MAJOR PROJECTS - Tackle Climate Change and Reach Net Zero Emissions by 2045</b>										
Broughty Ferry to Monifieth Active Travel Improvements	2,580	(61)	2,519	417	2,519	15,876	9,067	18,031	Sep-24	Sep-24
(Less External Funding)	(1,830)	61	(1,769)	30	(1,769)	(15,429)	(9,067)	(17,172)	Sep-24	Sep-24
Tier 1 Active Travel Infrastructure Fund (formerly known as Cycling, Walking & Safer Routes)	652	353	1,005	220	1,005	1,090	1,875	1,875	Mar-25	Mar-25
(Less External Funding)	(652)	(353)	(1,005)	(220)	(1,005)	(220)	(1,005)	(1,005)	Mar-25	Mar-25
DCA Lifecycle plant replacement programme	500	(250)	250		250	66	4,550	4,550	Tender targeted for approval prior to end of 2024/25	
Low Carbon Transport (Green Transport Hub & Spokes - Bell Street)	12,170	(2,125)	10,045	1,852	10,045	2,720	16,000	16,000	Main Tender targeted for approval January 2025 Committee	
(Less External Funding)	(11,870)	1,825	(10,045)	(1,852)	(10,045)	(2,700)	(14,400)	(14,400)		
Vehicle Fleet & Infrastructure	2,828	(1,513)	1,315	1,047	1,315	2,172	2,440	2,440	Mar-25	Mar-25
(Less Sale of Vehicles & Equipment)		(52)	(52)	(48)	(52)	(238)	(242)	(242)	Mar-25	Mar-25
<b>OTHER PROJECTS - Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045</b>	2,854	(895)	1,959	283	1,959	21,221	23,952	23,887		
(Less External Funding)		(592)	(592)	(151)	(592)	(2,238)	(2,548)	(2,548)		
<b>Net Expenditure</b>	<b>7,232</b>	<b>(3,602)</b>	<b>3,630</b>	<b>1,578</b>	<b>3,630</b>	<b>22,320</b>	<b>30,622</b>	<b>31,416</b>		
<b>Receipts</b>	<b>(14,352)</b>	<b>889</b>	<b>(13,463)</b>	<b>(2,241)</b>	<b>(13,463)</b>	<b>(20,825)</b>	<b>(27,262)</b>	<b>(35,367)</b>		
<b>Gross Expenditure</b>	<b>21,584</b>	<b>(4,491)</b>	<b>17,093</b>	<b>3,819</b>	<b>17,093</b>	<b>43,145</b>	<b>57,884</b>	<b>66,783</b>		

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 2024-29



**BUILD RESILIENT AND EMPOWERED COMMUNITIES**

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 31/8/24 £'000	Projected Outturn 2024/25 £000
<b>MAJOR PROJECTS - Build Resilient and Empowered Communities</b>					
Road Maintenance Partnership	3,460	(94)	3,366	1,496	3,366
Street Lighting Renewal	1,117	(1)	1,116	354	1,116
City Improvement/Investment Fund	1,365	(1,183)	182	28	182
(Less External Funding)	(1,115)	1,115	0	0	0
Parks & Open Spaces	2,408	(267)	2,141	284	2,141
(Less External Funding)	(365)		(365)		(365)
<b>OTHER PROJECTS/PROGRAMMES - Build Resilient and Empowered Communities</b>	3,052	124	3,176	762	3,176
(Less External Funding)	(829)	(216)	(1,045)	(76)	(1,045)
<b>Net Expenditure</b>	<b>9,093</b>	<b>(522)</b>	<b>8,571</b>	<b>2,848</b>	<b>8,571</b>
<b>Receipts</b>	<b>(2,309)</b>	<b>899</b>	<b>(1,410)</b>	<b>(76)</b>	<b>(1,410)</b>
<b>Gross Expenditure</b>	<b>11,402</b>	<b>(1,421)</b>	<b>9,981</b>	<b>2,924</b>	<b>9,981</b>

Note 1

Actual Project Cost to 31/8/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/Actual Completion Date
1,496	3,366	3,366	Mar-25	Mar-25
354	1,116	1,116	Mar-25	Mar-25
2	2,717	2,717	Mar-25	Mar-25
(693)	(693)	(693)	Mar-25	Mar-25
1,329	3,190	3,190	Mar-25	Mar-25
(275)	(640)	(640)	Mar-25	Mar-25
6,206	8,932	8,238		
(729)	(1,353)	(1,353)		
<b>7,690</b>	<b>16,635</b>	<b>15,941</b>		
<b>(1,697)</b>	<b>(2,686)</b>	<b>(2,686)</b>		
<b>9,387</b>	<b>19,321</b>	<b>18,627</b>		

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 2024-29

DESIGN A MODERN COUNCIL

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 31/8/24 £'000	Projected Outturn 2024/25 £000
<b>MAJOR PROJECTS/PROGRAMMES - Design a Modern Council</b>					
Baldovie Depot Redevelopment	3,071	(2,071)	1,000	33	1,000
Depot Rationalisation Programme	2,092	(1,592)	500	12	500
Dundee Ice Arena Plant & Upgrade	577	(227)	350	(16)	350
Olympia Refurbishment Works		197	197	82	197
Property Lifecycle Development Programme	6,285	(211)	6,074	1,089	6,074
Purchase Computer Equipment	1,258	43	1,301	712	1,301
(Less External Funding)		(1)	(1)		(1)
Desktop Management Software	1,500	(1,242)	258		258
Schools Connectivity	1,100	474	1,574	1,432	1,574
<b>OTHER PROJECTS/PROGRAMMES - Design a Modern Council</b>					
	3,986	(1,940)	2,046	816	2,046
<b>Net Expenditure</b>	<b>19,869</b>	<b>(6,570)</b>	<b>13,299</b>	<b>4,160</b>	<b>13,299</b>
<b>Netted Off Receipts</b>		<b>(1)</b>	<b>(1)</b>		<b>(1)</b>
<b>Gross Expenditure</b>	<b>19,869</b>	<b>(6,569)</b>	<b>13,300</b>	<b>4,160</b>	<b>13,300</b>

Note 1

Actual Project Cost to 31/8/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
208	5,200	5,200		Tender will follow acquisition of land
373	3,063	3,063		Service review ongoing - tender will follow once review complete
1,035	9,100	9,100		Early stages of development with consultation on-going. Tender report will follow
6,149	6,163	6,264	Oct-23	Dec-23
4,032	9,017	9,017	Mar-25	Mar-25
3,459	4,048	4,048	Mar-25	Mar-25
(648)	(650)	(648)	Mar-23	Mar-23
1,458	2,600	2,600		
4,408	6,329	8,274		
<b>20,474</b>	<b>44,870</b>	<b>46,918</b>		
<b>(648)</b>	<b>(650)</b>	<b>(648)</b>		
<b>21,122</b>	<b>45,520</b>	<b>47,566</b>		

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 2024-29

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

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 31/08/2024	Projected Outturn 2024/25 £000
Energy Efficient	9,683	(7,100)	2,583	351	2,583
<b>Net Expenditure</b>	<b>9,683</b>	<b>(7,100)</b>	<b>2,583</b>	<b>351</b>	<b>2,583</b>
<b>Receipts</b>					
<b>Gross Expenditure</b>	<b>9,683</b>	<b>(7,100)</b>	<b>2,583</b>	<b>351</b>	<b>2,583</b>

Note 1				
Actual Project Cost to 31/08/2024 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
486	2,718	2,718	Mar-25	Mar-25
<b>486</b>	<b>2,718</b>	<b>2,718</b>		
<b>486</b>	<b>2,718</b>	<b>2,718</b>		

## BUILD RESILIENT AND EMPOWERED COMMUNITIES - HOUSING REVENUE ACCOUNT ELEMENT

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 31/08/2024	Projected Outturn 2024/25 £000
Free from Serious Disrepair	4,550	1,850	6,400	1,161	6,400
Modern Facilities & Services	1,000	500	1,500		1,500
Healthy, Safe and Secure	2,710	804	3,514	328	3,514
Miscellaneous	1,437	686	2,123	659	2,123
Increased Supply of Council Housing	6,114	(4,312)	1,802	1,437	1,802
(Less External Funding)	(1,209)	514	(695)		(695)
Demolitions	10		10	6	10
Sheltered Lounge Upgrades	200		200	45	200
Improvement Plan		900	900		900
<b>Net Expenditure</b>	<b>14,812</b>	<b>942</b>	<b>15,754</b>	<b>3,636</b>	<b>15,754</b>
<b>Receipts</b>	<b>(1,209)</b>	<b>514</b>	<b>(695)</b>		<b>(695)</b>
<b>Gross Expenditure</b>	<b>16,021</b>	<b>428</b>	<b>16,449</b>	<b>3,636</b>	<b>16,449</b>

Note 1				
Actual Project Cost to 31/08/2024 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
2,479	7,184	7,634	Mar-25	Mar-25
17	1,050	1,517	Mar-25	Mar-25
6,798	9,298	9,298	Mar-25	Mar-25
1,710	3,174	3,174	Mar-25	Mar-25
2,836	3,201	3,201	Mar-25	Mar-25
	(1,824)	(1,824)	Mar-25	Mar-25
31	35	35	Mar-25	Mar-25
62	200	217	Mar-25	Mar-25
	900	900	Mar-25	Mar-25
<b>13,933</b>	<b>23,218</b>	<b>24,152</b>		
	<b>(1,824)</b>	<b>(1,824)</b>	<b>45,747</b>	<b>45,747</b>
<b>13,933</b>	<b>25,042</b>	<b>25,976</b>	<b>(45,747)</b>	<b>(45,747)</b>

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 2024-29

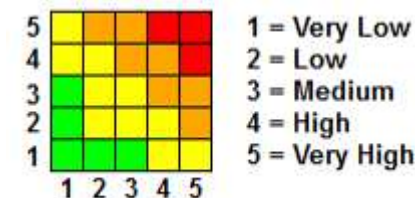
## DUNDEE CITY COUNCIL CAPITAL EXPENDITURE MONITORING 31 AUGUST 2024

Appendix 3

	<u>Approved Capital Budget 2024/25 £000</u>	<u>Total Budget Adjustments £000</u>	<u>Revised Capital Budget 2024/25 £000</u>	<u>Actual Spend to 31 Aug 2024 £000</u>	<u>Projected Outturn 2024/25 £000</u>	<u>Variance £000</u>	<u>Actual Spend to 31.8.2024 as a % of Revised Budget</u>
<b>Capital Expenditure 2024/25</b>							
<b><u>Tackle Climate Change and reach Net Zero carbon emissions by 2045</u></b>							
Energy Efficiency	9,683	(7,100)	2,583	351	2,583	-	14%
<b><u>Build Resilient and Empowered Communities</u></b>							
Free from Serious Disrepair	4,550	1,850	6,400	1161	6,400	-	18%
Modern Facilities and Services	1,000	500	1,500		1,500	-	0%
Healthy, Safe & Secure	2,710	804	3,514	328	3,514	-	9%
Miscellaneous	1,437	686	2,123	659	2,123	-	31%
Increase Supply of Council Housing	6,114	(4,312)	1,802	1,437	1,802	-	80%
Demolitions	10		10	6	10	-	60%
Sheltered Lounge Upgrades	200		200	45	200	-	23%
Improvement Plan		900	900		900	-	0%
<b>Capital Expenditure 2024/25</b>	<b>25,704</b>	<b>(6,672)</b>	<b>19,032</b>	<b>3,987</b>	<b>19,032</b>	-	21%
<b><u>Capital Resources 2024/25</u></b>							
<b>Expenditure Funded from Borrowing</b>	22,864	(6,158)	16,706	5,232	16,706	-	
<b>Capital Receipts, Grants &amp; Contributions - project specific</b>							
Scottish Government Grants	1,209	(514)	695	(1,297)	695	-	
<b>Capital Funded from Current Revenue</b>							
Council Tax discount reductions used to fund affordable housing	450		450		450	-	
<b>Capital Receipts, Grants &amp; Contributions</b>							
Receipts from Owners	450		450	31	450	-	
<b>Capital Receipts:-</b>							
Sale of Assets - Land	731		731	21	731	-	
<b>Capital Expenditure as % of Capital Resources</b>	<b>100%</b>		<b>100%</b>		<b>100%</b>		

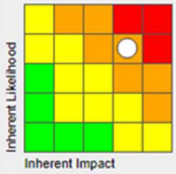
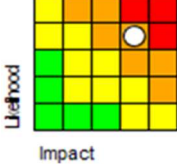
## APPENDIX 4

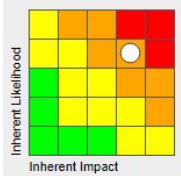
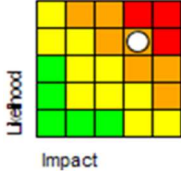
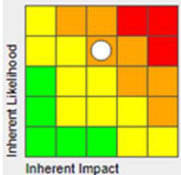
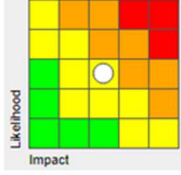
### Pentana Risk Matrix



**Risk Report**  
**Report Type: Capital Monitoring 2024/25**  
**Report Author: Executive Director of Corporate Services**

Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
1.General Price inflation may be greater than contingencies already built into figures in capital monitoring/plan.	<ul style="list-style-type: none"> <li>The invasion of Ukraine</li> <li>Labour shortages pushing up labour costs.</li> <li>Economic uncertainty due to political factors</li> </ul>	<ul style="list-style-type: none"> <li>Increased financial cost of projects.</li> <li>Potential Overspends as allowance in Capital Plan is insufficient to cover increased cost.</li> </ul>	<ul style="list-style-type: none"> <li>Changes to the scope of projects to accommodate additional costs.</li> <li>Delays to project progressing due to rescoping of project.</li> <li>Changes to Capital Plan to accommodate the additional costs by reallocation of resources from other projects</li> </ul>	<p>Inherent Likelihood</p> <p>Inherent Impact</p>	<ul style="list-style-type: none"> <li>Robust Capital Monitoring processes in place to enable any potential issues to be highlighted as soon as they arise, and any necessary action taken.</li> </ul>	<p>Likelihood</p> <p>Impact</p>
2.Additional Costs once Project has started and works on-going	<ul style="list-style-type: none"> <li>Unforeseen circumstances such as ground conditions leading to delay and /or additional cost.</li> <li>Under performance in the materials supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>Increased financial cost of projects.</li> <li>Potential Overspends as allowance in Capital Plan is insufficient to cover increased cost.</li> </ul>	<ul style="list-style-type: none"> <li>The estimated completion of the project is delayed</li> <li>Changes to the scope of the ongoing project, if possible, to accommodate the increased costs.</li> <li>Changes to Capital Plan to accommodate the</li> </ul>	<p>Inherent Likelihood</p> <p>Inherent Impact</p>	<ul style="list-style-type: none"> <li>Robust monitoring of the project by professional Project Managers means potential issues are highlighted and remedial action taken to resolve as soon as possible.</li> <li>Specific Risk registers exist for major capital</li> </ul>	<p>Likelihood</p> <p>Impact</p>

Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
			additional costs by reallocation of resources from other projects		projects contained within the capital monitoring, and they are continually reviewed as the project progresses, and corrective action taken where necessary. <ul style="list-style-type: none"> <li>Capital monitoring processes ensure overspends are highlighted as soon as known and corrective action taken.</li> </ul>	
3.Estimated Completion date for the Project	<ul style="list-style-type: none"> <li>Extreme weather conditions can delay progress</li> <li>Unforeseen issues can arise once project starts e.g. ground conditions</li> <li>Under performance in the materials supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>Delay in the asset becoming operational.</li> <li>Negative press coverage for Council</li> <li>Service delivery impacted due to delays in completing works.</li> </ul>	<ul style="list-style-type: none"> <li>Potential additional revenue costs as asset not operational and ready to be used,</li> <li>Delay In achieving revenue savings from the project.</li> <li>Knock on effect of not being able to progress subsequent projects, as staff engaged on delivery of current project.</li> <li>Potential additional capital costs where equipment has been hired.</li> <li>Potential claim from contractors for extension of time.</li> </ul>		<ul style="list-style-type: none"> <li>Robust monitoring of the project by professional Project Managers means when potential delays to the project are highlighted and remedial action taken to resolve as soon as possible to minimise any delays to the completion date.</li> </ul>	

Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
<p>4.Capital Receipts from Sale of Assets not achieved</p>	<ul style="list-style-type: none"> <li>Uncertain market conditions, e.g. level of interest rates and inflation, means housing developers are not purchasing sites for development.</li> <li>Abnormals can reduce the value of the site being marketed.</li> <li>Brownfield sites have higher level of abnormals due to contamination etc.</li> <li>Uncertain economic/world means businesses are not expanding.</li> </ul>	<ul style="list-style-type: none"> <li>Less funding available to fund current capital programme</li> </ul>	<ul style="list-style-type: none"> <li>Alternate capital resources identified to compensate for the shortfall, if possible.</li> <li>Capital programme is reprioritised to take account of the funding shortfall</li> </ul>		<ul style="list-style-type: none"> <li>Robust monitoring of the projected capital receipts by officers from City Development and Support services, means any shortfalls are identified and remedial action taken.</li> </ul>	
<p>5.Delays in Capital Receipts being Received</p>	<ul style="list-style-type: none"> <li>Uncertain market conditions, e.g. level of interest rates, inflation and uncertainties in the economy due to political climate means housing developers are delaying purchasing sites for development, in anticipation that interest rates and rate of inflation will come down</li> </ul>	<ul style="list-style-type: none"> <li>Less funding available to fund current capital programme in the short term</li> </ul>	<ul style="list-style-type: none"> <li>Capital programme is slipped to take account of the delays in receiving the capital receipts</li> </ul>		<ul style="list-style-type: none"> <li>Robust monitoring of the projected capital receipts by officers from City Development and Support services, means any short-term delays are identified and remedial action taken.</li> <li>The capital expenditure programme naturally slips due to external factors, so any delays in</li> </ul>	



Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
	<ul style="list-style-type: none"><li data-bbox="383 231 654 475">Businesses are delaying applying for business loans for expanding etc in anticipation that interest rates will come down further.</li></ul>				receiving receipts can be matched against the expenditure slippage.	

**REPORT TO: CITY GOVERNANCE COMMITTEE – 18 NOVEMBER 2024**  
**REPORT ON: CAPITAL EXPENDITURE MONITORING 2024/25**  
**REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES**  
**REPORT NO: 315–2024**

**1 PURPOSE OF REPORT**

1.1 To appraise Elected Members of the latest position regarding the Council's Capital Plan 2024-29.

**2 RECOMMENDATION**

2.1 It is recommended that the Committee note the latest position regarding the Council's Capital Plan 2024-29.

**3 FINANCIAL IMPLICATIONS**

3.1 This report shows the latest projections for 2024/25 expenditure and total cost as at 30<sup>th</sup> September 2024.

Appendix 1, which details the General Services position to the end of September 2024, shows a revised projected outturn for 2024/25 of £117.195m, a decrease of £3.800m since the last capital monitoring report was approved at City Governance Committee on 28<sup>th</sup> October 2024 (Report 266-2024, Article IV refers). The net movements that have contributed to this decrease are summarised in paragraph 5.1 of this report. The net movement in budget of £3.800m will be required in 2025/26 and will be funded from a combination of borrowing and grants and contributions.

Appendix 3, which details the Housing HRA position to the end of September 2024, shows a projected outturn for 2024/25 of £18.827m a decrease of £0.205m since the last capital monitoring report was approved at City Governance Committee on 28<sup>th</sup> October 2024 (Report 266-2024, Article IV refers).

An explanation of the major variances are shown in Section 5 and 6 of the report.

**4 BACKGROUND**

4.1 The Capital Plan 2024-29 was approved at City Governance Committee on 18 February 2024 (Report 18-2024, Article VII refers).

In addition to monitoring the in-year budget (i.e. 2024/25) 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 2024/25 was approved as part of the Capital Plan 2024-29 at the City Governance Committee on 18 February 2024 (Report 18-2024, Article VII refers). Details of the current position are set out in section 6 of the report and officers are presently reviewing the Housing Capital Plan and will bring back further recommendations once this review is complete.

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 2024/25 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.

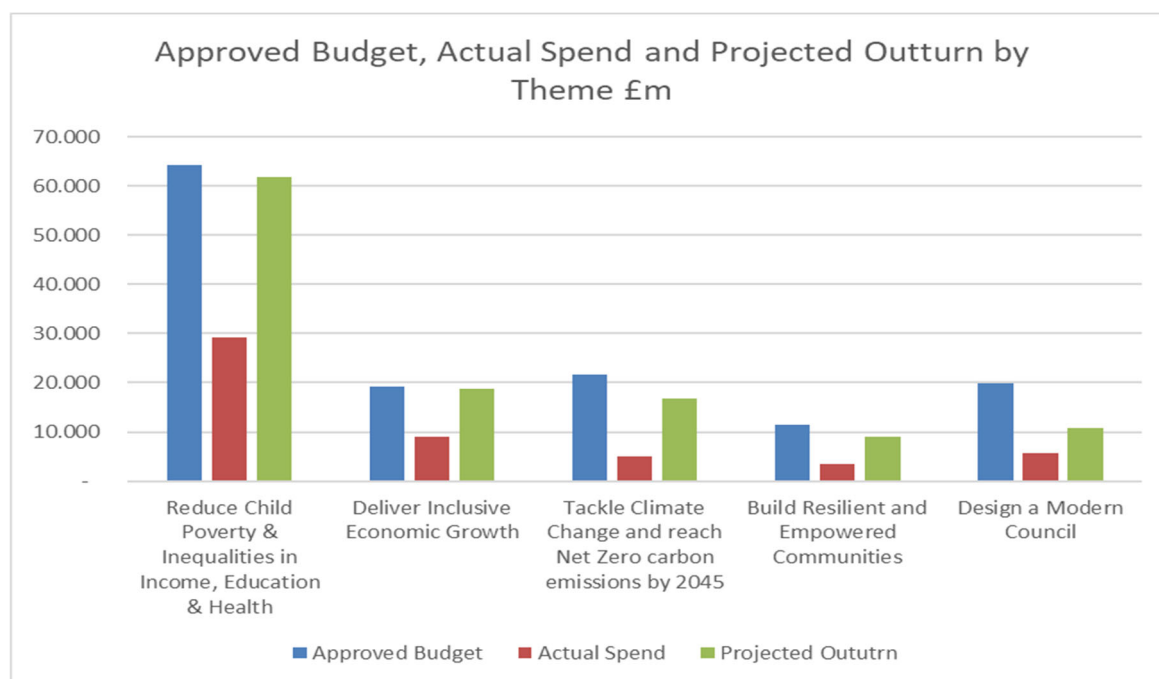
5 GENERAL SERVICES CURRENT POSITION

5.1 Appendix 2 details the latest projected outturn for major projects and programmes, both for 2024/25 and for the whole project life-span. 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 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. The projected completion date is assumed to be the end of the financial year. In addition, Procurement Strategy reports are being approved at committee which gives the Executive Directors delegated authority to award a contract to the successful bidder, without having to come back to committee, thus the approved total cost and timescales are not readily available for monitoring (previously taken from approved committee tender report). In these cases, reliance is on Service Officers updating the monitoring spreadsheet.

Appendix 1 summarises the total gross expenditure for 2024/25 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 30 September is £52.379m, 45% of the Revised Budget 2024/25 compared to 32% for the same period last year.

The above actual spend figure excludes any Architectural Services fee recharges for 2024/25, as Officers within City Development are currently reviewing, and it is anticipated that they will be incorporated into future reports.

The table below shows a comparison of approved budget, actual spend and projected outturn for 2024/25, broken down by Council Theme



The overall net decrease in the projected outturn for 2024/25 reflects project/programmes budgets being reprofiled. Key variations are as follows and details are provided in subsequent paragraphs.

Increase in planned expenditure:

- Low Carbon Transport (Green Transport Hub & Spokes – Bell St) - £0.613m

Reduction in planned expenditure:

- Deferral of Capital Spend to achieve revenue savings – Various projects – (£2.148m)
- Parks & Open Spaces – Playpark Improvements – (£0.518m)
- Baldovie Depot Redevelopment – (£0.900m)

## 5.2 2024/25 Expenditure Variations

Appendix 1, which details the General Services position to the end of September 2024, shows a revised projected outturn for 2024/25 of £117.195m, a decrease of £3.800m since the last capital monitoring report was approved at City Governance Committee on 28<sup>th</sup> October 2024 (Report 266-2024, Article IV refers). The net movements that have contributed to this decrease are summarised below in paragraphs 5.2.1 to 5.2.4.

5.2.1 Low Carbon Transport (Green Transport Hub & Spokes – Bell St) (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045) – Additional expenditure of £0.613m in 2024/25. The increase in projected expenditure relates to the award from Transport Scotland of £1.645m to support cycle storage and improved active travel infrastructure and hard landscaping to the approach and curtilage of the hub. This is partially offset by a reduction in projected spend due to the budget being rephased to reflect the current programme for the main works, funded by a capital grant from UK Government – Levelling Up Fund. There will be no impact on the Council's level of borrowing.

5.2.2 Deferral of Capital Spend – Various Projects – Reduction in projected expenditure of £2.148m in 2024/25. Officers have undertaken a review of the capital programme to identify projects, funded from borrowing, which can be deferred into 2025/26, in order to generate a saving in capital financing costs in 2025/26. The budgets affected include:

- Depot rationalisation Programme – (£0.400m)
- Dundee Ice Arena Plant & Upgrade – (£0.250m)
- Property Lifecycle Development Programme – (£0.497m)
- Contingency Capital Expenditure – (£0.550m)

The balance is made up of smaller budget adjustments, less than the £0.250m reporting threshold. This expenditure will be required in 2025/26. There will be a reduction in borrowing in 2024/25 and a corresponding increase in 2025/26.

In addition, report 244-2024 Revenue Monitoring 2024/25, to City Governance Committee on 28<sup>th</sup> October 2024, Article V, approved the capitalisation of £0.250m of expenditure of a capital nature, currently charged to City Development revenue, to be transferred to capital, to assist the projected overspend on Revenue in 2024/25.

5.2.3 Parks & Open Spaces (Build Resilient & Empowered Communities) – Reduction in projected expenditure of £0.518m in 2024/25 and Improvements to Playpark and Equipment. The next phase of the programme of works are currently being designed and the works will be carried out spring /summer 2025. The budget will be required in 2025/26. There will be a decrease in borrowing in 2024/25 and a corresponding increase in 2025/26.

5.2.4 Baldovie Depot Redevelopment (Design a Modern Council) – Reduction in projected expenditure of £0.900m in 2024/25. The land acquisition, planning process and legal sale are progressing to a revised programme. Once concluded a revised programme for procurement will be developed leading to targeting a construction start in spring 2025. The expenditure will be required in 2025/26. There will be a reduction in borrowing in 2024/25 and a corresponding increase in 2025/26.

5.3 The table below shows the latest position regarding the capital resources for funding of the 2024/25 programme: -

	<b>Approved Budget £m</b>	<b>Adjustments £m</b>	<b>Revised Budget £m</b>	<b>Projected Outturn £m</b>	<b>Variance £m</b>
Borrowing	99.115	(12.131)	86.984	86.984	-
General Capital Grant	11.551	0.279	11.830	11.830	-
Capital Grants & Contributions	17.212	(1.257)	15.955	15.955	-
Capital Receipts – Sale of Assets	2.000	-	2.000	2.000	-
Capital Fund	<u>0.426</u>	-	<u>0.426</u>	<u>0.426</u>	-
	<u>130.304</u>	<u>(13.109)</u>	<u>117.195</u>	<u>117.195</u>	<u>-</u>

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

	<b>£m</b>
2020/21	39.537
2021/22	45.038
2022/23	44.086
2023/24	73.454
2024/25 (Projected)	117.195

#### 5.4 Projected Total Cost Variations

5.4.1 Olympia Refurbishment Works (Design a Modern Council) – Additional expenditure of £0.522m. The approved cost of the works at Olympia was £6.163m, (report 151-2022 to Recess Sub Committee on 6<sup>th</sup> July 2022, Article III refers). The final projected cost is now £6.685m, an increase of £0.522m. The reasons for this additional expenditure comprise additional works identified and incorporated during the currency of the contract period, including fire damper/fire safety works, the overhaul of the moveable floor, adaptation of the ventilation system design due to interfacing with the existing structure. These additional items along with on-site instructed works added to the officer resource managing a complex refurbishment project. As a consequence, additional time demand upon the project team resulted in additional professional fees. The additional expenditure is being funded from savings in other projects within the capital programme. There will be no impact on the Council's level of borrowing as a result of this additional expenditure.

#### 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

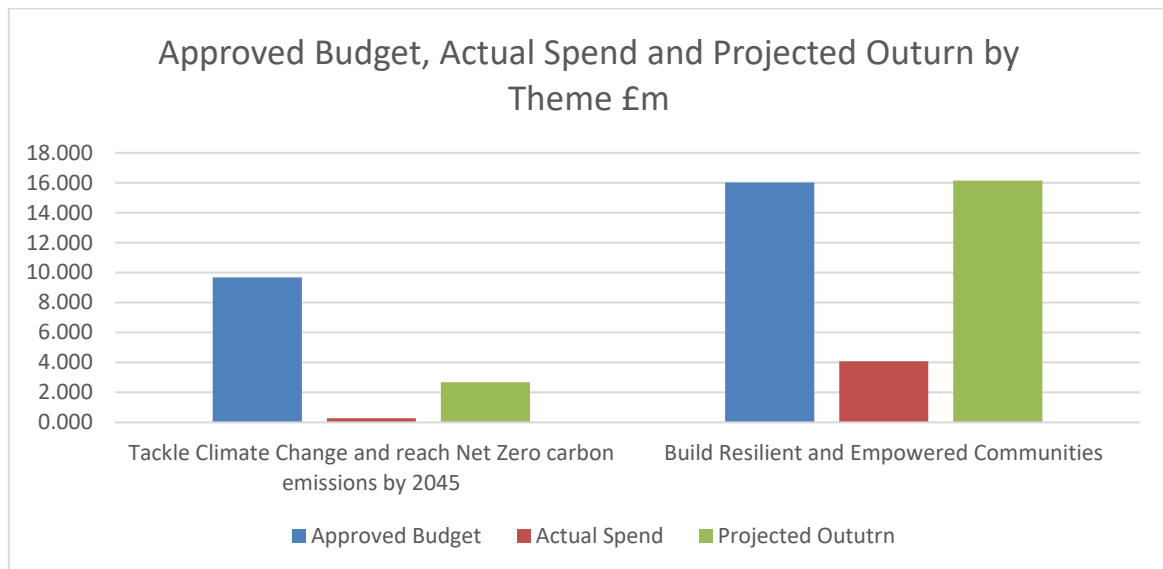
### 6.1 2024/25 Expenditure Variations

Appendix 2 details the latest projected outturn for each project, both for 2024/25 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. The projected completion date is assumed to be the end of the financial year. In addition, Procurement Strategy reports are being approved at committee which gives the Executive Directors delegated authority to award a contract to the successful bidder, without having to come back to committee, thus the approved total cost and timescales are not readily available for monitoring (previously taken from approved committee tender report). In these cases, reliance is on Service Officers updating the monitoring spreadsheet.

Appendix 3 summarises the total gross expenditure for 2024/25 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 30<sup>th</sup> September 2024 is £4.345m, 23% of the Revised Budget 2024/25 compared to 17% for the same period last year.

The above actual spend figure excludes any Architectural Services fee recharges for 2024/25, as Officers within City Development are currently reviewing, and it is anticipated that they will be incorporated into future reports.

The table below shows a comparison of approved budget, actual spend and projected outturn for 2024/25, broken down by Council Theme.



6.2 Appendix 3, which details the Housing HRA position to the end of September 2024, shows a projected outturn for 2024/25 of £18.827m a decrease of £0.205m since the last capital monitoring report was approved at City Governance Committee on 28th October 2024 (Report 266-2024, Article IV refers). The net movements that have contributed to this decrease are summarised below in paragraphs 6.2.1 to 6.2.5.

6.2.1 Energy Efficiency - External Insulation and Cavity Fill (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045) - The projected expenditure has decreased by £0.388m in 2024/25. The 2024/25 programme has been updated to reflect the latest timescales and estimates following the design and tender process.

6.2.2 Energy Efficiency - Heating Replacement (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045) - The projected expenditure has increased by £0.334m in 2024/25 due to the tender being higher than anticipated.

6.2.3 Modern Facilities and Services - Kitchen and Bathroom upgrades (Build Resilient and Empowered Communities) – The projected expenditure has decreased by £0.500m. The 2024/25 programme has been reduced to take account of the resources available for this programme in 2024/25. The focus is on reactive repairs as part of the recovery programme and there is a currently a resource shortfall to progress this workstream.

6.2.4 Healthy, Safe and Secure - New Controlled/Secure Entry and Door Entry Replacements (Build Resilient and Empowered Communities) – The projected expenditure has increased by £1.408m. Ballots were at an advanced stage which allowed projects to be brought forward.

6.2.5 Healthy, Safe and Secure – Electrical Upgrading (Build Resilient and Empowered Communities) – The projected expenditure has decreased by £0.937m. The project timescales have slipped, and it is now anticipated that the project will progress during 2025/26.

6.3 The table below shows the latest position regarding the funding of the 2024/25 programme: -

	Approved Budget £m	Adjustments £m	Revised Budget £m	Projected Outturn £m	Variance £m
Borrowing	22.864	(6.363)	16.501	16.501	-
Capital Grants & Contributions	1.209	(514)	695	695	-
CFCR	450	-	450	450	-
Capital Receipts – Sale of Assets	731	-	731	731	-
Receipts from Owners	450	-	450	450	-
	<u>25.704</u>	<u>(6.877)</u>	<u>18.827</u>	<u>18.827</u>	<u>-</u>

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

	<b>£m</b>
2020/21	7.316
2021/22	12.338
2022/23	9.232
2023/24	12.175
2024/25 (Projected)	18.827

#### 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.

As indicated above, officers are presently reviewing the Housing Capital Plan for 2024/25 and will report back to Committee with any recommended changes.

### 7 **RISK ASSESSMENT**

7.1 There are a number of risks which may have an impact on the Capital Expenditure programme. The main areas of risk are identified in Appendix 4 to this report. along with the impact. consequences and controls in place to mitigate the risk together with the mechanisms in place to help mitigate these risks.

### 8 **POLICY IMPLICATIONS**

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

### 9 **CONSULTATION**

9.1 The Council Leadership Team have been consulted and are in agreement with the content of this report.

### 10 **BACKGROUND PAPERS**

10.1 None.

**ROBERT EMMOTT**  
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

**04 NOVEMBER 2024**



## 2024/25 DUNDEE CITY COUNCIL CAPITAL EXPENDITURE MONITORING TO 30th SEPTEMBER 2024

Appendix 1

	<u>Approved</u> <u>Capital</u> <u>Budget</u> <u>2024/25</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>2024/25</u> <u>£000</u>	<u>Actual</u> <u>Spend</u> <u>2024/25</u> <u>£000</u>	<u>Projected</u> <u>Outturn</u> <u>2024/25</u> <u>£000</u>	<u>Variance</u> <u>£000</u>	<u>Actual Spend</u> <u>to 30.09.24</u> <u>as a % of</u> <u>Revised</u> <u>Budget</u>
<b>GENERAL SERVICES</b>							
<b><u>Capital Expenditure</u></b>							
Reduce Child Poverty & Inequalities in Income, Education & Health	64,217	(2,388)	61,829	29,260	61,829	0	47%
Deliver Inclusive Economic Growth	19,232	(440)	18,792	9,075	18,792	0	48%
Tackle Climate Change and reach Net Zero carbon emissions by 2045	21,584	(4,813)	16,771	5,025	16,771	0	30%
Build Resilient and Empowered Communities	11,402	(2,388)	9,014	3,448	9,014	0	38%
Design a Modern Council	19,869	(9,080)	10,789	5,571	10,789	0	52%
<b>Capital Expenditure 2024/25</b>	<b>136,304</b>	<b>(19,109)</b>	<b>117,195</b>	<b>52,379</b>	<b>117,195</b>	<b>0</b>	<b>45%</b>
<b><u>Capital Resources</u></b>							
Expenditure Funded from Borrowing	99,115	(12,131)	86,984	41,899	86,984		
General Capital Grant	11,551	279	11,830	6,345	11,830		
Capital Grants & Contributions - project specific	17,212	(1,257)	15,955	2,696	15,955		
Capital Receipts - Sale of Assets	2,000		2,000	1,013	2,000		
Capital Fund	426		426	426	426		
<b>Capital Resources 2024/25</b>	<b>130,304</b>	<b>(13,109)</b>	<b>117,195</b>	<b>52,379</b>	<b>117,195</b>		
<b>Capital Expenditure as % of Capital Resources</b>	<b>105%</b>		<b>100%</b>		<b>100%</b>		

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

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 30/9/24 £'000	Projected Outturn 2024/25 £000	Note 1				
						Actual Project Cost to 30/9/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
<b>MAJOR PROJECTS - Reduce Child Poverty and Inequalities</b>										
Harris Academy Extension	200	(5)	195	117	195	4,746	5,174	4,824	Dec-23	Aug-24
(Less External Funding)	(200)	5	(195)		(195)	(4,629)	(5,174)	(4,824)		
School Estate Investment-East End Community Campus	63,657	(2,557)	61,100	29,109	61,100	59,228	100,800	100,900	Jul-25	Jul-25
<b>OTHER PROJECTS - Reduce Child Poverty and Inequalities</b>	360	174	534	34	534	3,581	4,571	4,492		
(Less External Funding)		(250)	(250)		(250)					
<b>Net Expenditure</b>	<b>64,017</b>	<b>(2,633)</b>	<b>61,384</b>	<b>29,260</b>	<b>61,384</b>	<b>62,926</b>	<b>105,371</b>	<b>105,392</b>		
<b>Receipts</b>	<b>(200)</b>	<b>(245)</b>	<b>(445)</b>		<b>(445)</b>	<b>(4,629)</b>	<b>(5,174)</b>	<b>(4,824)</b>		
<b>Gross Expenditure</b>	<b>64,217</b>	<b>(2,388)</b>	<b>61,829</b>	<b>29,260</b>	<b>61,829</b>	<b>67,555</b>	<b>110,545</b>	<b>110,216</b>		

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 2024-29

## DELIVER INCLUSIVE ECONOMIC GROWTH

Project/Nature of Expenditure	Approved	Total	Revised	Expenditure	Projected	Note 1				
	Budget 2024/25	Adjusts	Budget 2024/25	to 30/9/24	Outturn 2024/25	Actual Project Cost to 30/9/24	Current Approved Project Cost	Projected Total Cost	Approved Completion Date	Projected/ Actual Completion Date
	£000	£000	£000	£'000	£000	£000	£000	£000		
<b>MAJOR PROJECTS - Deliver Inclusive Economic Growth</b>										
Site 6 South Development - Offices	18,620	(162)	18,458	9,009	18,458	15,433	26,202	26,202	Feb-25	Apr-25
<b>OTHER PROJECTS - Deliver Inclusive Economic Growth</b>	612	(278)	334	66	334	1,972	2,702	2,618		
<b>(Less External Funding)</b>	(351)	271	(80)		(80)	(64)	(475)	(475)		
<b>Net Expenditure</b>	<b>18,881</b>	<b>(169)</b>	<b>18,712</b>	<b>9,075</b>	<b>18,712</b>	<b>17,341</b>	<b>28,429</b>	<b>28,345</b>		
<b>Netted Off Receipts</b>	<b>(351)</b>	<b>271</b>	<b>(80)</b>		<b>(80)</b>	<b>(64)</b>	<b>(475)</b>	<b>(475)</b>		
<b>Gross Expenditure</b>	<b>19,232</b>	<b>(440)</b>	<b>18,792</b>	<b>9,075</b>	<b>18,792</b>	<b>17,405</b>	<b>28,904</b>	<b>28,820</b>		

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 2024-29

## TACKLE CLIMATE CHANGE AND REACH NET ZERO CARBON EMISSIONS BY 2045

Project/Nature of Expenditure	Approved Budget	Total	Revised Budget	Expenditure to	Projected	Note 1				
	2024/25 £000	Adjusts £000	2024/25 £000	30/9/24 £'000	Outturn 2024/25 £000	Actual Project Cost to 30/9/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
<b>MAJOR PROJECTS - Tackle Climate Change and Reach Net Zero Emissions by 2045</b>										
Broughty Ferry to Monifieth Active Travel Improvements	2,580	(61)	2,519	740	2,519	16,199	9,067	18,031	Sep-24	Sep-24
(Less External Funding)	(1,830)	61	(1,769)	31	(1,769)	(15,428)	(9,067)	(17,172)	Sep-24	Sep-24
Tier 1 Active Travel Infrastructure Fund (formerly known as Cycling, Walking & Safer Routes)	652	353	1,005	344	1,005	1,214	1,875	1,875	Mar-25	Mar-25
(Less External Funding)	(652)	(353)	(1,005)	88	(1,005)	88	(1,005)	(1,005)	Mar-25	Mar-25
DCA Lifecycle plant replacement programme	500	(425)	75	22	75	88	4,550	4,550	Tender targeted for approval prior to end of 2024/25	
Low Carbon Transport (Green Transport Hub & Spokes - Bell Street)	12,170	(1,512)	10,658	2,482	10,658	3,350	16,000	17,645	Main Tender targeted for approval January 2025 Committee	
(Less External Funding)	(11,870)	1,212	(10,658)	(2,482)	(10,658)	(3,330)	(14,400)	(16,045)		
Vehicle Fleet & Infrastructure	2,828	(1,733)	1,095	1,063	1,095	2,188	2,220	2,220	Mar-25	Mar-25
(Less Sale of Vehicles & Equipment)		(52)	(52)	(52)	(59)	(242)	(242)	(249)	Mar-25	Mar-25
<b>OTHER PROJECTS - Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045</b>	2,854	(1,435)	1,419	374	1,419	21,311	23,461	23,495		
(Less External Funding)		(535)	(535)	(205)	(535)	(2,292)	(2,340)	(2,340)		
<b>Net Expenditure</b>	<b>7,232</b>	<b>(4,480)</b>	<b>2,752</b>	<b>2,405</b>	<b>2,745</b>	<b>23,146</b>	<b>30,119</b>	<b>31,005</b>		
<b>Receipts</b>	<b>(14,352)</b>	<b>333</b>	<b>(14,019)</b>	<b>(2,620)</b>	<b>(14,026)</b>	<b>(21,204)</b>	<b>(27,054)</b>	<b>(36,811)</b>		
<b>Gross Expenditure</b>	<b>21,584</b>	<b>(4,813)</b>	<b>16,771</b>	<b>5,025</b>	<b>16,771</b>	<b>44,350</b>	<b>57,173</b>	<b>67,816</b>		

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 2024-29

## BUILD RESILIENT AND EMPOWERED COMMUNITIES

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 30/9/24 £'000	Projected Outturn 2024/25 £000
<b>MAJOR PROJECTS - Build Resilient and Empowered Communities</b>					
Road Maintenance Partnership	3,460	(94)	3,366	1,818	3,366
Street Lighting Renewal	1,117	(1)	1,116	504	1,116
City Improvement/Investment Fund	1,365	(1,183)	182	42	182
(Less External Funding)	(1,115)	1,115	0	0	0
Parks & Open Spaces	2,408	(807)	1,601	325	1,601
(Less External Funding)	(365)		(365)		(365)
<b>OTHER PROJECTS/PROGRAMMES - Build Resilient and Empowered Communities</b>	3,052	(303)	2,749	759	2,749
(Less External Funding)	(829)	(216)	(1,045)	(76)	(1,045)
<b>Net Expenditure</b>	<b>9,093</b>	<b>(1,489)</b>	<b>7,604</b>	<b>3,372</b>	<b>7,604</b>
<b>Receipts</b>	<b>(2,309)</b>	<b>899</b>	<b>(1,410)</b>	<b>(76)</b>	<b>(1,410)</b>
<b>Gross Expenditure</b>	<b>11,402</b>	<b>(2,388)</b>	<b>9,014</b>	<b>3,448</b>	<b>9,014</b>

Note 1

Actual Project Cost to 30/9/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/Actual Completion Date
1,818	3,366	3,366	Mar-25	Mar-25
504	1,116	1,116	Mar-25	Mar-25
11	2,717	2,717	Mar-25	Mar-25
(693)	(693)	(693)	Mar-25	Mar-25
1,354	2,650	2,650	Mar-25	Mar-25
(275)	(640)	(640)	Mar-25	Mar-25
6,211	8,581	7,887		
(729)	(1,353)	(1,353)		
<b>8,201</b>	<b>15,744</b>	<b>15,050</b>		
<b>(1,697)</b>	<b>(2,686)</b>	<b>(2,686)</b>		
<b>9,898</b>	<b>18,430</b>	<b>17,736</b>		

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 2024-29

## Appendix 2

## DESIGN A MODERN COUNCIL

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 30/9/24 £'000	Projected Outturn 2024/25 £000
<b>MAJOR PROJECTS/PROGRAMMES - Design a Modern Council</b>					
Baldovie Depot Redevelopment	3,071	(2,971)	100	50	100
Depot Rationalisation Programme	2,092	(1,992)	100	41	100
Dundee Ice Arena Plant & Upgrade	577	(477)	100		100
Olympia Refurbishment Works		618	618	558	618
<u>Property Lifecycle Development Programme</u>	6,285	(889)	5,396	1,824	5,396
Purchase Computer Equipment	1,258	43	1,301	819	1,301
(Less External Funding)		(1)	(1)		(1)
Desktop Management Software	1,500	(1,242)	258		258
Schools Connectivity	1,100	474	1,574	1,460	1,574
<b>OTHER PROJECTS/PROGRAMMES - Design a Modern Council</b>	3,986	(2,644)	1,342	819	1,342
<b>Net Expenditure</b>	<b>19,869</b>	<b>(9,081)</b>	<b>10,788</b>	<b>5,571</b>	<b>10,788</b>
<b>Netted Off Receipts</b>		(1)	(1)		(1)
<b>Gross Expenditure</b>	<b>19,869</b>	<b>(9,080)</b>	<b>10,789</b>	<b>5,571</b>	<b>10,789</b>

## Note 1

Actual Project Cost to 30/9/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
225	5,200	5,200	Tender not yet approved	
402	3,063	3,063	Tender not yet approved	
1,051	9,100	9,100	Main Tender not yet approved	
6,625	6,163	6,685	Oct-23	Dec-23
4,679	8,251	8,251	Mar-25	Mar-25
3,566	4,048	4,048	Mar-25	Mar-25
(648)	(650)	(648)	Mar-23	Mar-23
1,486	2,600	2,600		
4,411	5,840	7,785		
<b>21,797</b>	<b>43,615</b>	<b>46,084</b>		
<b>(648)</b>	<b>(650)</b>	<b>(648)</b>		
<b>22,445</b>	<b>44,265</b>	<b>46,732</b>		

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 2024-29

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

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 30/09/2024	Projected Outturn 2024/25 £000
Energy Efficient	9,683	(7,004)	2,679	270	2,679
<b>Net Expenditure</b>	<b>9,683</b>	<b>(7,004)</b>	<b>2,679</b>	<b>270</b>	<b>2,679</b>
<b>Receipts</b>					
<b>Gross Expenditure</b>	<b>9,683</b>	<b>(7,004)</b>	<b>2,679</b>	<b>270</b>	<b>2,679</b>

Note 1				
Actual Project Cost to 30/09/2024 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
414	2,814	2,814	Mar-25	Mar-25
<b>414</b>	<b>2,814</b>	<b>2,814</b>		
<b>414</b>	<b>2,814</b>	<b>2,814</b>		

## BUILD RESILIENT AND EMPOWERED COMMUNITIES - HOUSING REVENUE ACCOUNT ELEMENT

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 30/09/2024	Projected Outturn 2024/25 £000
Free from Serious Disrepair	4,550	1,695	6,245	1,376	6,245
Modern Facilities & Services	1,000		1,000	104	1,000
Healthy, Safe and Secure	2,710	1,089	3,799	333	3,799
Miscellaneous	1,437	772	2,209	764	2,209
Increased Supply of Council Housing	6,114	(4,400)	1,714	1,442	1,714
(Less External Funding)	(1,209)	514	(695)		(695)
Demolitions	10	71	81	8	81
Sheltered Lounge Upgrades	200		200	46	200
Improvement Plan		900	900	1	900
<b>Net Expenditure</b>	<b>14,812</b>	<b>641</b>	<b>15,453</b>	<b>4,074</b>	<b>15,453</b>
<b>Receipts</b>	<b>(1,209)</b>	<b>514</b>	<b>(695)</b>		<b>(695)</b>
<b>Gross Expenditure</b>	<b>16,021</b>	<b>127</b>	<b>16,148</b>	<b>4,074</b>	<b>16,148</b>

Note 1				
Actual Project Cost to 30/09/2024 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
2,591	7,121	7,402	Mar-25	Mar-25
121	1,050	1,017	Mar-25	Mar-25
6,797	10,614	10,614	Mar-25	Mar-25
1,815	3,260	3,260	Mar-25	Mar-25
5,542	5,814	5,814	Mar-25	Mar-25
	(1,824)	(1,824)	Mar-25	Mar-25
33	106	106	Mar-25	Mar-25
63	200	217	Mar-25	Mar-25
	900	900	Mar-25	Mar-25
<b>16,979</b>	<b>27,842</b>	<b>28,107</b>	<b>730,434</b>	<b>730,464</b>
	(1,824)	(1,824)	<b>45,747</b>	<b>45,747</b>
<b>16,979</b>	<b>29,666</b>	<b>29,931</b>	<b>684,687</b>	<b>684,717</b>

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 2024-29



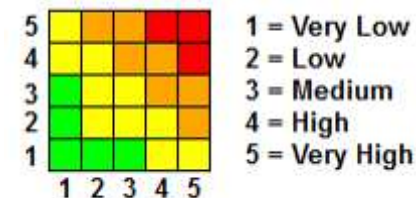
## DUNDEE CITY COUNCIL CAPITAL EXPENDITURE MONITORING 30 SEPTEMBER 2024

Appendix 3

	<u>Approved Capital Budget 2024/25 £000</u>	<u>Total Budget Adjustments £000</u>	<u>Revised Capital Budget 2024/25 £000</u>	<u>Actual Spend to 30 Sep 2024 £000</u>	<u>Projected Outturn 2024/25 £000</u>	<u>Variance £000</u>	<u>Actual Spend to 30.9.2024 as a % of Revised Budget</u>
<b><u>Capital Expenditure 2024/25</u></b>							
<b><u>Tackle Climate Change and reach Net Zero carbon emissions by 2045</u></b>							
Energy Efficiency	9,683	(7,004)	2,679	270	2,679	-	10%
<b><u>Build Resilient and Empowered Communities</u></b>							
Free from Serious Disrepair	4,550	1,695	6,245	1376	6,245	-	22%
Modern Facilities and Services	1,000		1,000	104	1,000	-	10%
Healthy, Safe & Secure	2,710	1,089	3,799	333	3,799	-	9%
Miscellaneous	1,437	772	2,209	764	2,209	-	35%
Increase Supply of Council Housing	6,114	(4,400)	1,714	1,443	1,714	-	84%
Demolitions	10	71	81	8	81	-	10%
Sheltered Lounge Upgrades	200		200	46	200	-	23%
Improvement Plan		900	900	1	900	-	0%
<b>Capital Expenditure 2024/25</b>	<b>25,704</b>	<b>(6,877)</b>	<b>18,827</b>	<b>4,345</b>	<b>18,827</b>	-	<b>23%</b>
<b><u>Capital Resources 2023/24</u></b>							
<b>Expenditure Funded from Borrowing</b>	22,864	<b>(6,363)</b>	16,501	5,611	16,501	-	
<b>Capital Receipts, Grants &amp; Contributions - project specific</b>							
Scottish Government Grants	1,209	<b>(514)</b>	695	(1,297)	<b>695</b>	-	
<b>Capital Funded from Current Revenue</b>							
Council Tax discount reductions used to fund affordable housing	450		450		<b>450</b>	-	
<b>Capital Receipts, Grants &amp; Contributions</b>							
Receipts from Owners	450		450		<b>450</b>	-	
<b>Capital Receipts:-</b>							
Sale of Assets - Land	731		731	31	<b>731</b>	-	
	<b>25,704</b>	<b>(6,877)</b>	<b>18,827</b>	<b>4,345</b>	<b>18,827</b>		
<b>Capital Expenditure as % of Capital Resources</b>	<b>100%</b>		<b>100%</b>		<b>100%</b>		

## APPENDIX 4

### Pentana Risk Matrix

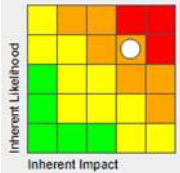
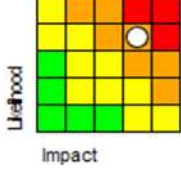


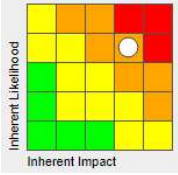
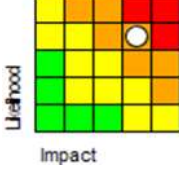
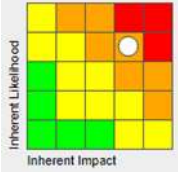
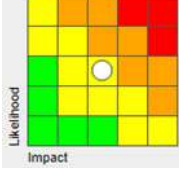
### Risk Report

Report Type: Capital Monitoring 2024/25

Report Author: Executive Director of Corporate Services

Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
1.General Price inflation may be greater than contingencies already built into figures in capital monitoring/plan.	<ul style="list-style-type: none"> <li>The invasion of Ukraine</li> <li>Labour shortages pushing up labour costs.</li> <li>Economic uncertainty due to political factors</li> </ul>	<ul style="list-style-type: none"> <li>Increased financial cost of projects.</li> <li>Potential Overspends as allowance in Capital Plan is insufficient to cover increased cost.</li> </ul>	<ul style="list-style-type: none"> <li>Changes to the scope of projects to accommodate additional costs.</li> <li>Delays to project progressing due to rescoping of project.</li> <li>Changes to Capital Plan to accommodate the additional costs by reallocation of resources from other projects</li> </ul>		<ul style="list-style-type: none"> <li>Robust Capital Monitoring processes in place to enable any potential issues to be highlighted as soon as they arise, and any necessary action taken.</li> </ul>	
2.Additional Costs once Project has started and works on-going	<ul style="list-style-type: none"> <li>Unforeseen circumstances such as ground conditions leading to delay and /or additional cost.</li> <li>Under performance in the materials supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>Increased financial cost of projects.</li> <li>Potential Overspends as allowance in Capital Plan is insufficient to cover increased cost.</li> </ul>	<ul style="list-style-type: none"> <li>The estimated completion of the project is delayed</li> <li>Changes to the scope of the ongoing project, if possible, to accommodate the increased costs.</li> <li>Changes to Capital Plan to accommodate the</li> </ul>		<ul style="list-style-type: none"> <li>Robust monitoring of the project by professional Project Managers means potential issues are highlighted and remedial action taken to resolve as soon as possible.</li> <li>Specific Risk registers exist for major capital</li> </ul>	

Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
			<p>additional costs by reallocation of resources from other projects</p>		<p>projects contained within the capital monitoring, and they are continually reviewed as the project progresses, and corrective action taken where necessary.</p> <ul style="list-style-type: none"> <li>Capital monitoring processes ensure overspends are highlighted as soon as known and corrective action taken.</li> </ul>	
<p>3.Estimated Completion date for the Project</p>	<ul style="list-style-type: none"> <li>Extreme weather conditions can delay progress</li> <li>Unforeseen issues can arise once project starts e.g. ground conditions</li> <li>Under performance in the materials supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>Delay in the asset becoming operational.</li> <li>Negative press coverage for Council</li> <li>Service delivery impacted due to delays in completing works.</li> </ul>	<ul style="list-style-type: none"> <li>Potential additional revenue costs as asset not operational and ready to be used,</li> <li>Delay In achieving revenue savings from the project.</li> <li>Knock on effect of not being able to progress subsequent projects, as staff engaged on delivery of current project.</li> <li>Potential additional capital costs where equipment has been hired.</li> <li>Potential claim from contractors for extension of time.</li> </ul>	 <p>Inherent Risk Matrix: A 4x4 grid with 'Inherent Likelihood' on the y-axis and 'Inherent Impact' on the x-axis. The grid is color-coded from green (low) to red (high). A white circle is placed in the top-right cell (red), indicating a high inherent risk.</p>	<ul style="list-style-type: none"> <li>Robust monitoring of the project by professional Project Managers means when potential delays to the project are highlighted and remedial action taken to resolve as soon as possible to minimise any delays to the completion date.</li> </ul>	 <p>Residual Risk Matrix: A 4x4 grid with 'Likelihood' on the y-axis and 'Impact' on the x-axis. The grid is color-coded from green (low) to red (high). A white circle is placed in the top-right cell (yellow), indicating a medium residual risk.</p>

Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
<p>4.Capital Receipts from Sale of Assets not achieved</p>	<ul style="list-style-type: none"> <li>Uncertain market conditions, e.g. level of interest rates and inflation, means housing developers are not purchasing sites for development.</li> <li>Abnormals can reduce the value of the site being marketed.</li> <li>Brownfield sites have higher level of abnormals due to contamination etc.</li> <li>Uncertain economic/world means businesses are not expanding.</li> </ul>	<ul style="list-style-type: none"> <li>Less funding available to fund current capital programme</li> </ul>	<ul style="list-style-type: none"> <li>Alternate capital resources identified to compensate for the shortfall, if possible.</li> <li>Capital programme is reprioritised to take account of the funding shortfall</li> </ul>		<ul style="list-style-type: none"> <li>Robust monitoring of the projected capital receipts by officers from City Development and Support services, means any shortfalls are identified and remedial action taken.</li> </ul>	
<p>5.Delays in Capital Receipts being Received</p>	<ul style="list-style-type: none"> <li>Uncertain market conditions, e.g. level of interest rates, inflation and uncertainties in the economy due to political climate means housing developers are delaying purchasing sites for development, in anticipation that interest rates and rate of inflation will come down</li> </ul>	<ul style="list-style-type: none"> <li>Less funding available to fund current capital programme in the short term</li> </ul>	<ul style="list-style-type: none"> <li>Capital programme is slipped to take account of the delays in receiving the capital receipts</li> </ul>		<ul style="list-style-type: none"> <li>Robust monitoring of the projected capital receipts by officers from City Development and Support services, means any short-term delays are identified and remedial action taken.</li> <li>The capital expenditure programme naturally slips due to external factors, so any delays in</li> </ul>	

Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
	<ul style="list-style-type: none"><li>Businesses are delaying applying for business loans for expanding etc in anticipation that interest rates will come down further.</li></ul>				receiving receipts can be matched against the expenditure slippage.	

**REPORT TO:** CITY GOVERNANCE COMMITTEE – 28 OCTOBER 2024  
**REPORT ON:** REVENUE MONITORING 2024/2025  
**REPORT BY:** EXECUTIVE DIRECTOR OF CORPORATE SERVICES  
**REPORT NO:** 244-2024

**1 PURPOSE OF REPORT**

1.1 To provide Elected Members with an analysis of the 2024/25 projected revenue outturn as at 31 July 2024 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 July 2024 the General Fund is projecting an overall overspend of £4.364m against the adjusted 2024/2025 Revenue Budget and the impact this has on the projected Council’s General Fund Balances;
- (b) approve the recovery plans totalling £1.320m set out in paragraph 3.2 and note if implemented this would reduce the above projected overspend to £3.044m;
- (c) note the budget adjustments totalling £3.049m and detailed in the second column of Appendix A as virements to the previously approved Revenue Budget;
- (d) note that as at 31 July 2024 the Housing Revenue Account (HRA) is projecting an overspend of £0.915m against the adjusted HRA 2024/25 Revenue Budget and the impact this has on the element of the projected Renewal & Repair Fund balance earmarked to HRA;
- (e) note the key strategic, operational and financial risks being faced by the Council outlined in Appendix B;
- (f) note that the Chief Executive and Executive Directors will continue to take appropriate steps to manage current and recurring revenue expenditure, including reviewing vacancies and any new recurring commitments, reducing expenditure and reviewing service provision; and
- (g) notes the current position on Leisure and Culture Dundee (LACD), as set out in paragraph 7.1.

**3 FINANCIAL IMPLICATIONS**

3.1 The unallocated portion of the General Fund as at 31 July 2024 is projecting an overspend of £4.364m against the adjusted 2024/25 Revenue Budget. The impact this would have on the Council’s General Fund Balances is outlined below:

<b>General Fund</b>	<b>Opening Balance 1 April 2024 £000</b>	<b>(Surplus) / Deficit for the Year £000</b>	<b>Projected Balance 31 March 2025 £000</b>
Earmarked Carry-forwards*	4,124		4,124
Organisational Change Fund	2,388		2,388
Covid cost related pressures*	2,750	700	2,050
Covid recovery measures	405		405

Service change initiatives	5,000		5,000
Roof Remedial Works	2,702	1,771	931
Cost of Living Pressures	200		200
Contribution to 2024/25 budget	6,640	6,640	0
Other Earmarked Funds	3,934		3,934
Service concessions flexibility	39,773		39,773
<b>Total earmarked funds</b>	<b>67,916</b>	<b>9,111</b>	<b>58,805</b>
Unallocated Balance	9,815	4,364	5,451
<b>Total General Fund</b>	<b>77,731</b>	<b>13,475</b>	<b>64,256</b>

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

- 3.2 To address the above projected overspend, officers have identified potential savings amounting to £1.320m. These are set out in the table below and recommended for approval. Subject to this agreement this would reduce the projected overspend to £3.044m.

Officers are also exploring the extent to which uncommitted grants of £1.685m in City Development can be used to offset the overspend and a further update will be provided to Committee.

Detail	Total Saving £000
Chief Executive - reduce marketing activities	10
City Development - capitalisation of property costs that meet eligibility criteria	250
Neighbourhood Services – increase charges for temporary accommodation (please note this item is subject to ongoing consideration and further information will require to be provided to committee prior to implementing any changes)	240
Corporate – use of unallocated general fund contingency	436
Corporate – use of earmarked reserves	384
<b>Total</b>	<b>1,320</b>

- 3.3 The approved budget included an allowance of 3% for the 2024/25 pay awards for both LGE and teachers. Provision for this is included within contingencies and has not yet been allocated to service budgets. It should be noted that CoSLA's pay offer for LGE staff, of either 3.6% or an uplift of £0.67 per hour where this would be higher, will be implemented. It should be noted that in overall terms, the pay offer has been estimated to be an average increase of 4.27%. The latest pay offer for teachers is also 4.27%, effective from 1 August 2024. Also, to be noted is the receipt from Scottish Government of an additional £0.601m relating to last year's pay awards that have already been paid. This funding has been included in this report, with the assumption that this will cover any pay award over 3%. Officers will reflect in future reports the actual increase once pay negotiations are concluded.
- 3.4 Based on the financial information available as at 31 July 2024 the HRA outturn position for 2024/25 is projecting an overspend of £0.915m. Further details are provided in section 8 of this report.

## 4 BACKGROUND

- 4.1 Following approval of the Council's 2024/25 Revenue Budget by the City Governance Committee on 29 February 2024, this report provides the projected revenue outturn position as at 31 July 2024, against the adjusted 2024/25 Revenue Budget.



4.2 The total 2024/25 Revenue Budget is £468.789m. For revenue monitoring purposes, the Council Tax Reduction Scheme budget of £13.772m is moved from expenditure to income and netted off against Council Tax income. This results in total budgeted expenditure of £455.017m 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.

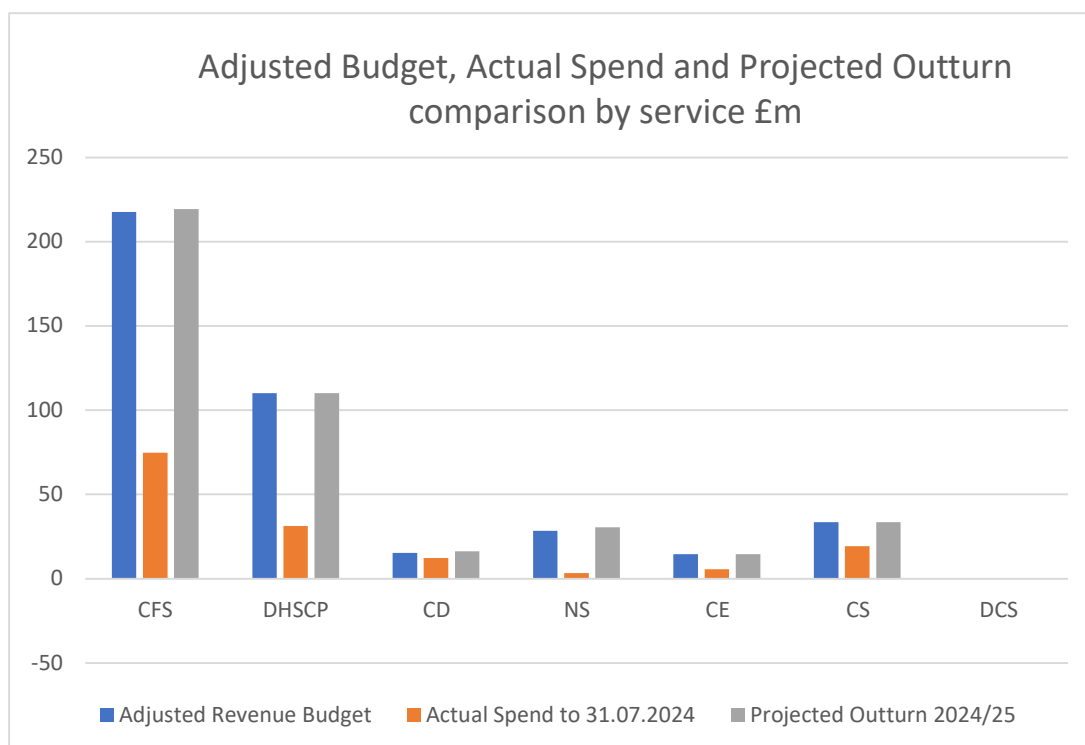
**Appendix B** lists the key strategic, operational and financial risks being faced by the Council.

## 5 GENERAL FUND SERVICES - MONITORING POSITION AS AT 31 JULY 2024

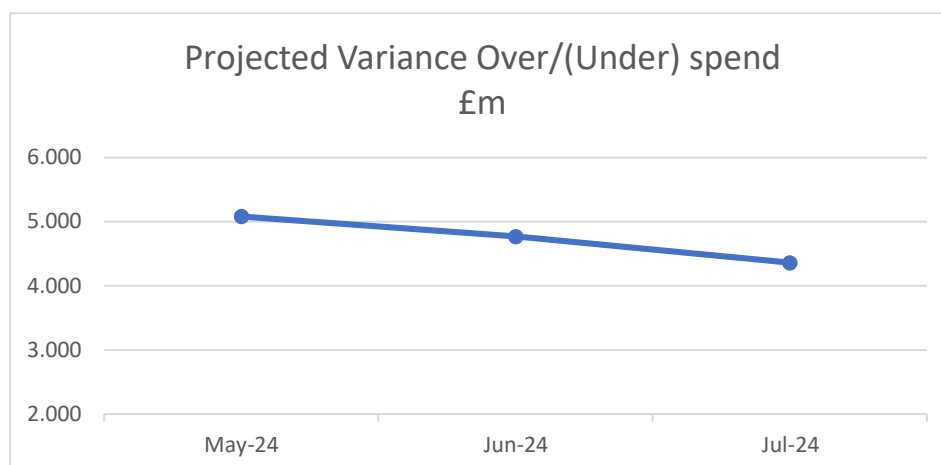
5.1 The forecast position as at 31 July 2024 for General Fund services is summarised below.

	(Under)/Over Spend as at 31 July £m	(Under)/Over Spend as at 30 June £m	Movement (from previous month) £m
Net Expenditure	4.446	4.923	(0.477)
Sources of Income	(0.082)	(0.150)	0.068
<b>Net projected reduction uncommitted balances</b>	<b>4.364</b>	<b>4.773</b>	<b>(0.409)</b>

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



The graph below shows the projected variance over the reported periods.



5.2 The table below details the key factors which contributed to the movement from previous month.

	£m
Projected increase in the overspend mainly within Children Services third party payments as a result of increased residential school placements, an increased number of families in receipt of Self Directed Support and fostering and adoption fee increases	0.250
Additional costs incurred within City Development property costs relating to urgent repairs in Morgan Academy	0.220
Projected underspend in Construction mainly relating to underspends within Supplies and Services	(0.178)
Increase in the projected underspend within City Development's staff costs	(0.300)
Additional income from recoveries of architect services fees in 2023/24	(0.429)

## 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: £1.733m overspend

	£m
Projected overspend in LGE mainly as result of demand for Additional Support Needs staff	1.294
Projected increase in Non-Domestic Rates payable due to the increase in poundage rate for properties with Intermediate and Higher rateable values	0.544
Projected overspend mainly within Children Services third party payments as a result of increased residential school placements, an increased number of families in receipt of Self Directed Support and fostering and adoption fee increases	0.448
Additional income relating to funding for unaccompanied asylum-seeking children	(0.618)

Please note that a detailed review of teacher numbers and costs is currently underway, the results of which will be reflected in a future Revenue Monitoring report. In the meantime, the working assumption contained within this report is the teacher's budget will break even.

The Children and Families budget includes an assumption of £4.032m of grant funding for teachers that is dependent on maintaining teacher numbers. The basis of determining these and the application of exceptions, for example, in relation to Scottish Equity Funding and Pupil Equity Funding, is the subject of ongoing discussions between COSLA and the Scottish Government. Officers will continue to monitor this and further updates will be provided to Committee as more information becomes available.

## 6.2 Dundee Health & Social Care Partnership (DHSCP)

The latest financial monitoring report presented to Dundee IJB projects an overspend of £6.197m for 2024/25 (utilising actual info for first 3 months to end June), with this information presented to Dundee IJB at its meeting on 21st August 2024. This projected overspend exceeds 2024/25 IJB Financial Plan where up to £4m has been identified and set aside in IJB Reserves to cover the planned in-year shortfall. While sufficient general Reserves are held to fund this additional overspend if required, a Financial Recovery Plan is being progressed to minimise the unplanned overspend and also return the IJB to a sustainable annual financial position.

DHSCP is continuing to respond to significant operational challenges in demand and demographics (notably the growth in Care at Home provision as a result of shift in care to help mitigate against hospital delayed discharges, unnecessary hospital admissions, reduce social care unmet need and reduce Care Home beds), and in particular staffing challenges (both recruitment and retention, sickness absence and premium cost of back-fill cover), complexity of needs in community settings, and the wider impact of deferred treatments on health and wellbeing following the pandemic period, all of which continue to impact on the projected financial position. Operational managers and finance team continue work to explore ways of mitigating the overspend through efficiencies, cost reduction, transformation and savings opportunities and any impact of these actions will be reported in due course.

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. Sufficient Reserves are held by Dundee IJB to cover the projected 2024/25 shortfall therefore there is no anticipated additional contribution requirement or financial risk forecast in 2024/25 for Dundee City Council.

## 6.3 City Development: £0.908m overspend

	<b>£m</b>
Increase in projected overspend in property mainly due to costs of unplanned and health and safety related repairs, including £220k additional costs occurred for urgent works at Morgan Academy	1.590
Forecasted reduction in income relating to the decrease in off-street parking income	0.700
Funded by earmarked Covid reserve to meet associated loss of income	(0.700)
Reflects projected increased provision for bad debts mainly as a result of commercial rents	0.327
Additional rental income within Dundee House	(0.144)
Projected underspend in staff costs due to vacancies	(0.436)
Additional income from recoveries of architect services fees in 2023/24	(0.429)

The Executive Director of City Development is reviewing whether further staff slippage may offset some of the additional costs by the end of the year.

Dundee's Low Emissions Zone (LEZ) scheme was launched on 31 May 2024. It is noted that the Transport (Scotland) Act 2019 states that all income from the Low Emission Zone must be first used to facilitate the scheme. It is forecast that income from the LEZ will decline over time and revenue received in the first year will be set aside to contribute to future years costs of operating and maintaining the LEZ infrastructure. The total value of fines issued up to 25 August

2024 was £0.454m, relating to 5,599 contraventions. However, the value of payments received to the same date was £0.096m. This compares with an estimated cost of £0.230m for operating the LEZ in 2024/25.

Fines are issued at values ranging from £60.00 for first offence rising to £960.00 for fifth offence. There is a 50% reduction in the value if the fine is paid within 14 days. The gross value of £0.454m

does not include write-offs for exemptions or reductions due to early payment, or provisions for unrecoverable fines.

Following a government review in 2022 the level of planning fees has been increased. Officers are considering the impact of this and will report this in future reports. It is also noted the above position excludes any variance relating to Winter Maintenance which may occur if weather conditions are similar to previous years.

#### 6.4 Neighbourhood Services: £2.057m overspend

	<b>£m</b>
Projected underspend in staff costs due to vacancies	(0.551)
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	1.035
Projected shortfall in income generated from trade waste and recyclables	0.250
Streetscene & Land Management: income mainly from projects, interment fees and ground maintenance activities are forecasted to be lower than budgeted	0.622
Reduction in expected income from old waste plant due operational issues and lower than expected electricity revenues due to ongoing market conditions	0.742

#### 6.5 Construction Services: (£0.178m) underspend

	<b>£m</b>
Reflects that costs of materials and consumables in relation to priced works have been lower than anticipated	(0.178)

#### 6.6 New Monies: (£1.790m) underspend

Reflects the share of additional £62.7m monies announced by Scottish Government after the budget was agreed that will now be used to replenish any balances used. In addition, the Council will receive a share of an additional £21.0m (£0.601m) which will go towards pay awards in excess of what has been budgeted.

#### 6.7 Corporate Fleet: £1.910m overspend

Reflects the projected net overspend associated with the corporate fleet. The cost of the Council's fleet remains a budget pressure 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. A review is underway 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. The review is ongoing and the outcome will be reported to members as part of future monitoring reports.

## 7 EXTERNAL ORGANISATIONS

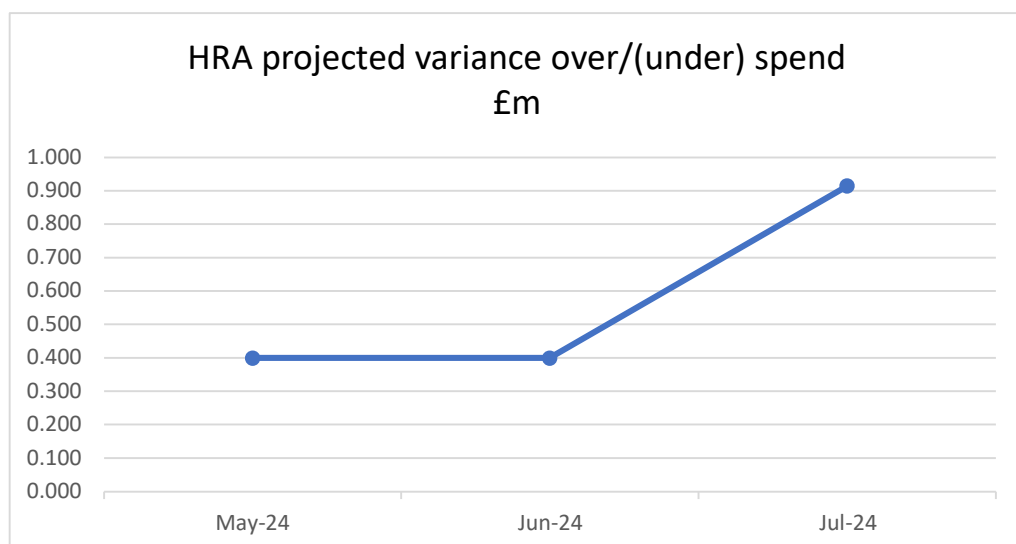
- 7.1 Leisure and Culture Dundee (LACD) suffered considerable income shortfalls during the Covid-19 pandemic, due to the effects of lockdowns and operating restrictions once facilities reopened. It is recognised that, whilst facilities are now fully operational, income levels will take some time to be restored to pre-pandemic levels. To provide certainty, stability and time for Leisure and Culture Dundee to develop a balanced budget from 2024/25 onwards Dundee City Council confirmed its continuing financial support to cover the deficit position for a period until 31 March 2024. In December 2023, it was further agreed that the Chief Executive be authorised to extend the support to Leisure and Culture Dundee to 30 June 2024 should this be necessary. The Council will also continue to undertake cash flow management support to LACD to allow it to remain in credit at all times, and therefore have sufficient cash to continue to operate, thus allowing it to proceed as a going concern and meet its everyday cash liabilities. Any additional financial support provided will be met from reserves.
- 7.2 Our budget includes the assumption that Tayside Contracts will return a surplus in 2024/25, our share of which will be £0.343m. Please note we have set aside an allowance for Tayside Contracts pay awards within our pay contingency and will track the cost of Tayside Contracts services against service and central budgets.

## 8 HOUSING REVENUE ACCOUNT - MONITORING POSITION AT 31 JULY 2024

- 8.1 The forecast position as at 31 July 2024 for the HRA is summarised below:

	(Under)/Over Spend as at 31 July £m	(Under)/Over Spend as at 30 June £m	Movement (from previous month) £m
Net Expenditure	1.365	0.500	0.865
Sources of Income	(0.450)	(0.100)	(0.450)
<b>Net over/ (underspend)</b>	<b>0.915</b>	<b>0.400</b>	<b>0.515</b>

The graph below shows the projected variance over the reported periods.



Please note that the forecast position is compared to the HRA budget as recast in report 139-2024 submitted to and approved by the Neighbourhood Regeneration, Housing and Estate Management Committee on 13 May 2024.

- 8.2 The key variances that make up the July position are shown in the table below. These figures reflect movements for the full year to date.

	£m
Projected overspend in property costs mainly relating to additional void costs due to empty properties being let for longer than budgeted, additional expenditure on unmetered landlord supplies and gas safety maintenance and emergency repairs	1.365
Additional rental income	(0.450)

- 8.3 Any final variance will be adjusted against the Renewal & Repair Fund and any final overspend will be offset against the Renewal & Repair Fund, the housing element of which amounted to £7.317m as at 31 March 2024. A system of ongoing monitoring will continue to take place up to 31 March 2025 with the objective of the HRA achieving a final outturn which is below or in line with the adjusted 2024/25 HRA Revenue Budget.

## 9 RISK ASSESSMENT

- 9.1 In preparing the Council's 2024/25 Revenue Budget, the key strategic, operational and financial risks faced by the Council over this period were considered. To alleviate the impact these risks may have if they occur, a number of general risk mitigation factors are utilised by the Council.
- 9.2 The key risks in 2024/25 have been assessed both in terms of the probability of whether they will occur and the severity of their impact on the Council should they indeed happen. These risks have been ranked as either zero, low, medium or high. Details of this risk assessment are included in Appendix B to this report. Any changes to the assessment from the previous reporting period, together with any additional comments included, are highlighted in bold type.

## 10 POLICY IMPLICATIONS

- 10.1 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.

## 11 CONSULTATIONS

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

## 12 BACKGROUND PAPERS

- 12.1 None.

**ROBERT EMMOTT**  
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

**18 OCTOBER 2024**

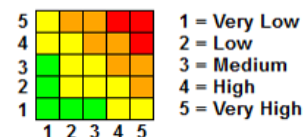
<b>DUNDEE CITY COUNCIL</b>									
<b>2024/2025 REVENUE OUTFURN MONITORING</b>									
<b>PERIOD 1 APRIL 2024 - 31 JULY 2024</b>									
	<b>Approved</b>		<b>Adjusted</b>			<b>Projected</b>	<b>Previous</b>	<b>Movement</b>	<b>Actual</b>
	<b>Revenue</b>	<b>Total</b>	<b>Revenue</b>	<b>Actual</b>	<b>Projected</b>	<b>Variance</b>	<b>Months</b>	<b>since</b>	<b>Spend to</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Spend to</b>	<b>Outturn</b>	<b>Over/(under)</b>	<b>Projected</b>	<b>Previous</b>	<b>as a % of</b>
	<b>2024/25</b>	<b>Adjustments</b>	<b>2024/25</b>	<b>31.07.2024</b>	<b>2024/25</b>	<b>spend</b>	<b>Variance</b>	<b>Month</b>	<b>Adjusted</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£000</b>	<b>£000</b>	<b>Budget</b>
<b>General Fund Services</b>									
Children & Families	213.996	3.658	217.654	74.739	219.387	1.733	1.550	0.184	34%
Dundee Health & Social Care Partnership	110.180		110.180	31.139	110.180	0.000	0.000		28%
City Development	15.258	(0.009)	15.249	12.203	16.157	0.908	1.417	(0.509)	80%
Neighbourhood Services	28.439	0.009	28.448	3.246	30.505	2.057	2.028	0.029	11%
Chief Executive	13.835	0.620	14.455	5.524	14.455	0.000	0.000		38%
Corporate Services	33.568		33.568	19.215	33.568	0.000	0.000		57%
Construction Services	0.000		0.000	0.309	(0.178)	(0.178)	0.000	(0.178)	
	415.276	4.278	419.554	146.375	424.074	4.520	4.995	(0.474)	35%
Capital Financing Costs / Interest on Revenue Balances	22.429		22.429	0.000	22.429	0.000			
Contingencies:									
- General	0.500		0.500		0.500				
- Budget growth/Cost Pressures	13.278	(3.019)	10.259		10.259				
- New monies	0.599	1.790	2.389		0.599	(1.790)	(1.790)		
Tayside Contracts surplus	(0.343)		(0.343)		(0.343)				
Corporate Fleet	0.000		0.000		1.910	1.910	1.910		
Miscellaneous Items	(2.044)		(2.044)	(0.681)	(2.044)				33%
Discretionary Non Domestic Rates (NDR) Relief	0.392		0.392	0.484	0.392	0.000	0.000		123%
Supplementary Superannuation Costs	2.938		2.938	0.228	2.744	(0.194)	(0.192)	(0.003)	8%
Tayside Valuation Joint Board	0.945		0.945	0.310	0.945				33%
Empty Property Relief Devolution	1.048		1.048	0.349	1.048				33%
<b>Total Expenditure</b>	<b>455.017</b>	<b>3.049</b>	<b>458.066</b>	<b>147.065</b>	<b>462.513</b>	<b>4.446</b>	<b>4.923</b>	<b>(0.477)</b>	<b>32%</b>
<b>Sources of Income</b>									
General Revenue Funding	(304.241)	(3.049)	(307.290)	(131.128)	(307.290)				43%
Contribution from National Non Domestic Rates (NDR) Pool	(73.695)		(73.695)	(24.565)	(73.695)				33%
Council Tax	(63.906)		(63.906)	(13.690)	(63.988)	(0.082)	(0.150)	0.068	21%
Assumed SPPA Teachers Superannuation Contrib	(2.280)		(2.280)	(0.760)	(2.280)	0.000	0.000		33%
Use of Capital Grant to fund pay award			0.000		0.000				
Use of Balances -									
Balance on Covid Recovery Fund	(6.640)		(6.640)		(6.640)				0%
Committed Balances c/f	0.000		0.000		0.000				
Service concessions	(4.255)		(4.255)		(4.255)				0%
Change Fund	0.000		0.000		0.000				
<b>(Surplus)/Deficit for the year</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(23.077)</b>	<b>4.364</b>	<b>4.364</b>	<b>4.773</b>	<b>(0.409)</b>	
<b>(Surplus)/Deficit for Housing Revenue Acct</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(5.993)</b>	<b>0.915</b>	<b>0.915</b>	<b>0.400</b>	<b>0.515</b>	

**179**



Risks - Revenue Assessment

Corporate Risk Matrix



Risk Title	Causes	Impact	Inherent Risk	Controls	Residual Risk (Previous Month)	Residual Risk (Current Month)
1. General price inflation may be greater than anticipated.	<ul style="list-style-type: none"> <li>Government policies and regulations</li> <li>Poor economic conditions</li> <li>Impact of rising price rises e.g. energy</li> </ul>	<ul style="list-style-type: none"> <li>Increased financial cost / rising prices</li> <li>Potential budget overspends</li> <li>Potential for interest rate rises through intervention measures</li> </ul>		<ul style="list-style-type: none"> <li>Corporate Procurement strategy in place, including access to nationally tendered contracts for goods and services</li> <li>Fixed price contracts agreed for major commodities i.e. gas and electricity.</li> <li>Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements.</li> </ul>	n/a	
2. Capital Financing Costs - level of interest rates paid will be greater than anticipated.	<ul style="list-style-type: none"> <li>Substantial decline of global financial market</li> <li>Economic factors impacting on interest rates</li> </ul>	<ul style="list-style-type: none"> <li>Increased borrowing costs</li> <li>Greater return on investments / cash balances</li> </ul>		<ul style="list-style-type: none"> <li>Treasury Management Strategy. Limited exposure to variable rate funding.</li> <li>Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible.</li> </ul>	n/a	
3. Unforeseen new cost pressures arising during the course of the financial year.	<ul style="list-style-type: none"> <li>Financial constraints</li> <li>Demand pressures</li> <li>Cost of Living</li> </ul>	<ul style="list-style-type: none"> <li>Potential overspends</li> </ul>		<ul style="list-style-type: none"> <li>Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements.</li> </ul>	n/a	
4. Chargeable income budget not achieved.	<ul style="list-style-type: none"> <li>Reduced demand for chargeable services, for example due to cost of living crisis</li> <li>Market competition</li> </ul>	<ul style="list-style-type: none"> <li>Loss of income</li> <li>Revision of budgeted income collection levels required</li> </ul>		<ul style="list-style-type: none"> <li>Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements.</li> </ul>	n/a	

**REPORT TO:** CITY GOVERNANCE COMMITTEE – 18 NOVEMBER 2024  
**REPORT ON:** REVENUE MONITORING 2024/2025  
**REPORT BY:** EXECUTIVE DIRECTOR OF CORPORATE SERVICES  
**REPORT NO:** 280-2024

**1 PURPOSE OF REPORT**

1.1 To provide Elected Members with an analysis of the 2024/25 projected revenue outturn as at 31 August 2024 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 August 2024 the General Fund is projecting an overall overspend of £2.820m against the adjusted 2024/2025 Revenue Budget and the impact this has on the projected Council’s General Fund Balances;
- (b) note the budget adjustments totalling £2.984m and detailed in the second column of Appendix A as virements to the previously approved Revenue Budget;
- (c) note that as at 31 August 2024 the Housing Revenue Account (HRA) is projecting an overspend of £0.915m against the adjusted HRA 2024/25 Revenue Budget and the impact this has on the element of the projected Renewal & Repair Fund balance earmarked to HRA;
- (d) note the key strategic, operational and financial risks being faced by the Council outlined in Appendix B;
- (e) note that the Chief Executive and Executive Directors will continue to take appropriate steps to manage current and recurring revenue expenditure, including reviewing vacancies and any new recurring commitments, reducing expenditure and reviewing service provision; and
- (f) notes the current position on Leisure and Culture Dundee (LACD), as set out in paragraph 7.1.

**3 FINANCIAL IMPLICATIONS**

3.1 The unallocated portion of the General Fund as at 31 August 2024 is projecting an overspend of £2.820m against the adjusted 2024/25 Revenue Budget. The impact this would have on the Council’s General Fund Balances is outlined below:

<b>General Fund</b>	<b>Opening Balance 1 April 2024 £000</b>	<b>(Surplus) / Deficit for the Year £000</b>	<b>Projected Balance 31 March 2025 £000</b>
Earmarked Carry-forwards*	4,124		4,124
Organisational Change Fund	2,388		2,388
Covid cost related pressures*	2,750	700	2,050
Covid recovery measures	405		405
Service change initiatives	5,000		5,000
Roof Remedial Works	2,702	1,674	1,028

Cost of Living Pressures	200		200
Contribution to 2024/25 budget	6,640	6,640	0
Other Earmarked Funds	3,934	384	3,550
Service concessions flexibility	39,773		39,773
<b>Total earmarked funds</b>	<b>67,916</b>	<b>9,398</b>	<b>58,518</b>
Unallocated Balance	9,815	2,820	6,995
<b>Total General Fund</b>	<b>77,731</b>	<b>12,218</b>	<b>65,513</b>

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

- 3.2 The projected revenue outturn as at 31 August 2024 includes savings from the approved financial recovery plan amounting to £1.070m, which were detailed in the July revenue monitoring report and approved by elected members at the City Governance Committee meeting on the 28 October 2024. Following consideration, the increases for temporary accommodation charges will not be applied this year.

Officers are also exploring the extent to which uncommitted grants of £1.685m in City Development can be used to offset the overspend and a further update will be provided to Committee.

- 3.3 The approved budget included an allowance of 3% for the 2024/25 pay awards for both LGE and teachers. Provision for this is included within contingencies and has not yet been allocated to service budgets. It should be noted that CoSLA's pay offer for LGE staff, of either 3.6% or an uplift of £0.67 per hour where this would be higher, will be implemented. It should be noted that in overall terms, the pay offer has been estimated to be an average increase of 4.27%. The latest pay offer for teachers is also 4.27%, effective from 1 August 2024. Also, to be noted is the receipt from Scottish Government of an additional £0.601m relating to last year's pay awards that have already been paid. This funding has been included in this report, with the assumption that this will cover any pay award over 3%. Officers will reflect in future reports the actual increase once pay negotiations are concluded.
- 3.4 Based on the financial information available as at 31 August 2024 the HRA outturn position for 2024/25 is projecting an overspend of £0.915m. Further details are provided in section 8 of this report.

## 4 BACKGROUND

- 4.1 Following approval of the Council's 2024/25 Revenue Budget by the City Governance Committee on 29 February 2024, this report provides the projected revenue outturn position as at 31 August 2024, against the adjusted 2024/25 Revenue Budget.
- 4.2 The total 2024/25 Revenue Budget is £468.789m. For revenue monitoring purposes, the Council Tax Reduction Scheme budget of £13.772m is moved from expenditure to income and netted off against Council Tax income. This results in total budgeted expenditure of £455.017m 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.

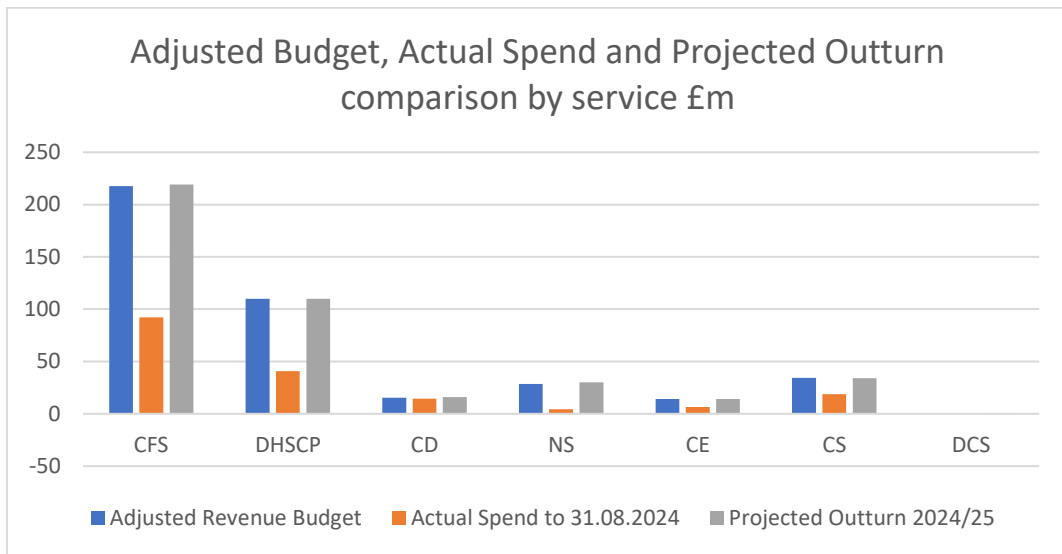
**Appendix B** lists the key strategic, operational and financial risks being faced by the Council.

5 GENERAL FUND SERVICES - MONITORING POSITION AS AT 31 AUGUST 2024

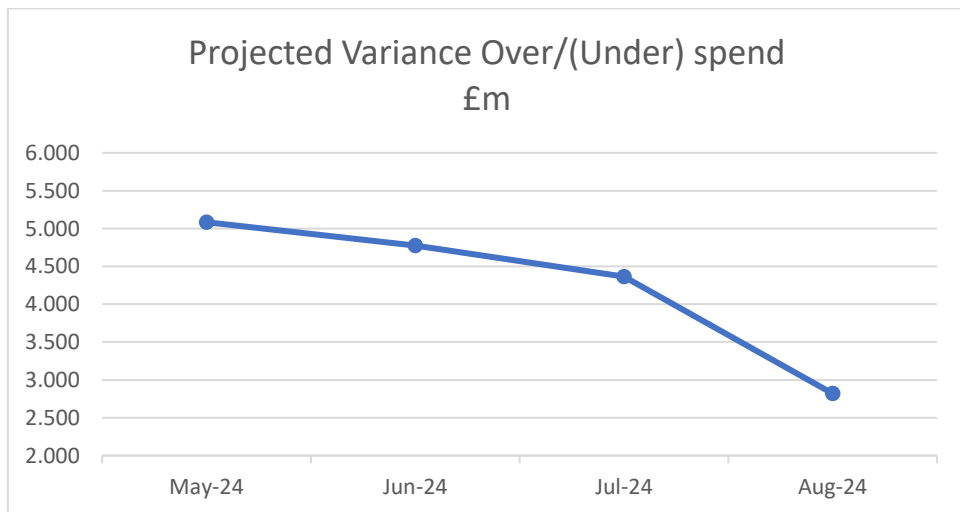
5.1 The forecast position as at 31 August 2024 for General Fund services is summarised below.

	(Under)/Over Spend as at 31 August £m	(Under)/Over Spend as at 31 July £m	Movement (from previous month) £m
Net Expenditure	2.863	4.446	(1.583)
Sources of Income	(0.043)	(0.082)	0.039
<b>Net projected reduction uncommitted balances</b>	<b>2.820</b>	<b>4.364</b>	<b>(1.544)</b>

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



The graph below shows the projected variance over/(Under) spend.



5.2 The table below details the key factors which contributed to the movement from previous month.

	£m
Use of unallocated general fund contingency to reduce cost pressures	(0.436)
Reduction in City Development property costs due to inclusion of savings to reduce cost pressure	(0.250)
Decrease in the projected overspend in LGE staff costs due to the inclusion of ELC budget, which was excluded from previous months monitoring	(0.266)
Use of earmarked reserves to reduce costs pressures, including ash dieback	(0.384)
Increase in projected underspend within Corporate Services' staff costs	(0.138)

## 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: £1.462m overspend

	£m
Projected overspend in LGE mainly as result of demand for Additional Support Needs staff	1.028
Projected increase in Non-Domestic Rates payable due to the increase in poundage rate for properties with Intermediate and Higher rateable values	0.544
Projected overspend mainly within Children Services third party payments as a result of increased residential school placements, an increased number of families in receipt of Self Directed Support and fostering and adoption fee increases	0.477
Additional income relating to funding for unaccompanied asylum-seeking children	(0.618)

Please note that a detailed review of teacher numbers and costs is currently underway, the results of which will be reflected in a future Revenue Monitoring report. In the meantime, the working assumption contained within this report is the teacher's budget will break even.

The Children and Families budget includes an assumption of £4.032m of grant funding for teachers that is dependent on maintaining teacher numbers. The basis of determining these and the application of exceptions, for example, in relation to Scottish Equity Funding and Pupil Equity Funding, is the subject of ongoing discussions between COSLA and the Scottish Government. Officers will continue to monitor this and further updates will be provided to Committee as more information becomes available.

### 6.2 Dundee Health & Social Care Partnership (DHSCP)

The latest financial monitoring report presented to Dundee IJB projects an overspend of £6.197m for 2024/25 (utilising actual info for first 3 months to end June), with this information presented to Dundee IJB at its meeting on 21st August 2024. This projected overspend exceeds 2024/25 IJB Financial Plan where up to £4m has been identified and set aside in IJB Reserves to cover the planned in-year shortfall. While sufficient general Reserves are held to fund this additional overspend if required, a Financial Recovery Plan is being progressed to minimise the unplanned overspend and also return the IJB to a sustainable annual financial position.

DHSCP is continuing to respond to significant operational challenges in demand and demographics (notably the growth in Care at Home provision as a result of shift in care to help mitigate against hospital delayed discharges, unnecessary hospital admissions, reduce social care unmet need and reduce Care Home beds), and in particular staffing challenges (both recruitment and retention, sickness absence and premium cost of back-fill cover), complexity

of needs in community settings, and the wider impact of deferred treatments on health and wellbeing following the pandemic period, all of which continue to impact on the projected financial position. Operational managers and finance team continue work to explore ways of mitigating the overspend through efficiencies, cost reduction, transformation and savings opportunities and any impact of these actions will be reported in due course.

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. Sufficient Reserves are held by Dundee IJB to cover the projected 2024/25 shortfall therefore there is no anticipated additional contribution requirement or financial risk forecast in 2024/25 for Dundee City Council.

### 6.3 City Development: £0.533m overspend

	<b>£m</b>
Projected overspend in property mainly due to costs of unplanned and health and safety related repairs, including £220k additional costs occurred for urgent works at Morgan Academy. Includes a reduction of £250k savings to reduce the cost pressure	1.340
Forecasted reduction in income relating to the decrease in off-street parking income	0.700
Funded by earmarked Covid reserve to meet associated loss of income	(0.700)
Reflects projected increased provision for bad debts mainly as a result of commercial rents	0.327
Additional rental income within Dundee House	(0.144)
Projected underspend in staff costs due to vacancies	(0.436)
Additional income from recoveries of architect services fees in 2023/24	(0.429)
Use of earmarked reserves to reduce cost pressure	(0.200)

Dundee's Low Emissions Zone (LEZ) scheme was launched on 31 May 2024. It is noted that the Transport (Scotland) Act 2019 states that all income from the Low Emission Zone must be first used to facilitate the scheme. It is forecast that income from the LEZ will decline over time and revenue received in the first year will be set aside to contribute to future years costs of operating and maintaining the LEZ infrastructure. The total value of fines issued up to 25 August 2024 was £0.454m, relating to 5,599 contraventions. However, the value of payments received to the same date was £0.096m. This compares with an estimated cost of £0.230m for operating the LEZ in 2024/25.

Fines are issued at values ranging from £60.00 for first offence rising to £960.00 for fifth offence. There is a 50% reduction in the value if the fine is paid within 14 days. The gross value of £0.454m does not include write-offs for exemptions or reductions due to early payment, or provisions for unrecoverable fines.

The above outturn assumes professional fees will be fully recovered, although there have been none billed to date. It is also noted the above position excludes any variance relating to Winter Maintenance which may occur if weather conditions are similar to previous years.

## 6.4 Neighbourhood Services: £1.675m overspend

	£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	1.079
Projected shortfall in income generated from trade waste and recyclables	0.250
Streetscene & Land Management: income mainly from projects, interment fees and ground maintenance activities are forecasted to be lower than budgeted	0.639
Reduction in expected income from old waste plant due operational issues and lower than expected electricity revenues due to ongoing market conditions	0.742
Projected underspend in staff costs due to vacancies	(0.619)
Additional income recovered for housing benefits relating to Bed & Breakfasts	(0.144)
Use of earmarked reserves to reduce cost pressure	(0.184)

## 6.5 Corporate Services: (£0.120m) underspend

	£m
Projected underspend in staff costs due to vacancies	(0.786)
Projected overspend in supplies and services, mainly relating to IT licence fees, postage increases, audit fees and removal of Central Government funding for electoral registration	0.231
Anticipated reduction in income due to shortfalls on mailroom recharges, DWP admin funding and Scientific Services	0.418

## 6.6 Construction Services: (£0.177m) underspend

	£m
Reflects that costs of materials and consumables in relation to priced works have been lower than anticipated	(0.177)

## 6.7 New Monies: (£1.790m) underspend

Reflects the share of additional £62.7m monies announced by Scottish Government after the budget was agreed that will now be used to replenish any balances used. In addition, the Council will receive a share of an additional £21.0m (£0.601m) which will go towards pay awards in excess of what has been budgeted.

## 6.8 Corporate Fleet: £1.910m overspend

Reflects the projected net overspend associated with the corporate fleet. The cost of the Council's fleet remains a budget pressure 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. A review is underway 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. The review is ongoing and the outcome will be reported to members as part of future monitoring reports.



## 7 EXTERNAL ORGANISATIONS

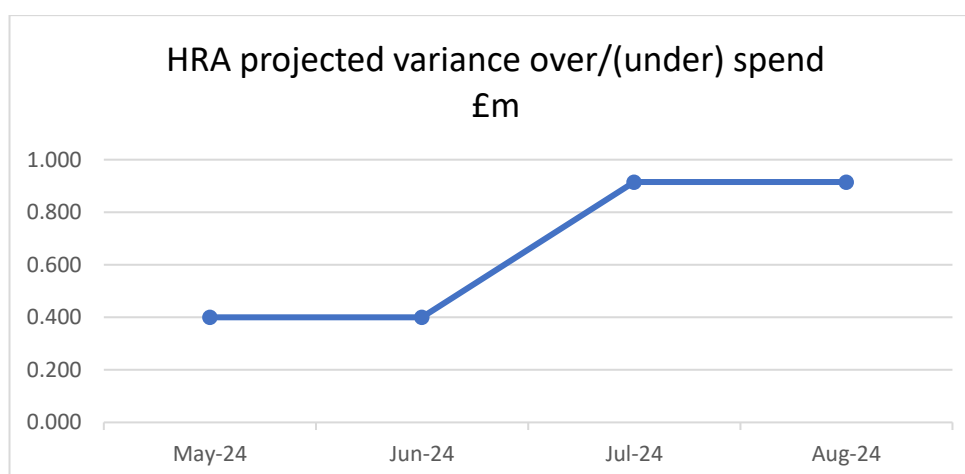
- 7.1 Leisure and Culture Dundee (LACD) suffered considerable income shortfalls during the Covid-19 pandemic, due to the effects of lockdowns and operating restrictions once facilities reopened. It is recognised that, whilst facilities are now fully operational, income levels will take some time to be restored to pre-pandemic levels. To provide certainty, stability and time for Leisure and Culture Dundee to develop a balanced budget from 2024/25 onwards Dundee City Council confirmed its continuing financial support to cover the deficit position for a period until 31 March 2024. In December 2023, it was further agreed that the Chief Executive be authorised to extend the support to Leisure and Culture Dundee to 30 June 2024 should this be necessary. The Council will also continue to undertake cash flow management support to LACD to allow it to remain in credit at all times, and therefore have sufficient cash to continue to operate, thus allowing it to proceed as a going concern and meet its everyday cash liabilities. Any additional financial support provided will be met from reserves.
- 7.2 Our budget includes the assumption that Tayside Contracts will return a surplus in 2024/25, our share of which will be £0.343m. Please note we have set aside an allowance for Tayside Contracts pay awards within our pay contingency and will track the cost of Tayside Contracts services against service and central budgets.

## 8 HOUSING REVENUE ACCOUNT - MONITORING POSITION AT 31 AUGUST 2024

- 8.1 The forecast position as at 31 August 2024 for the HRA is summarised below:

	(Under)/Over Spend as at 31 August £m	(Under)/Over Spend as at 30 July £m	Movement (from previous month) £m
Net Expenditure	1.365	1.365	0.000
Sources of Income	(0.450)	(0.450)	(0.000)
<b>Net over/ (underspend)</b>	<b>0.915</b>	<b>0.915</b>	<b>0.000</b>

The graph below shows the projected variance over the reported periods.



Please note that the forecast position is compared to the HRA budget as recast in report 139-2024 submitted to and approved by the Neighbourhood Regeneration, Housing and Estate Management Committee on 13 May 2024. The report details £2.595m from the Renewal & Repair Fund will be used as funds towards the successful implementation of the Housing Repairs and Relet recovery plan.

- 8.2 The key variances that make up the August position are shown in the table below. These figures reflect movements for the full year to date.

280-2024

	£m
Projected overspend in property costs mainly relating to additional void costs due to empty properties being let for longer than budgeted, additional expenditure on unmetered landlord supplies and gas safety maintenance and emergency repairs	1.365
Additional rental income	(0.450)

8.3 Any final variance will be adjusted against the Renewal & Repair Fund and any final overspend will be offset against the Renewal & Repair Fund, the housing element of which amounted to £7.317m as at 31 March 2024. With the inclusion of the HRA forecasted overspend of £0.915m as at 31 August 2024 and the £2.595m funds earmarked for the Housing Repairs and Relet recovery plan per report 139-2024, the housing element of the Renewal & Repair Fund will amount to £3.807m as at 31 March 2025.

## 9 RISK ASSESSMENT

9.1 In preparing the Council's 2024/25 Revenue Budget, the key strategic, operational and financial risks faced by the Council over this period were considered. To alleviate the impact these risks may have if they occur, a number of general risk mitigation factors are utilised by the Council.

9.2 The key risks in 2024/25 have been assessed both in terms of the probability of whether they will occur and the severity of their impact on the Council should they indeed happen. These risks have been ranked as either zero, low, medium or high. Details of this risk assessment are included in Appendix B to this report. Any changes to the assessment from the previous reporting period, together with any additional comments included, are highlighted in bold type.

## 10 POLICY IMPLICATIONS

10.1 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.

## 11 CONSULTATIONS

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

## 12 BACKGROUND PAPERS

12.1 None.

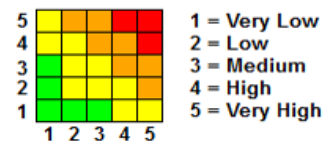
**ROBERT EMMOTT**  
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

**04 NOVEMBER 2024**

DUNDEE CITY COUNCIL										<b>189</b>
2024/2025 REVENUE OUTFURN MONITORING										
PERIOD 1 APRIL 2024 - 31 AUGUST 2024										Actual
	Approved		Adjusted			Projected	Previous	Movement	Spend to	
	Revenue	Total	Revenue	Actual	Projected	Variance	Months	since	31.08.2024	
	Budget	Budget	Budget	Spend to	Outturn	Over/(under)	Projected	Previous	as a % of	
	2024/25	Adjustments	2024/25	31.08.2024	2024/25	spend	Variance	Month	Adjusted	
	£m	£m	£m	£m	£m	£m	£000	£000	Budget	
<b>General Fund Services</b>										
Children & Families	213.996	3.594	217.590	92.046	219.052	1.462	1.733	(0.271)	42%	
Dundee Health & Social Care Partnership	110.180	(0.094)	110.086	40.794	110.086	0.000	0.000		37%	
City Development	15.258	0.218	15.476	14.356	16.009	0.533	0.908	(0.375)	93%	
Neighbourhood Services	28.439	0.009	28.448	4.403	30.123	1.675	2.057	(0.382)	15%	
Chief Executive	13.835	0.470	14.305	6.434	14.305	0.000	0.000		45%	
Corporate Services	33.568	0.716	34.284	18.664	34.164	(0.120)	0.000	(0.120)	54%	
Construction Services	0.000		0.000	0.271	(0.177)	(0.177)	(0.178)	0.001		
	415.276	4.913	420.189	176.968	423.562	3.373	4.520	(1.147)	42%	
Capital Financing Costs / Interest on Revenue Balances	22.429		22.429	0.000	22.429	0.000				
Contingencies:										
- General	0.500	(0.029)	0.471		0.035	(0.436)	0.000	(0.436)		
- Budget growth/Cost Pressures	13.278	(3.214)	10.064		10.064					
- New monies	0.599	1.317	1.916		0.126	(1.790)	(1.790)			
Tayside Contracts surplus	(0.343)		(0.343)		(0.343)					
Corporate Fleet	0.000		0.000		1.910	1.910	1.910			
Miscellaneous Items	(2.044)		(2.044)	(0.852)	(2.044)				42%	
Discretionary Non Domestic Rates (NDR) Relief	0.392		0.392	0.484	0.392	0.000	0.000		123%	
Supplementary Superannuation Costs	2.938		2.938	0.228	2.744	(0.194)	(0.194)		8%	
Tayside Valuation Joint Board	0.945		0.945	0.388	0.945				41%	
Empty Property Relief Devolution	1.048		1.048	0.437	1.048				42%	
<b>Total Expenditure</b>	<b>455.017</b>	<b>2.987</b>	<b>458.004</b>	<b>177.653</b>	<b>460.868</b>	<b>2.863</b>	<b>4.446</b>	<b>(1.583)</b>	<b>39%</b>	
<b>Sources of Income</b>										
General Revenue Funding	(304.241)	(2.854)	(307.095)	(147.056)	(307.095)				48%	
Contribution from National Non Domestic Rates (NNDR) Pool	(73.695)		(73.695)	(30.706)	(73.695)				42%	
Council Tax	(63.906)		(63.906)	(13.729)	(63.949)	(0.043)	(0.082)	0.039	21%	
Assumed SPPA Teachers Superannuation Contrib	(2.280)		(2.280)	(0.950)	(2.280)	0.000	0.000		42%	
Use of Capital Grant to fund pay award			0.000		0.000					
Use of Balances -										
Balance on Covid Recovery Fund	(6.640)		(6.640)		(6.640)				0%	
Committed Balances c/f	0.000	(0.133)	(0.133)		(0.133)					
Service concessions	(4.255)		(4.255)		(4.255)				0%	
Change Fund	0.000		0.000		0.000					
<b>(Surplus)/Deficit for the year</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(14.789)</b>	<b>2.820</b>	<b>2.820</b>	<b>4.364</b>	<b>(1.544)</b>		
<b>(Surplus)/Deficit for Housing Revenue Acct</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(6.903)</b>	<b>0.915</b>	<b>0.915</b>	<b>0.915</b>	<b>0.000</b>		

Risks - Revenue Assessment

Corporate Risk Matrix



Risk Title	Causes	Impact	Inherent Risk	Controls	Residual Risk (Previous Month)	Residual Risk (Current Month)
1. General price inflation may be greater than anticipated.	<ul style="list-style-type: none"> <li>Government policies and regulations</li> <li>Poor economic conditions</li> <li>Impact of rising price rises e.g. energy</li> </ul>	<ul style="list-style-type: none"> <li>Increased financial cost / rising prices</li> <li>Potential budget overspends</li> <li>Potential for interest rate rises through intervention measures</li> </ul>		<ul style="list-style-type: none"> <li>Corporate Procurement strategy in place, including access to nationally tendered contracts for goods and services</li> <li>Fixed price contracts agreed for major commodities i.e. gas and electricity.</li> <li>Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements.</li> </ul>	n/a	
2. Capital Financing Costs - level of interest rates paid will be greater than anticipated.	<ul style="list-style-type: none"> <li>Substantial decline of global financial market</li> <li>Economic factors impacting on interest rates</li> </ul>	<ul style="list-style-type: none"> <li>Increased borrowing costs</li> <li>Greater return on investments / cash balances</li> </ul>		<ul style="list-style-type: none"> <li>Treasury Management Strategy. Limited exposure to variable rate funding.</li> <li>Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible.</li> </ul>	n/a	
3. Unforeseen new cost pressures arising during the course of the financial year.	<ul style="list-style-type: none"> <li>Financial constraints</li> <li>Demand pressures</li> <li>Cost of Living</li> </ul>	<ul style="list-style-type: none"> <li>Potential overspends</li> </ul>		<ul style="list-style-type: none"> <li>Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements.</li> </ul>	n/a	
4. Chargeable income budget not achieved.	<ul style="list-style-type: none"> <li>Reduced demand for chargeable services, for example due to cost of living crisis</li> <li>Market competition</li> </ul>	<ul style="list-style-type: none"> <li>Loss of income</li> <li>Revision of budgeted income collection levels required</li> </ul>		<ul style="list-style-type: none"> <li>Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements.</li> </ul>	n/a	

**REPORT TO:** CITY GOVERNANCE COMMITTEE – 18 NOVEMBER 2024

**REPORT ON:** COUNCIL PLAN 2022-2027 - MID-YEAR PROGRESS REPORT 2024/25

**REPORT BY:** CHIEF EXECUTIVE

**REPORT NO:** 306-2024

## 1.0 PURPOSE OF REPORT

To provide Committee with a mid-year update showing progress so far during 2024/25, being year three of the five-year plan.

## 2.0 RECOMMENDATIONS

It is recommended that Committee notes the progress being made and remits the report to the Scrutiny Committee for further consideration.

## 3.0 FINANCIAL IMPLICATIONS

None.

## 4.0 BACKGROUND

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

4.2 Committee received the second [annual progress report](#) for the Council Plan 2022-2027 on 24 June 2024 (Article IV of the minute refers). The Council's Performance Management Framework sets out that Committee will also receive a six-month progress report (Article III of the Policy and Resources Committee of 20 August 2018 refers).

4.3 The mid-year progress report for 2024/25 (Year 3) provides elected members with:

- an update as of 30 September (half year) after the 2023/24 annual report of overall performance against the targets in the Council Plan, by providing any new data that was not available at the time of the annual report.
- an opportunity to appraise the Committee on progress in dealing with the priority areas of concern highlighted in the annual reports.
- update the Committee on any newly completed actions in the plan, becoming overdue since the annual report or falling due within the next six-month period.
- update on progress so far during 2024/25

4.4 Since the Annual Report referred to in paragraph 4.2, the key performance indicator data not available at the time for 2023/24 is contained in the table below:

Indicator	2021/22	2022/23	2023/24	Target
<b>Reduce Child Poverty and Inequalities in Incomes, Education and Health</b>				
Average Total tariff SIMD Quintile 1 <small>*Latest tariff score is interim local data</small>	637	568	592*	605
Increase the % of 16–19-year-olds living in SIMD 1 areas participating in positive destinations.	84.8%	84.1%	87.3%	86.5%

Indicator	2021/22	2022/23	2023/24	Target
<b>Deliver Inclusive Economic Growth including Community Wealth Building</b>				
Increase the percentage of all 16-19-year participating in positive destinations	89.4%	89.4%	90.5%	91%
<b>Tackle Climate Change and achieve net zero carbon emissions by 2045</b>				
CO <sub>2</sub> emissions (property energy consumption) from Council buildings (tonnes)	20,823	17,562	18,656	19,781
DCC Carbon Footprint Emissions (tonnes CO <sub>2</sub> )	25,324	24,413	27,061	25,641
Percentage of household waste recycled or composted. *Data is for calendar year 2023	32.6%	35.6%	36.6%	36.4%
<b>Build Resilient and Empowered Communities</b>				
The percentage of Council budget allocated by participatory budgeting processes.	0.66%	0.9%	1.18%	0.7%
Empty retail unit rate	13.3	18	17.7	12

#### 4.5 Key positives in the table above are:

- The average total tariff for pupils who live in SIMD Quintile 1 areas has increased from the previous year. In addition, there has also been an increase in the number of 16–19-year-olds living in SIMD 1 areas who are participating in positive destinations. These improved attainment and participation rates in SIMD 1 areas mean that young people from the most deprived areas in Dundee will have increased opportunities as they progress in life. Closing the poverty related attainment gap is a key part of tackling the effects of child poverty. Over the past five years this is a rising trend, demonstrating progress towards this aim. The latest tariff score at 592 for 2023/24 is above the pre-Covid 2018/19 result of 553.
- In addition, the percentage of all 16–19-year-olds participating in positive destinations has increased from the previous year. Although this is not yet on target, this improvement is a positive reflection of work targeted at increasing young people's participation.
- As a result of widespread participatory budget work across council services, the percentage of Council budget allocated by participatory budgeting processes has increased and as a result it has reached and surpassed the 2023/24 target of 0.7% as well as the 2024/25 target of 1%. This target of 1% is referred to in the Best Value Review report as agreed with COSLA as the standard for all local authorities to aim for.
- The household waste recycling rate for Dundee City Council provisionally supplied by Neighbourhood Services is 36.6% for calendar year 2023 which is an improvement from the previous year. This figure is provisional and subject to final confirmation by SEPA, but it would show that Dundee's recycling and composting rate is improving and on target.

#### 4.6 Areas for improvement or focus identified from the table above are:

- The Council's property energy consumption, as well as its carbon footprint emissions have both increased between 2022/23 and 2023/24. While the indicator for property energy consumption is still currently on target, further deterioration will risk this status next year. However, the indicator for carbon footprint has changed in previous year from being on target by approximately 2,500 tonnes CO<sub>2</sub> in 2022/23 to falling below the target by approximately 1,500 tonnes in 2023/24. The actions within the Net Zero Transition Plan are intended to lead us in a 'just transition' to Net Zero emissions by 2038.
- The empty retail unit rate remains higher than target and therefore improvement is a priority. There has been a marginal improvement from 18% in 2022/23 to 17.7% in 2023/24, however the target of 12.4% remains a key challenge. Every opportunity to pitch all vacant units to potential users is being taken and the Overgate continues to have new business openings. The City Centre Strategic Investment Plan 2050 City Dressing, being undertaken as part of the City Centre Strategic Investment Plan 2050, will create distinct city centre spaces in key streets. Shop improvement treatments continue on a number of vacant units in the city centre.

Progress on the identified areas for improvement will be reported in the Annual Progress Report in June 2025

#### 4.7 Update on Areas for Improvement from Previous Reports

The Council Plan annual progress report for the year 2023-2024 identified the following areas of most concern in terms of reaching the Council's priorities:

- **Positive Destinations**
- **Average total tariff SIMD Quintile 1**

As noted and explained further at para 4.5, both attainment and participation rates show improvement.

- **Measure of cycling in the city**

The Council is continuing to pursue external funding to deliver active travel schemes as identified within the Council's Sustainable Transport Delivery Plan 2024-2034. A bid was submitted on 2 February 2024 to the Transport Scotland Active Travel Tier 2 Fund for £1.6m to enable development of a secure cycle storage facility on the ground floor of the Bell Street Green Transport Hub and to provide improved active travel infrastructure and hard landscaping to the approach and curtilage of the building.

#### 5.0 UPDATE ON PROGRESS ON RECOMMENDATIONS FROM BEST VALUE AUDIT 2023

- **Community asset transfers**

Dundee has embarked on an exciting process to further develop the approach to Community Wealth Building for the city. The Community Wishes Portal links small project requests from communities with their contracted providers. The Community Wealth Building Land and Assets Working group will develop a Land and Assets Strategy to refresh the approach to the use of council land and property.

- **Participatory budgeting**

The target of 1% of total expenditure being allocated via participatory budgeting has been exceeded for the first time, as we achieved 1.18%. During the last year, £4,321,717 has been allocated by this process and over 11,000 residents have taken part in participatory budgeting exercises to determine budget spend.

- **Long-term financial strategy**

The Strategy was agreed in November 2023 and sets out six key workstreams aimed to tackle a projected budget deficit as well as ensuring resources are targeted at meeting Council Plan priorities.

#### 6.0 PROGRESS MADE IN 2024/25

The Council Plan Progress report is set out in Appendix 1 and provides an executive summary for each priority followed by a performance indicator table providing an update on each performance indicator and an action plan table providing an update on each action.

The contents of the appendix are listed below based on the page numbers of this report.

**Reduce Child Poverty and Inequalities in Incomes, Education, and Health – Page 7**

**Deliver Inclusive Economic Growth - Page 11**

**Tackle Climate Change and Achieve Net Zero by 2045 – Page 15**

**Build Resilient and Empowered Communities – Page 20**

**Design a Modern Council, includes Transformation Programme – Page 23**

- 6.1 The latest data on the Council's performance on the Council Plan is summarised below for each priority theme. The impact of the updated figures is marginal on the overall performance of the Council as represented by the tables in Appendix 1. This shows a final tally for each priority shown in the table below. 77% of performance indicators across the priority theme scorecards in the Council Plan have improved between 2022/23 and 2023/24.

Council Plan Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same (%)	Improved Since Baseline (2021/22 (%))
<b>All Themes</b>	14	2	6	22	77%	77%
<b>Reduce Child Poverty and inequalities in incomes, education, and health.</b>	3	1	2	6	83%	67%
<b>Deliver Inclusive Economic Growth including Community Wealth Building</b>	4	0	0	4	75%	100%
<b>Tackle Climate Change and achieve net zero carbon emissions by 2045</b>	2	0	2	4	25%	75%
<b>Build Resilient and Empowered Communities</b>	4	0	1	5	100%	80%
<b>Design a Modern Council</b>	0	2	1	3	100%	67%

## 7.0 OVERVIEW OF ACTIONS IN THE COUNCIL PLAN

- 7.1 The Council Plan had 43 actions, now 42 following the merging of 2 actions in relation to Kirkton Community HUB. These 42 actions have a range of due dates, with some of the more strategic actions not due for completion until April 2027, the final year of the 5-year plan. When updating the action plan, lead officers for these actions are asked to note a percentage of completion of the action they are responsible for. The information below offers some assessment of the rate of progress being made since the commencement of the plan in December 2022 and the annual report in June 2024.

- 7 actions have been completed
- Of the remaining 35 actions:
  - 22 are 50% or more complete
  - 6 of those are 75% or more complete
- 3 actions are due to be completed by April 2025
- 1 action is overdue for completion.

- 7.2 The actions scheduled to be completed by April 2025 are:

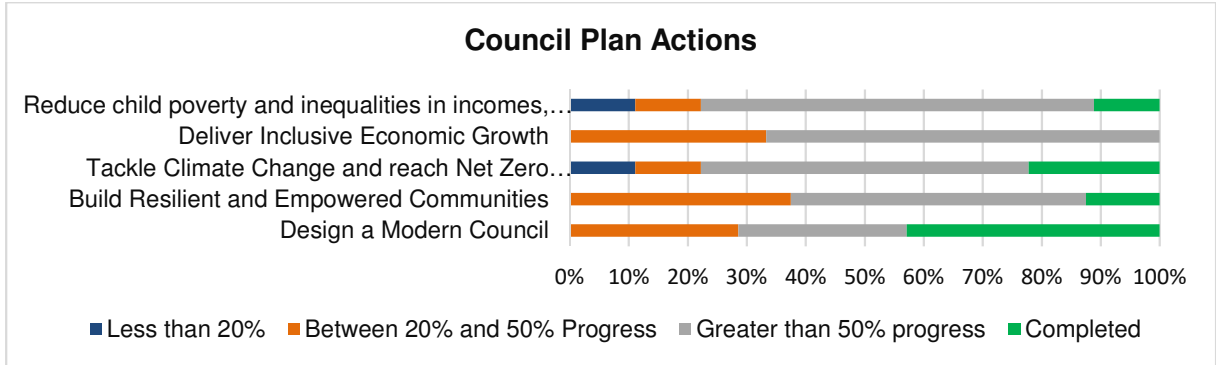
- Deliver on the Mainstreaming Equalities Report Action Plan
- Kirkton Community Hub Trial
- Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs.

The action overdue is:

- Deliver a programme of service redesign reviews to embed the digital and community empowerment changes. This action is 50% complete. (Due 31st March 2024)



7.3 Council Plan Action progress



8.0 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.

9.0 CONSULTATIONS

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

10.0 BACKGROUND PAPERS

None.

GREGORY COLGAN  
CHIEF EXECUTIVE

DATE: NOVEMBER 2024

ANDREA CALDER  
HEAD OF CHIEF EXECUTIVE'S SERVICE







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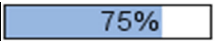
### CONTENTS

- Reduce child poverty and inequalities in incomes, education, and health – Page 7
- Deliver inclusive economic growth - Page 11
- Tackle climate change and achieve net zero by 2045 – Page 16
- Build resilient and empowered communities – Page 21
- Design a modern council, includes Transformation Programme Report – Page 26

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

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

PERFORMANCE INDICATOR (PI) STATUS EXPLAINED	
	More than 5% away from Target
	Close to target
	On Target
Long Term Trends	
	Improving
	No Change
	Getting Worse

ACTION LEGENDS EXPLAINED		
Status	Progress Bar	Due Date
		31- Mar 2027
Green just 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. A red or amber symbol would indicate one or more of these is missing.	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. Complete usually means the improved or new policy, product or process is now embedded and adopted as business as usual in the relevant operations.	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.



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

### Executive Summary

The Council Priority to reduce child poverty and inequalities continues to be addressed through improving the uptake of benefits the council can deliver to families and closing the attainment gap. The specific targets on increasing uptake of free bus concessions and free school meals are improving year on year. Key actions on delivering welfare benefits, cutting the cost of the school days, and reducing heating costs through the external wall insulation programme are all proceeding well. Both Local Fairness Initiatives are making good progress. The Welfare Officer Pilot in Morgan Academy has delivered significant benefits and plans are being put in place to extend this service to Baldragon Academy. Work continues to be targeted to the most disadvantaged areas of Dundee and local people are engaging well in efforts to improve their communities. The Dundee Child Poverty Pathfinder has increased employability opportunities for 188 families in Linlathen affected by a range of inequalities. This provides the support to enable parents to secure incomes to address child poverty that may be experienced by the 256 children living in these households. The work of the Pathfinder complements the Linlathen Local Fairness Initiative that has increased housing and money advice, drop-in support, extra out of school care, community activities and participation, and better community spaces. Similarly, in Stobswell West, greater money and benefit advice is being provided in partnership with the Stobswell Forum at the Connect shop, greater community and intergenerational activities, and efforts to tackle quality in private rented properties in the area.

Challenge Poverty Week 2024 took place between 7-13 October 2024 with a number of events and activities across the city.



















School attendance continues to be a concern following the pandemic. However, attendance this year has improved at both primary and secondary level with current rates of 91.7% and 85.8% respectively. Targeting improved attendance continues to be a key priority for maintaining focus on closing the attainment gap and delivering positive destinations for school leavers. The participation rate for 16–19-year-olds from the Scottish Index of Multiple Deprivation (SIMD) quintile 1 population is improving. Coupled with an improvement in tariff score for young people in SIMD1, there is evidence of increased opportunities for these young people as they progress in life. Every effort is being made to increase the number of care experienced school leavers entering a positive destination.

The latest tariff score for 2023-24 for young people in SIMD 1 is 592, an improvement on the year before. However, caution is required on this due to the changes in assessments methods over the past four years. Compared to pre-Covid 2018-19 figure of 532, the tariff score for SIMD quintile 1 has increased.









Supporting care experienced children through 'the Promise' is progressing well and aims to see improved participation rates and attainment as an outcome. The number of children and young people in care continues to reduce and the balance of care continues to shift towards family-based settings. A full update was reported to Committee on 28 October 2024.






Early years continues to perform well as evidenced in high levels of Care Inspectorate inspections grading settings Good or better. The latest data available shows that 93% of early years provision is good or better and meeting the Council's target of 93% overall.

## PERFORMANCE

	Performance Indicator	2022/23	2023/24	Current Value	Year 1 Target	Year 3 Target	Short Term Trend	Long Term Trend	Latest Note
	Percentage of 5-22 population provided with an NEC Card	67%	83%	88% (Sept 2024)	75%	82%			27,023 active National Entitlement Cards (NEC) with free bus travel for under 22s were issued up to the end of September 2024. This is 88% of the Dundee 5-21 population of 30,721.
	The % take up of free school meals. Latest Year is P6 – S6	65%	66%	66%	65%	71%			Work continues with Tayside Contracts and schools to promote free school meals.
	16 - 19-year-olds living in Scottish Index of Multiple Deprivation (SIMD) 1 participating in education, employment, or training	84.1%	87.3%	87.3%	86.5%	90%			Between 2022/23 and 2023/24, the gap between participation in the 20% most deprived and the 20% least deprived has decreased from 12.4% to 8.5%.
	% of Care Experienced Leavers Entering a Positive Destination	71%	-	71%	92%	93%			The source for this data is in a national report and does not update the 23/24 figure until February 2025. We are targeting increased participation as part of the Promise. In addition to the ongoing work by the Youth Employability Service, a specific working group along with the Children and Families service has been established to target the needs of Care Experienced Leavers who require enhanced support to prepare to enter a positive destination. The offer to these young people will be tailored to their needs and closely monitored.
	Average Total tariff SIMD Quintile 1	568	592	592	605	660			This is an Interim figure. The official figure will be published as part of the 2023/24 Local Government Benchmarking Framework.
	Improve the overall attendance of all children and young people living in SIMD Quintile 1	86%	87%	87%	93%	95%			This is 2% lower than the pre-Covid 2018/19 figure and currently there is a 3.9% gap in attendance at school between pupils living in SIMD Quintile 1 and SIMD Quintiles 2-5. Targeting improved attendance is a key priority for maintaining focus on closing the attainment gap and delivering positive destinations for school leavers.

## ACTIONS

	Action	Progress Bar	Due Date	Latest Update
	Promote the uptake of concessionary travel scheme for young people, ensuring quick and easy access to entitlement		31-Mar-2027	<p>There are now 27,023 5–21-year-olds with an NEC card with the free bus travel on it. That is 88% of the Dundee 5-21 population.</p> <p>Systems are now in place to increase and maintain the take up of this entitlement by Under 22s. In addition to the Scotland wide Get Your NEC, specific application routes in Dundee include:</p> <ul style="list-style-type: none"> <li>• Parents Portal adopted and rolled out in Dundee</li> <li>• Schools offer support to apply but issue a strong message to use GYNEC and Parents Portal.</li> <li>• Customer Services over the telephone with a drop off option for evidence in support of their application</li> </ul>
	Continue work to reduce the cost of the school day		31-Mar-2027	<p>The Welfare Officer pilot in the Morgan Cluster is being considered in the Baldrigon Cluster. Recent Scottish Government guidance on School Uniform was shared with schools, and while there are no particular projects that schools are undertaking in light of this new guidance, this will reinforce what many schools now understand as a result of previous work on cost of the school day, including the need to ensure uniforms are affordable and offer initiatives like nearly new stalls, ties at time of enrolment, etc.</p>
	Deliver on the Mainstreaming Equalities Report Action Plan		31-Mar-2025	<p>The Council's Equality &amp; Diversity Steering Group continue to support relevant officers within their service, review, update and close off actions as appropriate; and provide support, as necessary.</p>
	Implement the recommendations of The Promise to deliver the Scottish Government's commitment to care for Scotland's most vulnerable children and give them the best possible childhood.		31-Mar-2032	<p>The annual report on Our Promise was approved by Children, Families and Community Committee on 28 October 2024. This highlighted that over the first 12 months of the current 3-year plan, the Children and Families Service has continued to co-ordinate and deliver improved support to vulnerable children and young people.</p> <p>Out of a total of 29 actions in the plan, work has started on 26 of them, 12 of which have already been completed and 14 have made significant progress. The other 3 are due to commence in 2024-25.</p> <p>Some key achievements over the period have included:</p> <ul style="list-style-type: none"> <li>▪ The total number of care experienced children and young people reduced from 429 to 386</li> <li>▪ The balance of family based versus residential care increased from 85.7% to 90.5%</li> <li>▪ There was a reduction in children and young people in external residential care from 43 to 18</li> <li>▪ No young people have been admitted to Secure Care in 18 months</li> </ul>

	Action	Progress Bar	Due Date	Latest Update
				<ul style="list-style-type: none"> <li>▪ There was a 17% reduction in the number of missing episodes from Young People's Houses.</li> <li>▪ Care experienced pupils with 1+SCQF Level 4 increased from 73% in 2020-21 to 78% in 2023-24.</li> <li>▪ Care experienced pupils with 1+SCQF Level 5 increased from 35% in 2020-21 to 56% in 2023-24.</li> <li>▪ Millview House won a Scottish Social Services Award for Outstanding Care in 2023.</li> <li>▪ Our Promise was a finalist in the UK-wide Local Government Chronicle Awards in 2024.</li> </ul>
	Prioritise welfare support grants to children and families	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4a86e8; display: flex; align-items: center; justify-content: center;"><span style="color: white; font-weight: bold;">75%</span></div>	31-Mar-2027	Collaborative working continues. Access to advice in Morgan Academy has proved very successful with recent expansion into Braeview, Baldragon and Craigie schools. Income Maximisation gains from all 4 schools stands at £530,000 which includes access to the various welfare support grants available.
	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	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4a86e8; display: flex; align-items: center; justify-content: center;"><span style="color: white; font-weight: bold;">70%</span></div>	31-Mar-2027	<p>The Linlathen Local Fairness Initiative was the winner of the Association of Public Service Excellence award for Best Collaborative Working with other Public Sector organisations and the Third Sector. This recognised the work of partners across the initiative who have prioritised resources, worked collaboratively and been committed to improving outcomes in the area. It also acknowledged community partners in the residents and volunteers, who have made significant contributions to support their local community.</p> <p>Progress in Stobswell West has been delayed due to the current Communities Officer vacancy in Maryfield. Plans are in place to undertake a Columba 1400 values-based leadership event with local partners, and this will take place once a new Communities Officer is in post.</p>
	Maintain momentum in energy efficiency and wall insulation programmes to reduce fuel poverty for children and families	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4a86e8; display: flex; align-items: center; justify-content: center;"><span style="color: white; font-weight: bold;">60%</span></div>	31-Mar-2027	The 3 phases of the Linlathen Retrofit project are to be tendered via the Scotland Excel Energy Efficiency Contractors framework. Designs are being drawn up to include not only Structural Insulation, but new windows, Solar PV and Battery Storage if feasible.
	Build on the United Nations Convention on the Rights of the Child #MakeltRight campaign encouraging young people to know about their rights under the UNCRC, and for adults and the public sector to help safeguard those rights	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4a86e8; display: flex; align-items: center; justify-content: center;"><span style="color: white; font-weight: bold;">30%</span></div>	31-Mar-2027	An audit of where schools are in relation to the Rights Respecting Award will be conducted early in Session 2024/25. An officer will be assigned to support schools in progressing this depending on the stage they are at. All schools will be expected to have achieved at least the Bronze Award during this next academic session.
	Expand our free early years education to all 1- and 2-year-olds, starting with children from low-income households	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4a86e8; display: flex; align-items: center; justify-content: center;"><span style="color: white; font-weight: bold;">5%</span></div>	31-Mar-2027	As our All Age Childcare funding bid for 2024/25 was successful, we are in the early stages of planning our engagement with families who have children under 3 and who are not entitled to funded Early Learning and Childcare. Two Early Years Family Workers, funded as part of the bid, will engage with families during a range of family learning activities to informally gather

	Action	Progress Bar	Due Date	Latest Update
				<p>information from parents regarding their childcare needs. Family activities will include Come and Play and Postnatal Peep, Community Chattertots, Peep, Art at the Start, Buggy Walks, Peep for Babies, and Peep for Toddlers.</p> <p>Other routes to engagement will include working with Health Visiting Early Years Support Workers to co-deliver family support sessions, librarians who run facilitated Bookbug sessions and other groups working with parents/young children in each targeted community.</p>



**DELIVER INCLUSIVE ECONOMIC GROWTH**

**EXECUTIVE SUMMARY**

The Council Priority to deliver inclusive economic growth is being addressed through attracting jobs and people to the city and aiming through employability pathways and community wealth building to ensure local people benefit and no one is left behind. The majority of indicators are positive, and actions are all progressing well.

The indicators show visitor numbers to the city have surpassed pre-Covid levels and Work continues in this area with the Put Dundee on Your Map (PDYM) activity, and a positive PR programme. The Eden project will join the V&A Dundee in cementing Dundee’s global reputation as a destination city.

New developments on the Waterfront are continuing to contribute to job growth in the city. The BT development on Site 1 is nearing completion with BT due to take occupancy of the office component of the development in late 2024/early 2025, and discussions are continuing with prospective tenants for the office space and ground floor commercial units in the new James Thomson House currently under construction and due for completion in 2025. The Council is also working on proposals for Dundee Marina/Bluescape area of the Waterfront, including the detailed business case for Tay Cities Regional Deal funding. This is complemented by the long-term City Centre Investment Plan to deliver a vibrant City Centre approved by the Council in July 2023. The number of SME business start-ups has increased from 3,425 in 2023 to 3,450 in 2024, in line with the positive developments in the city.




The Council is leading the city partnership Community Wealth Building strategy and aiming to increase the percentage of procurement spend locally which is standing at 46% for 2023/2024, an increase of 7% from the previous year. The Corporate Procurement Strategy 2024-27 aims to boost the Dundee economy and support local firms. The strategy will help meet the delivery of wider Council Plan objectives. Community wealth building efforts will be supported through increased local tendering opportunities. The strategy has also been designed to help with reductions in carbon emissions, informed by work undertaken by the Council’s Climate Change Team.




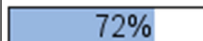

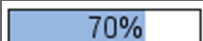

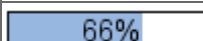

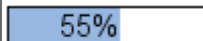
The Annual Participation Measure for 2024 was published in August. Dundee delivered the country's greatest increase in performance (1.1%) compared to 2023. The participation rate for all 16–19-year-olds, now at 90.5%, is continuing to improve and is on target. The number of people securing and progressing into employment from the employability pathway continues to exceed targets. These measures demonstrate how the employability pathway contributes to helping people secure work. Significant improvements in performance have been delivered by the Employability Pathway programme since 2019. For example, the number of 16–19-year-olds from SIMD1 and SIMD2 participating in education, employment or training continues to exceed target, employment rates for those with a disability aged 16-64 has improved and now exceeds target, less than 10% of people employed are earning less than the living wage. As part of Discover Work's Strategy 2022-2027, the Employability Pathway programme has been redesigned and is being implemented during 2024/2025. The employability pathway programme will now be delivered by the Council's new single Corporate Employability Service.


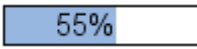

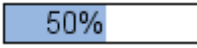



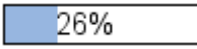
## PERFORMANCE


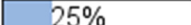
	Performance Indicator	2022/23	2023/24	Current Value	Year 1 Target	Year 3 Target	Short Term Trend	Long Term Trend	Latest Note
✓	SME Business Base per 10,000 Head of Working Age Population	353.8	347.6	347.6	350	372	↓	↑	<p>SMEs: 3,450 (ONS - UK Business Data: 2024 - latest data) This is up from 3,425 in the 2023 UK Business Data</p> <p>Working Age Population Estimate: 99,253 (NRS – Mid-Year Estimate Population: 2023 - latest data). This is up from 98,015 in the 2022 Mid-Year Estimate.</p> <p>Working Age Population Estimate per 10,000: 9.9253, SMEs per 10,000 Working Age Population: 347.6</p>
✓	% of 16-19 Year Olds participating in Education, Training or Employment	89.4%	90.5%	90.5%	91%	92%	↑	↑	<p>The SDS Participation measure report for 2024 was released in August 2024. This reported the participation measure for 16–19-year-olds in Dundee City was at 90.5%. This report also showed that Dundee delivered the country's greatest increase in performance (1.1%) compared to 2023. Dundee moved from 32nd to 30th in the participation measure for all local authority areas</p>
✓	Visitor numbers to Dundee (000s)	1,249	1,357	1,357	682	752	↑	↑	<p>The annual Scottish Tourism Economic Activity Monitor (STEAM) report 2023 showed that more people came to the city and spent more than in the previous year, including a 27% rise in people staying overnight. This report also identified that tourism contributed more than £290 million to the Dundee economy in 2023.</p>

	Performance Indicator	2022/23	2023/24	Current Value	Year 1 Target	Year 3 Target	Short Term Trend	Long Term Trend	Latest Note
	% of Procurement Spent on Local Enterprises	39%	46%	46%	39.4%	41%			The new Corporate Procurement Strategy is aimed at supporting increased local spend. It is anticipated this indicator will improve as the strategy is embedded.

## ACTIONS

	Action	Progress Bar	Due Date	Latest Update
	Increase the percentage of care experienced young people in positive destinations		31-Mar-2032	The service has contributed towards a Youth Participation review and is leading on several aspects, including targeted support in schools, enhanced post-school transition support, extended mentoring and flexible employment opportunities.
	Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs.		01-Mar-2025	Community Wealth Building Strategy has been drafted and is being shared with pillar leads - dates have been amended to reflect new time scales. Community Wishes programme designed to gather small project requests from communities and link them to contracted providers has been launched. <b>Due date has been extended to 1<sup>st</sup> March 2025</b>
	Continue to raise the profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to businesses, investors, developers, and visitors		31-Mar-2027	The latest city marketing campaign is Do it All in Dundee and this is now in its 2nd phase. This targets a Scottish audience based in Glasgow, Edinburgh and Aberdeen. The digital campaign aims to reach wider areas. The city website Dundee.com is also undergoing a refresh.  The Dundee Brand video is now in final stages of production and will be available as resource very soon. The Council has attended a number of key events focussed on the investor community to raise the profile of the city. A destination media toolkit has been created to assist journalists access and copy photography.
	Increase the number of start-ups and SMEs in the city and support their expansion		31-Mar-2027	Business Gateway Tayside Service continues to meet or exceed performance targets. UK Shared Prosperity Funding is being used to provide digital supports to SMEs, provide grant support (Dundee Business Growth and Innovation Grant; SME Development Grant; Overseas Market Development Grant); provide SME skills support via Dundee & Angus College and will support delivery of a Digital Accelerator programme in the latter half of 24/25 financial year.

	Action	Progress Bar	Due Date	Latest Update
	Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations		31-Mar-2027	In 2023/2024, spend with Dundee based suppliers has increased to 46% (an increase of 7%). This is due to major construction project which is underway in the reporting period.
	Maximise apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice		31-Mar-2027	Children & Families is working with Learning and Organisational Development to look at ways of promoting apprenticeship opportunities within the Council. Agreed to pilot some work with schools in exploring 'A Day in Life of a e.g., Civil Engineer' and arranging opportunities for young people to visit/immerse in the work of departments across the Council. Working with vocational learning advisers to support writing of CVs, application forms and interview techniques with young people - this has already been piloted with Harris Academy and now offered to all schools. Officers have met with all Dundee Youth Work co-ordinators in schools to make sure they are promoting these opportunities.
	Continue to grow the number of jobs within Dundee Waterfront		31-Mar-2027	<p>Construction of the new James Thomson House continues and is due for completion in 2025 and discussions are continuing with prospective tenants for the office space and ground floor commercial units.</p> <p>The BT development on Site 1 is nearing completion with BT due to take occupancy of the office component of the development in late 2024 / early 2025.</p> <p>The Council are working on proposals for Dundee Marina/Bluescape area of the Waterfront including the detailed business case for Tay Cities Regional Deal funding.</p>
	Increase and enhance employment pathways, in particular supporting around 11,000 unemployed or economically inactive people towards job seeking and 16–19-year-olds into positive destinations		31-Mar-2027	<p>70% of support provided by the new Employability Pathway programme commenced in April 2024. This followed a successful outcome to Discover Work's Challenge Fund 2024-2029, which resulted in an award to All in Dundee – a consortium of Third Sector Employability Providers. The remaining elements of the Pathway programme are to be delivered by the Council's new single Corporate Employability Service once this has been fully established. The Council's new approach will complement the outcome of the Challenge Fund and further support the vision and goals outlined in the Discover Work Strategy &amp; Action Plan 2022 – 2027.</p> <p>Progress has been made with the agreed '<b>Positive Destination Improvement Plan</b>' which responds to 'A Step Change in Positive Destinations for Young Dundonians.' This has included: securing Whole Family Wellbeing Funding and the appointment of a dedicated Quality Improvement Officer. The newly established Positive Destinations Implementation Group' will be responsible for monitoring progress with the improvement plan.</p>

	Action	Progress Bar	Due Date	Latest Update
	Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre		31-Mar-2027	<p>Since the last update, the following have been completed:</p> <ul style="list-style-type: none"> <li>• Procured and appointed consultants for the Eastern Quarter Masterplan. The Consultants are approximately 50% complete, having submitted a draft masterplan. Work on concept designs and details for a selection of sites will begin imminently.</li> <li>• Appointed consultants and concluded work on the CCTV and tree survey project.</li> <li>• Commissioned consultants to work on a lighting strategy for the city centre.</li> </ul>



## TACKLE CLIMATE CHANGE AND REACH NET ZERO EMISSIONS 2045

### EXECUTIVE SUMMARY

The Council commits to meeting its targets through actions within the Net Zero Transition Plan which are intended to lead us in a 'just transition' to Net Zero emissions by 2038. Dundee's LAEP was approved by the Climate, Environment and Biodiversity Committee in September which covers two of the four themes of the Dundee Climate Action Plan: Energy and Transport; and sets out a vision of what a net zero carbon energy system could look like for Dundee and describes priority interventions and recommendations for actions that will support the Council in delivering its 2038 net zero target. The Council's property energy consumption, as well as its carbon footprint emissions have both increased between 2022/23 and 2023/24 and officers will explore actions to improve these.







The Dundee Local Heat and Energy Efficiency Strategy (LHEES) has identified the scale of the opportunity for heat networks to decarbonise heat and improve energy efficiency in the city's buildings, with five prioritised heat network zones identified: City Centre, Baldovie, Caird Park, Ninewells Hospital and Lochee. The Council took its first steps to achieving this with the sourcing strategy for a Heat Network Delivery Model Assessment approved by the Fair Work, Economic Growth & Infrastructure Committee in September.







The Council continues to progress with the 2020 to 2025 Waste Strategy Action Plan, and this will include a review of the impacts ahead of the development of the 2025-30 Action Plan. The household waste recycling rate for Dundee City Council provisionally supplied by Neighbourhood Services is 36.6% for calendar year 2023 which is an improvement from the previous year. This figure is provisional and subject to final confirmation by SEPA, but it would show that Dundee's recycling and composting rate is improving and on target. Landfill rates remain at an all-time low with less than 2% of all residual waste going to landfill and the remainder being used to provide energy through the Council's energy from waste facility.

Improvements for active travel in Dundee moved forward in August when the Fair Work, Economic Growth and Infrastructure Committee approved procurement exercises for consultancy on three potential programmes, including for active travel links between the proposed Eden site and the City Centre Eastern Quarter, City Centre Traffic Modelling, and sustainable transport corridors on Lochee Road and Arbroath Road. A tender for £884,408 was also approved for work around the Broughty Ferry to Monifieth Active Travel project, which was officially opened in May, covering junction improvement crossings and carriageway resurfacing.





The Council continues to effectively support communities to be empowered partners and leaders on local plans and initiatives to develop biodiversity, local food growing and community spaces. Local Community Planning Partnerships have actions in their Local Community Plans to focus on the opportunities that local green and open spaces present. The Council has worked effectively to support community groups and organisations maintain and make improvements to spaces across Dundee, including Dudhope Castle Garden, Hilltown Park, Ballindean Park, Pitairlie Park, Douglas Community Park, Myrekirk Park, and the Spey Drive play area in Menziesshill. The Urban Relief citizen science project was launched in July. This project in collaboration with the University of Dundee has invited residents to share their perceptions of the city's greenspaces, and valuable data from their feedback will help the Council to achieve its aims for air pollution, health and wellbeing, and biodiversity.




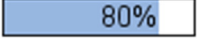

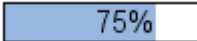

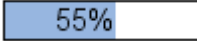

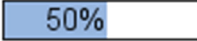
## PERFORMANCE

	Performance Indicator	2022/23	2023/24	Current Value	Year 1 Target	Year 3 Target	Short Term Trend	Long Term Trend	Latest Note
	Measure of cycling in the city	32%	28%	28%	32%	36%			<p>28% of all residents' cycle, this is the most up to date data we have, from the recently published Dundee Walking &amp; Cycling Index 2023.</p> <p>The analysis from this suggests that we are still seeing the impact of the Covid-19 pandemic. There were more leisure cycling journeys being taken in 2021 which has impacted the percentage. In addition, hybrid working continues to have an impact on commuting cycling numbers.</p>
	CO2 emission (property energy consumption) in tonnes of CO2	17,562	18,656	18,656	19,781	17,853			<p>Increase in emissions is approximately 5.5% above values reported for 2022/23. This comparison should be treated with caution as the pandemic and various responses are still having a disruptive effect on energy management data collection, trends, and analysis, including property usage. The trajectory of our overall target is be achieved.</p> <p>Understanding the data is essential to achieving our Net Zero Transition (NZT) and avoidable cost commitments.</p> <p>90% of the increase can be attributed to 3 properties i.e., Olympia, Dundee House and City Square which are returning to normal operation following maintenance. Gas</p>




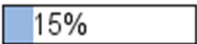
	Performance Indicator	2022/23	2023/24	Current Value	Year 1 Target	Year 3 Target	Short Term Trend	Long Term Trend	Latest Note
									usage rise is the reason for the increase in consumption. Gas is used for heating and is therefore weather related, however (except for several "cold snaps") we did not experience exceptionally cold weather during this period. Management of internal thermal comfort levels expectations may need to be investigated. The use of electricity has decreased but again we need to improve if we are to meet our NZT targets.
	DCC Carbon Footprint Emissions (t CO2e)	24,413	27,061	27,061	25,641	23,530			This is a provisional figure that will be reported in the Public Bodies Climate Change Duties report to City Governance on 18 <sup>th</sup> November.
	Percentage of household waste recycled or composted. * Please note recycling percentages relates specifically to calendar year, source: SEPA Household Waste Summary Data	35.6%	36.6%	36.6% (2023)	36.4%	41%			Provisional figures supplied by Neighbourhood Services on 18 September 2024 reported that 36.6% of household waste was recycled or composted in 2023. This figure is provisional and subject to final confirmation by SEPA.

## ACTIONS

	Action	Progress Bar	Due Date	Latest Update
	Develop a city-wide Local Area Energy Plan (LAEP) and Local Heat & Energy Efficiency Strategy (LHEES) taking a whole system approach to decarbonising, decentralising and digitising heat and energy system at local level		31-Mar-2027	The Local Area Energy Plan (LAEP) was agreed by Committee on 23 September 2024 and the Local Heat and Energy Efficiency Strategy was approved by Committee and published in April 2024.
	Establish a Low Emission Zone in Dundee by 2020 to contribute to the broader city objectives and the vision to create a healthy, vibrant, and attractive city by protecting public health through improving air quality.		31-May-2024	The enforcement of Dundee's Low Emission Zone commenced on the 30 May 2024. There is an ongoing statutory requirement for DCC to annually report on the <b>operation</b> and <b>effectiveness</b> of the LEZ. This entails: <b>Operation</b> <ul style="list-style-type: none"> <li>• scheme size, boundary location, vehicle scope, date of scheme introduction and grace period start/end date(s)</li> </ul>

	Action	Progress Bar	Due Date	Latest Update
				<ul style="list-style-type: none"> <li>number of PCNs issued, number of appeals received, and summary of decision made regarding those appeals</li> <li>costs of proposing, making and operating the scheme</li> <li>gross and net revenue from operation the scheme</li> <li>details of how revenue has been used towards the scheme's objectives</li> </ul> <p><b>Effectiveness</b></p> <ul style="list-style-type: none"> <li>air pollution level reduction trends and how the scheme contributes to carbon reduction targets</li> <li>transport vehicle demographics, including the monitoring of variation in vehicle emission standard profiles</li> <li>health benefits that could be attributed to LEZ</li> <li>contribution towards transport modal shift (particularly to active and public transport) that could be attributed to the LEZ being introduced</li> </ul>
	Develop and implement a Net Zero Transition Plan and Carbon Budget for DCC	 88%	31-Mar-2027	This is now in implementation phase and will be reviewed annually. The first interim target is 2030. The first update was presented to the Council Leadership Team in June.
	Deliver Scotland's first council-led green participatory budgeting initiative – Dundee Climate Fund	 80%	31-Mar-2027	Dundee Climate Fund Round 3 was launched in May 2024 and closed at the end of September. There have been 22 applications – with a total of £411,483.60 of funding being sought. Assessment panels commenced in early November and funding decisions will be communicated in due course.
	Embed a Cycle Network Plan within the Local Development Plan	 75%	31-Mar-2027	Comments from the stakeholder engagement around the draft Sustainable Transport Delivery Plan have been collated and will be used to inform any changes to the plan before it is finalised.
	Deliver the action plan to reduce waste, and reuse or recycle more	 55%	31-Mar-2027	<p>The Council continues to progress with the 2020-25 Waste Strategy Action Plan, and this will include a review of the impacts ahead of the development of the 2025-30 Action Plan.</p> <p>The overall recycling rate continues to improve and now includes outputs from the residual waste treatment facility. Landfill rates remain at an all-time low with less than 2% of all residual waste going to landfill and the remainder being used to provide energy through the Council's energy from waste facility.</p>
	Provide further opportunities for pedestrianised areas, pocket-parks, and support empowered communities to be partners and leaders on local	 50%	31-Mar-2027	This action promotes further development of pedestrianised areas (former roads now restricted to pedestrians) alongside other initiatives that transform spaces from car to community, social and biodiversity use. Further to previous updates referencing the



Action	Progress Bar	Due Date	Latest Update
plans and initiatives to develop biodiversity, local food growing and community spaces			<p>pedestrianisation of Union Street and creation of pocket parks in Stobswell, consultants have been appointed to assist with the creation of an Eastern Quarter masterplan. This follows the publication of Dundee's City Centre Strategic Investment Plan in 2023. The consultants will work with the Council on the masterplan which will establish a programme of deliverable public realm projects to inform future capital investment in the Eastern Quarter of the city centre. A wide variety of considerations will be factored into the masterplan and proposed projects, including opportunities to enhance public spaces and active travel through green and blue infrastructure.</p> <p>We recognise the ability of empowered communities to be partners and leaders on local plans and initiatives which diversify greenspaces. 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> <ul style="list-style-type: none"> <li>• Uppertunity now maintain the Dudhope Castle garden in the park in partnership with Friends of Dudhope Park.</li> <li>• Hilltown Park has seen improvements developed in partnership between UNESCO, Maxwell Centre, and Coldside Regeneration Forum.</li> <li>• East End Community Empowerment team led a consultation exercise in partnership with DCC Environment engaging with 150 people in the East End in relation to the development of Ballindean Park and Pitairlie Park.</li> <li>• Douglas Community Spaces Group have commissioned the installation of floodlights at the Multi Use Games Area in Douglas Community Park.</li> <li>• The Friends of Balgarthno has liaised with Environment colleagues on environmental improvements at Myrekirk park which enhance the setting of the neolithic standing stones.</li> <li>• Menzieshill Community Action group has collaborated with Community Learning and Development staff to engage Menzieshill residents in influencing plans for the renewal of the Spey Drive play space in Menzieshill. A responsive plan based on resident choice is now progressing to construction in 2025.</li> </ul>
 Expand the rollout of 'safer school streets' initiative		31-Mar-2027	Active Travel officers continue to support School Streets with a variety of behaviour change measures.
 Support the Scottish Government's plans to invest £500million nationally over the next 5 years to		31-Mar-2027	Continuing to pursue external funding to deliver active travel schemes as identified within the Council's Sustainable Transport Delivery Plan 2024-2034. A bid was submitted on 2 February 2024 to the Transport Scotland Active Travel Tier 2 Fund for



Action	Progress Bar	Due Date	Latest Update
support walking, wheeling, and cycling infrastructure			£1.6m to enable development of a secure cycle storage facility on the ground floor of the Bell Street Green Transport Hub and to provide improved active travel infrastructure and hard landscaping to the approach and curtilage of the building.



**BUILD RESILIENT AND EMPOWERED COMMUNITIES**

**EXECUTIVE SUMMARY**
















In September 2024, the Scottish Government and COSLA published the findings from the second phase of the Democracy Matters conversations. These findings highlight the community’s desire for greater control over local decision-making and public service design. The Council continues to make strong headway on citizen engagement in this regard. Dundee achieved 1.18% of budget spend on participatory budgeting in 2023/24, meaning the Council has met and exceeded the target of 1% of Council budget allocated by participatory budgeting as agreed with COSLA as the standard for all local authorities to aim for. This includes 11,063 residents who have taken part in Participatory Budgeting exercises in 2023/24 to determine budget spend. There are also more people participating in local community plan outcomes, as there are emerging initiatives within communities where citizens are taking the lead on delivering outcomes. The Community Wishes scheme was launched in August to support small projects and community-driven requests, including small installations, maintenance, clean-up projects, materials, volunteering time to complete projects or sponsorship. As part of the action for ‘Increase community use and ownership of Council owned assets’, there has been a need identified for a review of the Community Asset Transfer (CAT) materials and a restatement of the different options available to community groups, of which CAT is just one. This will be outlined in an upcoming committee report.

While the 2023/24 figure for Empty Retail Units has decreased from 2022/23, the current value of 17.7% remains off the target of 12.4%. The Council’s City Promotion Team continues to pitch all vacant units to potential users, and this has seen positive outcomes in new openings of businesses in the Overgate. The City Centre Strategic Investment Plan 2050 City Dressing, being undertaken as part of the City Centre Strategic Investment Plan 2050, will create distinct city centre spaces in key streets. Shop improvement treatments continue on a number of vacant units in the city centre.

Construction of the new East End Community Campus continues on programme, with external infrastructure and pitches under construction. Internal works within the first fix of the building are well underway, with elements completed within the teaching wing. As well as ongoing construction, attendance to parents’ nights and other community planned events are under consideration to provide information and updates on the project to the wider public.






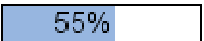
The Council has followed on the good progress made in the year 2023/24 to provide new affordable housing. To the 1st October 2024, there were 186 affordable housing completions. In addition to this, following a purchase of 21 social houses in Kirkton from a private developer late last year using a Scottish Government grant from the Affordable Housing Supply Programme, these houses are now being allocated to their new tenants.


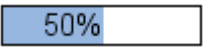

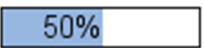





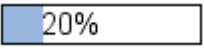
## PERFORMANCE

	Performance Indicator	2022/23	2023/24	Current Value	Year 1 Target	Year 3 Target	Short Term Trend	Long Term Trend	Latest Note
	Number of Dundee Citizens contributing to local community plan outcomes.	502	708	794	750	1,000			This includes a number of emerging initiatives within communities where citizens are taking the lead on delivering outcomes. Men's Groups and groups looking at supporting recovery from addiction are being established across the city and are positively impacting on reducing health inequalities by tackling social isolation, poor mental wellbeing - all of which contribute to reducing the risk of substance misuse as well as other positive outcomes.
	Percentage of spend allocated by Participatory Budgeting	90%	118%	118%	100%	100%			Our PB work has been widespread with involvement in this work across council services. 11,063 residents have taken part in PB exercises to determine budget spend. City Development have embedded citizen involvement around infrastructure spend across a wide range of capital improvements. Environment and green spaces, a priority area improvement, as identified by the community, has seen several projects both revenue and capital be decided upon or influenced by the public, as has housing.
	Number of antisocial behaviour complaints	1,470	1,302	735 (H1)	1,492	1,432			Work is ongoing to continue to reduce the number of reports of antisocial behaviour. This includes a high level of preventative measures, early intervention, and engagement, and working collaboratively with both internal and external partners.
	Number of Council and Registered Social Landlord new housing completions	101	264	264	200	600			Completions for 2023/4 have exceeded target. A reduced grant in the next year will impact on future completions.
	Town vacancy rates	18	17.7	17.7	12.4	11			The Dundee City Council SLAED Indicator Return template for 2023/24 stated that the town centre vacancy rate in Dundee City stood at 17.7%. Filling vacant units

Performance Indicator	2022/23	2023/24	Current Value	Year 1 Target	Year 3 Target	Short Term Trend	Long Term Trend	Latest Note
								is part of the City Centre Investment Plan to deliver a vibrant City Centre.

**ACTIONS**

Action	Progress Bar	Due Date	Latest Update
 Maximise participatory budgeting in all forms	 100%	31-Mar-2027	The COSLA target for Local Authorities is defined as 1% of total estimated expenditure for revenue, as per the Local Government finance circular. For Dundee in 2023/24 this figure was £3,658,270. The actual spend of £4,321,717 marks that Dundee City Council has met its Participatory Budgeting targets.  Involving citizens in decision making around financial spend, through Participatory Budgeting, is embedded across different services and budgets in DCC. The principles of providing opportunities for citizens to express their views on how resources are spent is central to our Council's way of working and is not seen as a stand-alone activity undertaken by a central team. It is a corporate approach with the Council Leadership Team overseeing the opportunities for new budget areas in their service or identify where they are already Participatory Budgeting.
 Increase community use and ownership of Council owned assets	 70%	31-Mar-2027	Work on the committee report has identified that there needs to be a review of the Community Asset Transfer materials and a restatement of the different options available to community groups of which CAT is just one. A committee report will be redrafted and presented in due course.
 Community HUBs	 55%	30-Jun-2025	Due date has been revised from 30 April 2024 to 30 June 2025.  Work will move forward as previously agreed by Committee to transfer services and activities from the current Kirkton Community Centre to the nearby St Paul's and Baldragon Academies. Following the closure and demolition of the current ageing Kirkton Community Centre, Kirkton Community Centre SCIO intends to build and run a new centre on the same site. A new community centre run by local people is set to be established by the charity. A partnership between them and the city council was recently agreed to pave the way for the purpose-built facility.

Action	Progress Bar	Due Date	Latest Update
 Work with Scottish Government on a Local Democracy Bill to further empower councils and local communities.		31-Mar-2027	The latest developments on the Local Democracy Bill in Scotland are part of the broader Local Governance Review, which aims to devolve more power to local levels. In September 2024, the Scottish Government and COSLA published the findings from the second phase of the Democracy Matters conversations. These findings highlight the community's desire for greater control over local decision-making and public service design.  A new cross-sector Democracy Matters steering group (including local government and community leader representation) has been formed to develop proposals for any changes to decision-making systems and processes. Consideration of the need for legislation changes and implementation is likely to be early in the next Parliament.
 Build affordable houses that meet community needs		31-Mar-2027	To the first of October 2024, there were 186 affordable housing completions.
 Invest a further £80+ million in new and improved schools (Western Gateway and East End Campus)		31-Mar-2027	A visit was undertaken by the project board in June to the construction site to access the building and see the project progress both internally and externally. A consultation process was agreed at Committee on 28 October to review several local facilities in the locality covered by the new campus, as services and activities delivered from other facilities may transfer and be delivered from the new campus.
 Incorporate the 20 Minute Neighbourhood concept into the forthcoming the Local Development Plan		31-Mar-2027	The review of the Local Development Plan is underway and currently at the Evidence Gathering stage. This will include evidence of the extent to which different parts of Dundee function as 20-minute neighbourhoods.
 Help reanimate vacant places in the city centre and other retail areas		31-Mar-2027	We continue to pitch all vacant units to potential users. Overgate continues to have new openings including Rituals, Regatta



## DESIGN A MODERN COUNCIL

### EXECUTIVE SUMMARY

The Council is committed to ensuring its financial sustainability. A Long-Term forecast for projected budget funding gaps up to and including 2033/34 was presented in the Revenue Budget and Council Tax 2024/25 report to City Governance Committee in February 2024, outlining the estimate of savings required over the next decade. The Council's Budget Strategy and Financial Outlook for 2025/26 was presented to City Governance Committee on 28 October 2024, outlining an indication for the potential budget gap of £15.6 million for the year 2025/26.

Since March 2024, the percentage of customers using self-service options has continued to increase. The 2024/25 average at the half year point is 62.33% and the latest monthly data for September is 65%, both higher than the 2023/24 average of 62.1%.

The Council continues to support young people to begin their careers. There are currently 26 apprentices in post, including 18 modern apprentices and 8 graduate apprentices in a variety of jobs. This includes this year's annual apprentice intake of 11 apprentices who started with the Council in August and comprises of: an electrician, a joiner, a plumber, a roofer, a scaffolder, a plasterer, a groundworker, two slaters and two painters. The Graduate Apprenticeship programme is established and supporting existing employees to gain appropriate work-based degree qualifications and leading to promoted opportunities for some of the graduates.

The actions for the 'Our People Strategy' are being implemented. The latest Best Value Thematic Audit focused on Workforce Planning. Actions to progress the recommendations from this audit are:










- Workforce planning arrangements will be reviewed by the Head of People and a consistent approach adopted across service plans.
- Service plans will be reviewed by Head of Digital and Customer Services to ensure they reflect the projected impact of the greater use of digital technology on the council's future workforce requirements.
- The Digital Leadership Board will be established by the Head of Digital and Customer Services to ensure there is appropriate oversight, governance and direction for the delivery of the digital strategy.
- A digital skills survey will be undertaken by the Head of People to assess the current digital capabilities of the workforce and identify areas for additional training and development.
- The use of casual workers will be reviewed by the Head of People and consideration given as to whether policies and practices should be changed.
- The Head of People will ensure the council continues to look to identify further opportunities to work together with partners to tackle shared workforce challenges in the future.
- The Head of People will develop appropriate reporting for both Elected Members and the Corporate Leadership Team on progress with the Strategic Workforce Plan.

Progress with these actions will be reported in the Corporate Services Service Plan going forward.



The Council Plan action to increase digital learning, teaching of new working methods and developing the skills of our employees has been completed, with 4 modules now developed and delivered by Learning and Organisational Development to support employee's skills and knowledge in using M365.


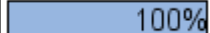



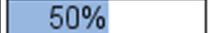



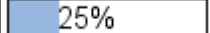

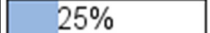
The Council is continuing to build its potential for service design as part of its transformation programme. While no further service redesign projects have been identified at this stage, there is a focus on how to support officers with training in service design, project management, and tools, methodologies and resources which can support service design projects.

## PERFORMANCE

	PI Short Name	2022/23	2023/24	Current Value	Year 1 Target	Year 3 Target	Short Term Trend	Long Term Trend	Latest Note
	Percentage of customers using self-service options	61.3%	62.1%	63% (Sep 2024)	64%	71%			Continuing to see the majority of transactions managed by customer services through the online self-service channels. Online service options continue to be developed as part of the Digital Transformation Programme.
	Total number of online transactions	347,519	384,760	384,760	400,000	440,000			The Digital Transformation programme is continuing to develop new online transaction options for customers.
	The total number of opportunities provided to young people (e.g. modern apprenticeships, trainees)	117	199	199	286	297			<p>During the period April 2023 - 31 March 2024 the youth employability service had 199 new young people accessing employability support. During the period 65 young people moved into jobs and 43 into FE/training. This equates to a 54% outcome rate.</p> <p>During this period, the youth employability service has been going through a review of employability services, there was a pause on the ERI funding and MA funding due to changes in funding criteria.</p> <p>Youth Employability Service targets as part of the Discover Work programme for which it has been contracted to have been surpassed.</p>

## ACTIONS

	Action	Progress Bar	Due Date	Latest Update
	Roll out hybrid working across the Council		01-Apr-2025	Hybrid working has now been rolled out across the council and all employees have the necessary equipment. The induction process ensures that new starts understand how to use their equipment and the software for their role. Digital skills are promoted through the Digital Workplace on One Dundee. A review of the Workplace of the Future is underway with the results of focus groups in City Development due to be reported to CLT soon. It is considered that more focus groups will be held for other service areas

Action	Progress Bar	Due Date	Latest Update
			and pilots will be carried out to ensure that workspaces, including equipment and any training requirements are fit for purpose. The review of hybrid working is an action in the Corporate Services Service Plan 2023 to 2027.
 The Long-Term Financial Strategy to be updated to reflect new Council Plan priorities.	 100%	31-Mar-2024	Review of Long-Term Budget Forecast undertaken as part of the 2024/25 Revenue Budget exercise (report 55-2024 to City Governance Committee, 29 February 2024 refers).
 Increase digital learning, teaching of new working methods and developing the skills of our employees	 100%	01-Apr-2024	All M365 modules now developed and delivered. Currently being evaluated. Digital Skill Progress Plan now developed and aligned to Digital Skills Strategy, with key actions. Scrutiny and ongoing feedback via Digital Board.
 Deliver options to balance the Council's budget each year	 50%	31-Mar-2027	A report outlining the Council's Budget Strategy and Financial Outlook for 2025/26 was presented to members on 28 October 2024. This provides an indication of the potential gap, the steps proposed to be taken to address this and the associated timescales.
 Delivering a programme of service redesign reviews to embed the digital and community empowerment changes	 50%	31-Mar-2024	Discussions are still ongoing between Chief Executives Services and L&OD regarding how best to support the organisation in relation to training in areas such as service design, project management, Lean and Engage Modeller. No further service redesign projects have been identified at this stage.
 Increase the uptake of modern and graduate apprenticeships	 25%	31-Mar-2027	Currently there are 18 Modern Apprentices in post. There are also 8 Graduate Apprentices in post.
 The roll out of a digital transformation programme	 25%	31-Mar-2027	The Digital strategy is governed by a Digital Project Board. The strategy aims to deliver on the Council's priority to be a modern council by delivering better outcomes for its citizens through the use of people and digital technology. The digital project board will consider and approve projects for inclusion within the programme ensuring those which will deliver the best outcomes for the Council & its citizens are given priority.

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**REPORT TO:** CITY GOVERNANCE COMMITTEE – 18 NOVEMBER 2024  
**REPORT ON:** CITY PLAN FOR DUNDEE 2022-32 – ANNUAL REPORT FOR 2023/24  
**REPORT BY:** CHIEF EXECUTIVE  
**REPORT NO:** 285-2024

**1. PURPOSE OF REPORT**

1.1 The second annual progress report on the City Plan for Dundee 2022-2032 was considered and agreed by the Dundee Partnership on 5 September 2024. The Dundee Partnership Management Group committed to bring updates to their individual organisations for noting.

**2. RECOMMENDATIONS**

2.1 It is recommended that Committee:

- a) notes the progress made since the first report on the City Plan for Dundee 2022-32 in October 2023;
- b) notes that the Strategic Leadership Groups will review performance indicators that have deteriorated and take measures to improve these going forward;
- c) remits the annual report to the Scrutiny Committee for further consideration; and
- d) remits the Council Leadership Team to monitor Dundee City Council's commitment and inputs to delivering actions supporting this plan.

**3. FINANCIAL IMPLICATIONS**

None.

**4. BACKGROUND**

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

4.2 The Dundee Partnership published its first City Plan in late 2017 for the period, 2017 to 2026. The Plan fully reflected the Scottish Government's guidance for CPPs by:




- a) Using our understanding of local needs circumstances and opportunities to establish a clear and ambitious vision for Dundee
- b) Focusing on a smaller number of key strategic priorities and setting realistic but ambitious 1, 3- and 10-year improvement targets
- c) Acting to reduce the gap in outcomes between the most and least deprived groups and improving long term sustainability of public services
- d) Preparing locality plans which show how we will collaborate with communities to respond to their priorities.

4.3 When the first plan was agreed it was also highlighted that the City Plan would run on a five-year rolling basis, while being subject to annual reviews and reporting, and it sits within the duties of the Council, public bodies, and the Scottish Government in relation to Community Planning and Best Value.

- 4.4 The new City Plan for Dundee 2022-2032 was agreed by the Dundee Partnership in September 2022 and reported to the Policy & Resources Committee on 26 September 2022 (article II refers). The first annual report on this (Report No. 291-2023) was agreed by the City Governance Committee on 23 October 2023. (article III refers).

## 5. PERFORMANCE AND PROGRESS

- 5.1 The City Plan for 2022-2032 focusses on a small number of priorities and sets targets which are reviewed annually. Monitoring continues in the same way as previously, showing whether they are on or close to target and whether they are showing a long-term improving trend.
- 5.2 The summary of the City Plan performance by priority theme in the table below shows that overall, 57% of the performance indicators have improved when compared to the previous year. The Plan contains ambitious targets and 15 of the 30 indicators have met or are within 5% of the target.

Priority Themes		No. of Indicators on or within 5% of Year 2 Target	No. of Indicators improved
	Reduce Child Poverty and Inequalities in Incomes, Education and Health	6 (50%)	6 (50%)
	Deliver Inclusive Economic Growth (including Community Wealth Building)	7 (47%)	9 (60%)
	Tackle Climate Change and reach Net Zero Emissions by 2045	2(67%)	2 (67%)
<b>Total Improved</b>		<b>15 (50%)</b>	<b>17 (57%)</b>
<b>Total Number of Indicators</b>		<b>30</b>	

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

The indicators showing the most improvement so far are:

1. Number of people employed by accredited Living Wage Employers in Dundee City (23%).
2. % point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas (12%).
3. Number of Business Gateway Start-Ups per 10,000 population (12%).
4. Claimant Count 16+ (11%).

The top four performance indicators that are furthest away from target with no improvement on the year before are listed below:

1. % of young people 16 to 24 who are unemployed (46%).
2. % of employees in Dundee earning less than the real living wage (31%).
3. Rate of emergency hospital admissions where primary cause of admission was regarding mental health (24%).
4. Number of Drugs Deaths (21%).

5.4 The appendix attached is the full report setting out in detail our progress. It includes the following sections:

- Introduction (page 3)
- Background (page 4)
- Progress Summary for 2023/24 (page 6)
- Areas for Improvement (page 8)
- Reduce Child Poverty and Inequalities in Incomes, Education and Health (pages 11 to 26)
- Delivery Inclusive Economic Growth (pages 27 to 36)
- Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045 (pages 37 to 47)
- Working with our Communities in their Localities (pages 48 to 49)

The sections covering the three priority themes all include the following sub-sections:

- National Performance Framework Links and Infographic
- Strategic Highlights from last year
- Action in progress for completion in 2024/25
- Priorities in Action
- Performance Scorecard

## 6. **POLICY IMPLICATIONS**

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

## 7. **CONSULTATIONS**

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


## 8. **BACKGROUND PAPERS**

8.1 None.

GREGORY COLGAN  
CHIEF EXECUTIVE

DATE: OCTOBER 2024



**DUNDEE**  
PARTNERSHIP 

# City Plan

for Dundee  
**2022-2032**

**Annual Progress Report 2023-24**





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# Introduction

## by the Chair of the Dundee Partnership

As a city, Dundee continues to evolve as a place for opportunity and development even as it faces ongoing financial and social challenges.

This report sets out how the Dundee Partnership is leading the collective efforts of the agencies, organisations and communities who are committed to improving outcomes for people who live and work here or come to visit to enjoy the experiences we have to offer.

Over the last year, we have undertaken a comprehensive review of the Dundee Partnership. We looked closely at what we do and how we organise ourselves. As a result, we have created three new Strategic Leadership Groups to focus on the three biggest challenges we face as a city. If we are to transform the lives of Dundonians now and for generations to come, we need to grow our economy in a way that benefits everyone; we need to reduce the unacceptable levels of child poverty and the other social injustices we see around us; and we need to make our contribution to slowing down the impact of climate change by achieving our Net Zero ambitions.

We are confident that we are now in a better shape to lead Dundee to where we all want to be. I hope that you will share our confidence once you read the work that we have done over the past year and our plans for 2024/25.

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



# Background

The Dundee Partnership is nationally recognised as a Community Planning Partnership that is inclusive and works well, bring together public, private, and voluntary sector organisations alongside representation from communities. Many of the collaborative projects that are delivered across the city originate with members of the Partnership seeking synergies with other partners and then actively taking things forward.

This drive is necessary to help tackle the inequalities that we still see in Dundee and bring about a fairer, more creative, and greener city for the future. The Dundee Partnership Vision encompasses all of this and more.



The three strategic priorities of the Partnership directly correlate with the work of the three new Strategic Leadership Groups. A large number of agencies and strategic agendas are brought together under these strategic priorities. The diagram below shows the key responsible groups and the main strategic documents that the City Plan builds upon. They also reflect the needs and aspirations of our citizens and the overall aim of reducing deprivation and inequalities.








# Progress Summary 2023-2024

Data gathering and reporting is still being impacted by the after-effects of the Covid-19 Pandemic, especially in relation to year-on-year figures, but this report makes use of the latest available data.

Table 1 below provides a high-level summary report on the number and status of targets and improvements made on the performance indicators selected to measure progress on the City Plan. The table shows that overall, 15 (50%) of the performance indicators in the City Plan are on or within 5% of their target and 17 (57%) have improved compared when comparing this year's data to the previous year. More broadly, 63% of indicators have improved or been maintained and a breakdown of this can be seen within each priority measure later in this report.

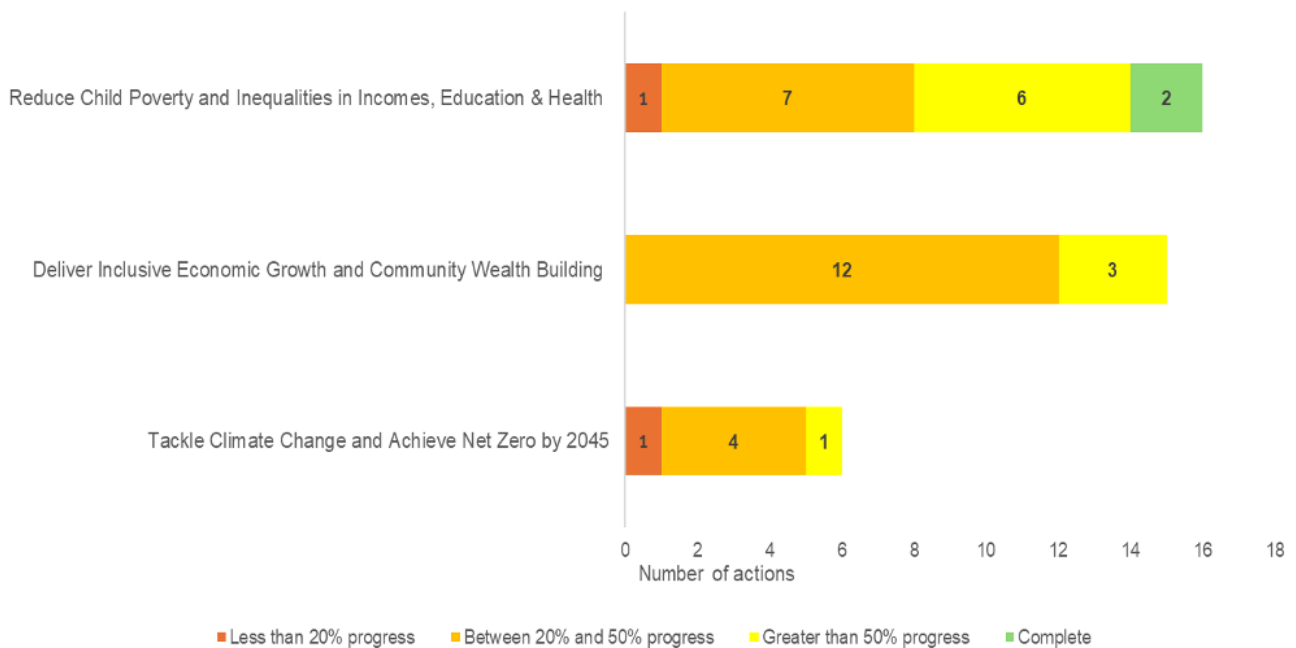
**Table 1: City Plan Performance indicators**

Priority Theme	Indicators on or within 5% of Current Target	Indicators that have improved over previous year	Total Indicators
 Reduce Child Poverty and Inequalities in Incomes, Education and Health	6 (50%)	6 (50%)	12
 Deliver Inclusive Economic Growth (including Community Wealth Building)	7 (47%)	9 (60%)	15
 Tackle Climate Change and reach Net Zero Emissions by 2045	2 (67%)	2 (67%)	3
<b>Total</b>	<b>15 (50%)</b>	<b>17 (57%)</b>	<b>30</b>

Note: In Performance Indicator tables later in this document, the first table for each strategic priority shows the number of PIs on target, close to on target, or below target as well as the percentage that have been maintained or improved in the past year. The detailed table shows the long term trend, which is the current figure compared to the average of the previous 2 years data. When looking at the long-term trend: = means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

Graph 1 below shows that all actions are in progress which means someone has been assigned, briefed, and already taken steps towards achieving the action. The percentage complete is a self-assessment and gives some indications of progress to date. Of the 37 actions in the City Plan, 2 have been completed, with a further 10 (27%) making significant progress of greater than 50% of planned activity having been achieved by the end of year two of the 2022-2032 Plan. Around 5% of actions have made small amounts (<20%) of progress towards completion, but this is not unexpected two years into a ten-year plan.

### Graph 1: City Plan Actions Progress



# Areas for Improvement

This annual report addresses the second year of an ambitious ten year plan and reflects progress in the year 2023/24. Progress in some areas may therefore be modest and demonstrate the significant challenges ahead given the difficult social and financial context that currently exists.

The detailed monitoring being undertaken has identified the performance indicators that data tells us are furthest away from target with no improvement on the year before. With this information, partners now have an early indication where additional efforts will be needed to turn this around so that the long-term targets will be reached. These PIs are covered in the table below.

With regard to the Areas for Improvement noted in the 2022/23 report, four of these remain as areas needing improvement – two (attendance gap and 16-24 claimant count) remaining static despite efforts to lower them, one (children living in poverty) largely being influenced more by external factors, and the fourth (positive destinations for care experienced school leavers) fluctuating in part due to the small numbers involved.

Improvements were seen in the other three areas reported last year. The number of workless households has reduced, though is still higher than two years ago; the percentage of primary one children classified as obese or overweight has reduced, and the increase in the percentage of household waste recycled is one of our most improved performance indicators.

## Areas for improvement

### **% of young people 16-24 who are unemployed**

The youth unemployment rate in Dundee City increased from 21.7% in 2022/23 to 31.7% in 2023/24. The percentage increase in youth unemployment contrasts with the total number of 16-24 year olds claiming unemployment related benefits which has remained static, and therefore it is unclear whether this a statistical anomaly or an actual trend. Nevertheless, through the Discover Work Employability Pathway the Council and partners have dedicated resources to support young people back into the labour market and will continue to prioritise this.

## Areas for improvement

### **% point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5**

The percentage point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5 remained at 4.3% in 2023/24. The target for this performance indicator is 3.4%. Attendance monitoring is a priority area both in Dundee and nationally. Beyond the measures already included in strategic plans and monitored locally, work is being undertaken to identify additional measures to monitor attendance in academic year 2024/25.

### **% of working age people with no qualifications**

The percentage of working age people with no qualifications in Dundee City stood at 7.7% in 2023/24, an increase from the 6.7% reported in 2022/23. Through the Employability Pathway and the city's colleges and universities, there is provision in place to address skills and qualification gaps across the local population. There is also specific work ongoing to address poor participation rates amongst 16-19 year olds which may reflect poor progression from school towards post school training and education.

### **Rate of emergency hospital admissions where primary cause of admission was regarding mental health**

The rate of emergency hospital admissions where the primary cause of admission was regarding mental health stood at 3.58 per 1,000 adult population in 2023/24 this is an increase from the 2.9 reported in 2022/23. There has been an increased number of people experiencing mental health difficulties which has led to an increase in the rate of emergency admissions.

### **% of primary 1 aged children classified as at risk of overweight or obesity**

In the period 2022/23, 23.8% of primary 1 aged children in Dundee City were at risk of being overweight or obese, this is higher than the Scottish average of 21.9%, and places Dundee City as the Local Authority with the ninth highest level of children at risk of overweight or obesity. The challenging fiscal landscape is further exacerbating unfavourable shifts in food consumption and physical activity patterns seen in the population and underlines the importance of the ongoing implementation of the Child Healthy Weight Strategy. The strategy utilises a whole systems approach methodology that seeks to focus collective action and a shared responsibility to increase the proportion of children who have a healthy weight and reduce the disparity in levels of obesity seen in the least affluent compared to the most affluent areas of the city.

## Areas for improvement

### **% of the Dundee Workforce in employment**

The percentage of working age people in employment in Dundee City stood at 63.7% this has decreased from 68.8% reported in 2022/23. There has been a marked drop in the share of working age people in employment since the Covid-19 pandemic, this has been the subject of a report to the Inclusive Economic Growth Strategic Leadership Group and will be subject of ongoing monitoring. Work to identify future actions to grow the economy and support people back into work is being progressed.

### **% Active Travel (Walking and Cycling) as a proportion of trips to work**

The 2022 Scottish Household Survey (published in 2024) reported that 18% of respondents in Dundee City stated that they walk or cycle to work. This figure is lower than the current city plan target of 20%. Due to the covid 19 pandemic there was no local authority figures available in 2020 and the 2021 survey was undertaken using a different survey methodology (telephone survey as opposed to a face to face survey) so the figure of 33% in Dundee recorded in this iteration of the survey is not comparable to the 2022 survey. The last survey conducted using the same methodology as the 2022 survey was the 2019 Scottish Household Survey and this reported that 19% of respondents in Dundee reported that they walked or cycled to work.

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



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

## 100%

SCQF Level 4 Literacy



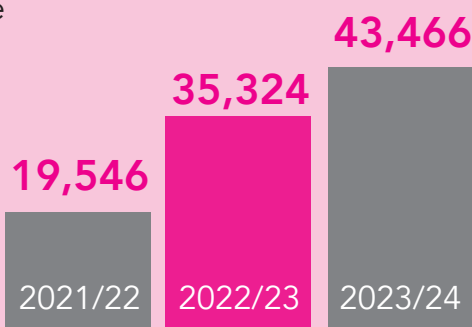
## 88.2%

SCQF Level 4 Numeracy

Literacy and Numeracy levels at SCQF Level 4 for Care Experienced Young People increased from 66.7% in 2019 to 100% for Literacy and 88.2% for Numeracy in 2023.

Number of people employed by accredited living wage employers in Dundee City.

(Already exceeding Year 3 target 42,468).



## 87.3%

of 16-19 year olds participate in education, employment or training from SIMD 1.

## 3%

reduction in primary 1 children classified as obese or overweight (23.8%).



## Strategic Highlights from Last Year

- The Dundee Alcohol and Drug Partnership (ADP) Delivery Plan was published in January 2023 and reviewed in April 2024. Key stakeholders, people with lived and living experience and community members took part in the review of the actions to improve the lives of those affected by substance use.
- The Primary Care Mental Health and Wellbeing Framework was established, offering easy-to-access locality-based care, advice, and support from a multi-disciplinary team.

- MCR Pathways continues to offer mentoring to our S3 - S6 pupils who are care-experienced or affected by circumstances which leaves them vulnerable. The most recent data from MCR indicates that 191 young people are engaged in mentoring with a further 90 likely to join early in the next academic session.
- The number of identified Young Carers in schools continues to grow. In January 2024, 754 had been identified. Having dedicated link workers from Dundee Carers Centre attached to our schools helps provide support for them.
- Both Dundee City Council and the Integrated Joint Board maintained their commitments to their Equality Duties, to ensure that no one has poorer life chances based on protected characteristics. DCC published its Mainstreaming Equalities Progress Report in April 2023. Two key positive developments were the signing of a Faith Covenant between DCC and faith organisations, signed in November 2023, and the extensive engagement with service users, Deaf Links, and other services that helped to a six-year BSL Plan. The IJB meanwhile, increased access to learning on equality and fairness matters, set up an Equality & Human Rights Workforce Learning Network and made their communications more accessible. Both DCC and the IJB carry out detailed Integrated Impact Assessments on proposed changes that might affect protected groups
- Details of several other strategic highlights that fall within this theme can be found in the [Fairness and Tackling Local Child Poverty Report](#), agreed in June 2024.

## Actions in progress for completion 2024/25

### There is one action within this theme due for completion by 31st March 2025.

- Continue to develop and implement the Local Fairness Initiatives in Linlathen and Stobswell West.

### The following actions have been completed:

- Develop and deliver the replacement strategic framework and delivery plan for drug and alcohol recovery services (Completed February 2023).
- Deliver on the Dundee Mental Health and Wellbeing Strategic Plan 2019-2024 (Completed April 2024)

### The following actions are already over 50% complete:

- Continue to develop and implement the Local Fairness Initiatives in Linlathen and Stobswell West
- Increase the uptake of the under 22's free bus travel, ensuring that young people in the most deprived areas are benefiting at comparable levels to those in less deprived areas



- Develop and publish the next Local Child Poverty Action Plan (including wider fairness actions) and track progress to ensure that commitments made are delivered
- Implement the 'Dundee Promise' that offers an apprenticeship to all care experienced children, young people and care leavers
- Support closing the gap in positive destinations for 16-19 year olds, in particular those who are care experienced and those from SIMD 1 areas, transitioning from school into work or higher education
- Increase the number of opportunities for our young people to gain work experience and paid internships across the public, third and private sectors, through schemes like Career Ready

# Priorities in Action

## Fairness Leadership Panel

The Panel is a full and effective collaboration between people with lived experience of the impact of low incomes and representatives of influential bodies and groups in the city. We scrutinise the work of the organisations within the Dundee Partnership to ensure that they are maintaining their commitment to tackling poverty and that they are achieving the actions they have agreed to. Panel members are not afraid of asking hard questions. Here are a few highlights of the work the Panel has done during 2023/24:

### The Dundee Fairness Action Plan

A Panel subgroup has continued to review and critique each section of the Plan and given honest insight into how these proposed actions will or won't help the community. The group have shared ideas about how to widen and deepen the impact of the actions outlined in the Plan. They also asked for an easy read version of the Plan for Dundee citizens. As the Action Plan is constantly being updated, the Panel will be part of a rolling review programme, making sure the actions are realistic and achievable, and are genuinely taken forward.

### Employability Strategy and Approach

A Panel subgroup engaged with Discover Work as they reviewed the strategy and delivery of employability support in Dundee. They co-created the principles of the new strategy. Once the new strategy is launched all employability services will need to adopt these principles. The subgroup is also working with Discover Work on the Commissioning Documents for employability services.

### Hearing from our Communities

The Panel were keen to continue to hear from people and projects in local communities. In 2023, Panel members visited 12 community groups across the city, to hear how the cost of living has impacted them and to gather insight into the key challenges people are facing. This helped the Panel shape their focus for the next year. Here are some of the things the Panel heard:

- The increase in running costs and insecure funding has brought real pressure on the sustainability of local projects
- The mental health of staff, volunteers and those attending projects is being seriously impacted
- There were also concerns raised about: young people, housing, organisational growth and pressure, drug and alcohol addictions, cost of clothing, rise in crime, and how challenging it is accessing services if English isn't your first language

The Panel plan to do project visits again in 2024.

## Annual Conference

The panel held its second Annual Conference in November 2023. 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. This helps the Panel as they set priorities for the year ahead. At the 2023 conference there were an extensive number of local partners, the Scottish Government, Joseph Rowntree Foundation, the Scottish Poverty and Inequality Research Unit, the Poverty Alliance, and the Robertson Trust.

## Public Body Debt

Panel members have been working with Council managers to discuss Public Body Debts. The Panel believes that Dundee could lead the way in changing how public sector bodies collect debts with a debt recovery process that is centred around dignity, respect, and human rights. The Panel has given recommendations to the Council, and they are developing a new Debt Recovery Policy that incorporate these recommendations.

## Plans for 2024/25

In the year ahead, the Panel will be investigating the issues of Housing, Mental Health & Isolation, and Support given to third sector staff and volunteers.

## Income Maximisation

Welfare Reform still presents significant challenges to tackling child poverty and income inequality in Dundee however Council Advice Services and our Advice Strategy partners in the voluntary sector continue to respond proactively and positively in several ways. Services have been responding to and sharing practice on the Universal Credit Migration Programme for those receiving Tax Credits, helping individuals to make claims at the correct time and make sure their Tax Credits are correct prior to migration, ensuring that incomes are fully maximised throughout.

In 2023/24 Council Advice Services, Brooksbank Centre & Services, and Dundee Citizens Advice Bureau helped customer claim £15,466,761 in benefits and additional income.

## Welfare Advice and Health Partnerships

The GP practice co-located Welfare Advice and Health Partnership service continues to provide advice in health care settings and is now available to 91,589 patients in twelve GP practices across Dundee (eight from Council Advice Services, four from Brooksbank). In 2023/24 these practices generated £3,447,036 in benefit gains.

By being able to access welfare advice in a healthcare setting, patients feel a greater sense of confidentiality and trust in the welfare rights advisor. Reviews of the service suggested that health services and healthcare professionals often have unique access to vulnerable individuals which can assist in identifying the need for advice among their practice population, thereby mitigating poverty and reducing health inequalities.

## Maternity and Health Visitor referrals

As a way of tackling child poverty, the Maternity and Health Visitor referral service is offered to all new mothers in Dundee during the initial 1,000 days of a child's development. In 2023/24 this generated £717,000 in income for new mothers and their families. Midwifery make direct referrals through the NHS Badgernet electronic health record system as part of their new mother assessment process and referrals come direct to Council Advice Services to make contact with new mothers and provide a full income maximisation service.

## Local Fairness Initiative

In 2023/24 the Local Fairness Initiative in Linlathen led to increased provision of employability support and holistic advice through regular weekly drop-ins at Brooksbank Advice Centre. There is now also an increased provision for children and young people, including three new play areas, new play sessions for children with additional support needs and weekly family fun activity sessions with free meal. A new community campaign group called Friends of Linlathen was set up to promote the rights of residents.

In Stobswell West, over £80k of Scottish Government Funding has been secured to support the initiative. The establishment of the Stobswell Connect shop enabled regular weekly support and advice sessions hosted by a range of local services to be offered. This has included increased local support in relation to housing and money advice, carers support, energy advice & support, and support for parents. There have also been improved community participation opportunities and more community based social activities delivered through a new fortnightly conversation café. Development of a new creative intergenerational project celebrating the Dundee dialect and increased engagement through door knocking to discuss what people would like to see happen locally has also taken place.

## Living Wage

2024 marked the fifth anniversary of Dundee declaring its commitment to becoming a Living Wage City and launching its 'Making Dundee A Living Wage City' campaign. Dundee was the first city in the UK to launch a place-based campaign and since then, more than a dozen localities across the country have followed Dundee's lead. The campaign pulled together major local employers such as Dundee City Council, Dundee & Angus College, and Dundee & Angus Chamber of Commerce to agree to work as an action group to promote the Living Wage in the city and take forward the agreed commitment.

The action group secured the commitment that all businesses and employers in the Central Waterfront area would be required to pay at least the real Living Wage rate. Key anchor employers have also pledged their commitment to the real Living Wage: NHS Tayside, Social Security Scotland, University of Dundee, Hillcrest Group, all our cultural attractions, including Dundee Science Centre, and DC Thompson. A major milestone was achieved, when Wallace Veterinary Centre became the 100th Living Wage employer in Dundee.

By the end of April 2024 there were 128 Living Wage accredited employers headquartered in Dundee, an increase from 122 in 2022/23. This has resulted in 2,082 staff being uplifted to the real Living Wage and a total of 43,466 staff covered by a Living Wage commitment. The pace of increase in accreditation has slowed down due to the cost of living crisis, and in 2023/24, five businesses closed their accreditations.

### Dundee Healthy Weight Partnership (DHWP)

In Dundee, 23.8% of primary 1 aged children remain at risk of being overweight or obese. To change this, a whole systems approach to child healthy weight is being implemented, with the UK's whole system approach to obesity guide used to support local approaches. Output from a Senior Leaders Child Healthy Weight event held in early 2024 is being used to agree next steps for the implementation of 'local levers' in Dundee. Over the last 12 months various workstreams / key actions have been implemented, many of which are iterative and ongoing in nature:

- Activities to support a collective understanding of the issue and identify aligned actions. Mapping of local systems is helping with this
- The DHWP hosts subgroups aligned to four system workstreams, safer and greener streets, school lunchtime experience, community cooking and physical education in primary schools
- Linking with local communities and Local Community Plans via Dundee Health and Wellbeing Networks
- Creation of a wider network of individuals who work or live in Dundee who are informed about the whole systems approach

### Alcohol & Drug Partnership

During 2023/24 there has been significant progress and improvements in the treatment and care available to those affected by drug and alcohol use, reflecting the innovation, hard work, dedication, and development of good practice by frontline staff. Individuals in Dundee now have fast access to treatment, they have a choice as to the medication prescribed to them (including choice about all the support available to them) and are supported to remain in treatment for as long as need. Those who have experienced a non-fatal overdose are quickly identified and supported through assertive outreach to access treatment. Independent advocators are available to support people at any stage of their recovery journey and there is help for people to deal with past and recurring trauma.

There has been a significant increase in the number of individuals from Dundee accessing residential rehabilitation to help recover from substance use. All these individuals are supported through the dedicated Dundee Residential Rehab Pathway to enter the residential treatment, during their stay (including visits from family members) and on their return to Dundee. More women have accessed residential rehab than ever before and the majority of those embarking on residential support completed the full treatment. There is now specific support for those in recovery to gain qualifications and employment opportunities.

Dundee's Recovery Network was established, the Lived Experience Framework developed, and a robust system for gathering evidence from those affected by substance use who are receiving services / support established. This also includes more opportunities for family members to have a voice.

### **Dundee Mental Health and Wellbeing in Primary Care**

A Primary Care Mental Health and Wellbeing Framework was established offering easy-to-access locality-based care, advice, and support from a multi-disciplinary team. The approach focuses on early intervention to prevent mental health issues from occurring or escalating, addressing the underlying causes, adversities, and inequalities where possible and seeking to promote positive mental health and wellbeing. Key activities include straightforward referral pathways to substance use, mental health services, and social care, responding to emotional distress, and offering person-centred, trauma-informed support.

Important developments recently have been the establishment of Hope Point: Wellbeing Support which opened in August 2023 and the introduction of Distress Brief Interventions to GP practices. A local Children and Young People's Mental Health and Wellbeing Multi-Agency Group has also been formed. Specialist services and pathways around neurodevelopmental problems are in development and Connect, an Early Intervention in Psychosis service, has been established to enable early access to specialist services.

### **Get Out Get Active (GOGA) Tayside**

GOGA has become one of Tayside's most successful physical activity programmes, targeting and supporting the most inactive groups to engage with low level, fun and inclusive physical activity opportunities. GOGA is based on the principles of 'free activity' and 'active together' resulting in tailored delivery that allows individuals with and without long term conditions and disabilities to come together and enjoy various forms of physical activity.

To ensure GOGA is bringing added value to the Tayside physical activity landscape and avoiding duplication, GOGA delivery is rooted in community and stakeholder engagement to identify gaps in existing provision. Public engagement with GOGA has proven to be successful and between 1st October 2023 and 30th June 2024, 861 sessions were delivered with 8,433 total attendances.

## Green Health Partnership (GHP)

Dundee's GHP, funded by Nature Scot has been in operation for 5 years. During that time, the programme has been celebrated as one of Scotland's first nature prescribing projects and has connected local people to the outdoors, through everyday contact. This programme has supported not only the physical activity agenda, but also strengthened the connection between our local environments and our mental health and wellbeing, whilst providing opportunities to combat loneliness and isolation.

The current funding period will end in September 2024, which requires the GHP Leadership team to adapt the approach to ensure sustainability. The Leadership team will continue to work together in partnership, to maintain the existing GHP steering group and focus on maximising the role of green health across the city within existing structures and teams. This change will provide the GHP leads the opportunity to move towards a more sustainable delivery model which reduces the reliance on short term, non-recurring funding. The change in approach will be led by the Directorate of Public Health and expanded across Tayside, to move towards a sustainable and consistent approach to maximising the outdoors for health improvement.

## Public Health Scotland Localised Working Pathfinder Programme

Between January 2023 and March 2024 Public Health Scotland worked with stakeholders and the Dundee Partnership in relation to adding value to activity around poverty and inequalities, specifically in mitigating the cost of living crisis impact on vulnerable citizens.

Key areas identified as potentially adding value were whether there were short to medium term impacts of existing work that might provide evidence of reductions in the inequalities gap and whether there were proven interventions with impact on inequalities that could be mapped against work taking place in Dundee.

A multi-agency workshop was held in November 2023. From this the following themes emerged.

- Better data sharing and data linkage is needed to enable maximum utility of what is already being collected. A Partnership wide data sharing protocol was suggested
- A good set of baseline data is needed to understand the population profile of Dundee
- Data quality needs to be consistently good
- Qualitative data could potentially be used to get better insights to experience and changes in the short to medium term
- Consideration needs given to measurement of process as well as outcomes, to understand short to medium term change

The Pathfinder was concluded in March 2024, having shown that developing positive working relationships promotes shared understanding and shows the benefits of joint working. Work continues through the new Strategic Leadership Group to develop this area of work, seeking indicators for the short to medium term impact of activity.



## Winter Fund for Carers

Carers are known to be more likely to be affected by poverty and deprivation and are now recognised as a group of people likely to be subject to Health Inequalities. In 2024, the IJB allocated Carers Partnership money to Dundee Carers Centre for a Winter Fund to support carers most in need by alleviating some of the increasing financial pressures of the season.

Applicants identified having to make the too familiar stark choice between 'heating and eating', leading to many of the grants being for fuel and food. The Engage Dundee survey also identified that 56% of carers who responded had gone without food or energy to pay a bill (compared with 46% of all respondents). During 2023/24 the fund distributed 429 grants totalling £124,019, covering travel, white goods, winter clothing, bedding and furniture as well as fuel and food.

## Violence Against Women - Deaf Links

Deaf Links is a Tayside-wide charity based in Dundee which supports people who experience sensory loss. In partnership with Women's Aid in Dundee, Angus and Perth, Deaf Links are committed to supporting deaf women who are experiencing any form of abuse or coercive control.

Through advocacy workers who are fluent in British Sign Language they provide a dedicated service to deaf women across Tayside. They work directly with women, their children and young people, offering crisis intervention, information, advocacy services and support to enable equal access to mainstream support services.

The advocacy services provided empower, inform, and enable women in a variety of settings, liaising closely with statutory and other voluntary organisations. The Violence Against Deaf Women Advocacy Worker also provides information sessions to Deaf Women and raises awareness of BSL and Deaf Culture with mainstream service providers.

## Best Foot Forward

Best Foot Forward is a partnership between the NHS Healthy Weight team, Active Schools and Claypotts Castle PS (based in the Douglas area of Dundee with 83% of children living in SIMD 1&2). The programme aims to encourage peer support and relationships between parents / carers and foster open and honest conversations around the challenges of achieving healthy eating and physical exercise day to day. Sessions are 90 minutes long with adults and children attending together. There is an input each week (see below) followed by either a cooking session or a physical activity session.

A group of 47 participants; including 21 parents and their children attended for ten weeks of group discussion and participation around topics such as: healthy eating habits, meal planning, sleep routines, screen time, fussy eating, healthy mouths etc.

## Dundee Mental Health and Wellbeing Strategic Plan

Developed during 2023/24, the Dundee Mental Health and Wellbeing (MHWB) Strategic Plan 2024-2027 recognises unequal distribution of mental ill health and is making a shift towards support being offered within local communities, so that more people can be supported where they live by accessing informal locality interventions and activities. The vision is to provide mental health and wellbeing services in Primary Care that enable people to access the right support, at the right time, in the right place, by staff who are knowledgeable and skilled to deliver this.

This is achieved through the Primary Care Mental Health and Wellbeing (MHWB) Framework offering easy-to-access locality-based care, advice, and support and utilising a multi-disciplinary team.

### Sources of Support – Primary Care Link Workers

Sources of Support has link workers available in all GP Practices in Dundee. The service is for any person aged 16 and over. Their remit is to support people whose mental health and well-being are impacted by social, economic, and environmental issues, which means that the service offers non-medical interventions and coordinated care to help improve health and well-being.

In Dundee, link workers case manage the needs of the person for up to 20 weeks to help them achieve their identified goals. Advocacy and liaison with primary and secondary care, statutory- and third-sector services is a key feature of the link worker role. Primary care supports tackling mental health inequalities through these staff and it is evident from the service's activity that a higher volume of people from deprived areas access link worker support. Between May 2023 and April 2024, the service supported 941 people.

### Distress Brief Interventions (DBI)

The DBI service is a national programme providing support to people aged 16 or over experiencing distress and feeling emotionally overwhelmed. In Dundee, the service is hosted by Penumbra and based in the city centre.

Following the initial referral via email, a DBI peer practitioner will contact the person within 24 hours and support them for up to 14 days. They will work with the person to address some of the difficulties they may be experiencing that have led to their distress and to identify ways of preventing and managing any future distress.

DBI seeks to widen the support offered to people engaging with frontline services, at a time when they need it the most. Presently, there are several potential routes to receiving DBI that are being managed through a phased programme to ensure demand can be met. Between April 2023 and March 2024, 834 individuals were referred to DBI in Dundee. 82 referrals were from Police Scotland and 752 from Primary Care.

## Hope Point

Hope Point is an initial contact centre for anyone in Dundee City who experiences distress, including those with mental health issues. The centre opened in July 2023 and has continued to be open 24/7 since then. The environment and service has been co-designed with a wide range of people in the city to ensure the service is able to take account of individuals needs including protected characteristics.

Lived experience has been integral to the development both in terms of consultation in the planning stages and with regards to the staff team who are all employed in Peer Support roles. Hope Point is a welcoming, non-clinical environment where staff come alongside people on a short-term basis to help address the difficulties they are facing, plan next steps safely and connect them with other supports and services if that is what is required.

During March 2024, Hope Point had 398 contacts, including providing support for 83 new people.

## Creating Hope Together Through Suicide Prevention

Suicide prevention work continues to progress across several spheres, ensuring this aligns with other local and national strategies, including Dundee HSCPs Mental Health and Wellbeing Strategic Plan (2020-2024). Community Health Advisory Forum members, whose role it is to ensure that strategic health and wellbeing developments are responsive to the needs of socioeconomically deprived communities, provided feedback which has been incorporated into the draft action plan.

Key achievements in the last year include:

- Appointed a full-time Suicide Prevention Coordinator
- Refreshed the Tayside **Suicide? Help!** app and website which presents information about the support available for people affected by suicide and suicidal thoughts
- Adapted the NHS Education for Scotland suicide prevention training materials for local use and rolled-out training for those whose role means they may be in contact with someone risk of suicide
- Awarded £13,000 from the Tayside Health Fund to develop a third sector alliance which will build learning and capacity to deliver suicide prevention training across services and communities

Further universal and targeted actions are being developed with implications of socioeconomic circumstances considered across all actions. The approved delivery plan will be available in October 2024.

### **Home-Start Dundee Summer Delivery for Families**



As part of The McManus' ongoing partnership with Home Start Dundee, over the summer, the Learning Team worked in partnership with Home-Start Dundee, Tayside Contracts and Dundee Bairns to provide free cultural activities, art materials and the provision of food.






The museum, widely known as 'The People's museum' is dedicated to helping children and families living in poverty in Dundee. The collaborative working with Home-Start Dundee and Dundee Bairns enabled a positive impact to be made on the lives of local people struggling with mental health and the cost of living.

## Performance Scorecard

Priority	PI On Target	PI Within 5% of Target	PI Not on Target	Total	Improved or the same as last year (% of total)
<b>Reduce Child Poverty and inequalities in Incomes, Education &amp; Health</b>	4	2	5	12*	7 (58%)

\*The number of drugs deaths has a target of reduce as opposed to a numerical target so won't be counted within the on, within 5% or not on target columns in the above table but is counted in the overall total.

Most Improved PIs As a % of the previous year's figure 	Most Deteriorating PIs As a % of the previous year's figure 
Number of people employed by accredited Living Wage Employers in Dundee City (23%)	Rate of emergency hospital admissions where primary cause of admission was regarding mental health (24%)
% point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas (-12%)	Number of Drugs Deaths (21%)
% of primary 1 children classified as obese or overweight (-11%)	% care experienced school leavers entering positive destinations (-14%)

Performance Indicator	-2 Year	-1 Year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
	Data	Data	Data	Target	Target	
Children living in poverty to be reduced by half by 2030	22.5%	27.1%	28.2%	21.4%	19.3%	
% of 16–19-year-olds participating in Education, Employment or Training	89.4%	89.4%	90.5%	91.0%	92.0%	
% of 16-19 year olds participating in Education, Employment or training from SIMD 1	84.8%	84.1%	87.3%	86.5%	90%	
% care experienced school leavers entering positive destinations	100%	83%	71%	93%	95%	
% gap in attainment tariff average scores between school leavers living in SIMD 1 areas and in SIMD 5 areas	51%	48%	49%	47%	43%	

Performance Indicator	-2 Year	-1 Year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
% point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas	19.9%	19.9%	17.6%*	17.5%	14.3%	▲
% point gap in numeracy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas	13.6%	16.3%	15.0%*	14%	13%	=
% point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5	3.6%	4.3%	4.3%	3.4%	3.1%	=
% of primary 1 children classified as obese or overweight	24.7%	26.6%	23.8%	23.5%	21.2%	▲
Number of drugs deaths	52	38	46	Reduce	Reduce	▼
Rate of emergency hospital admissions where the primary cause of admission was regarding mental health	3.4	2.9	3.6	3.2	2.9	=
Number of people employed by accredited living wage employers in Dundee City	19,546	35,324	43,466	23,370	42,468	▲

\*Interim figures subject to Scottish Government Quality Assurance Checks

Actions in the plan	Progress %	Due Date	Lead Partner or Group
Continue to develop and implement the local fairness initiatives in Linlathen and Stobswell West	85%	31-Mar-2025	Local Fairness Initiatives Project Board
Increase the uptake of the under 22s free bus travel, ensuring that young people in the most deprived areas are benefiting at comparable levels to those in less deprived areas	95%	31-Mar-2027	Dundee City Council NEC Group
Continue to develop and implement the Child Poverty Pathfinder	30%	31-Mar-2032	Dundee Child Poverty Pathfinder Programme Board
Develop and publish the next Local Child Poverty Action Plan (including wider fairness actions) and track progress to ensure that commitments made are delivered	60%	31-Mar-2032	Dundee City Council/ NHS Tayside
Maintain the commitment to being the Living Wage City	30%	31-Mar-2032	Living Wage Action Group

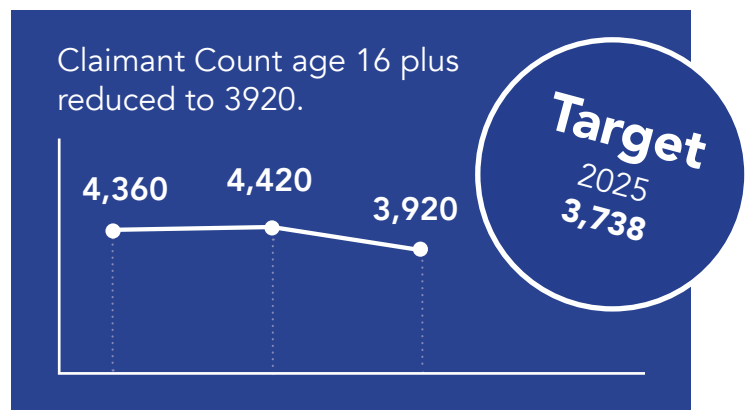
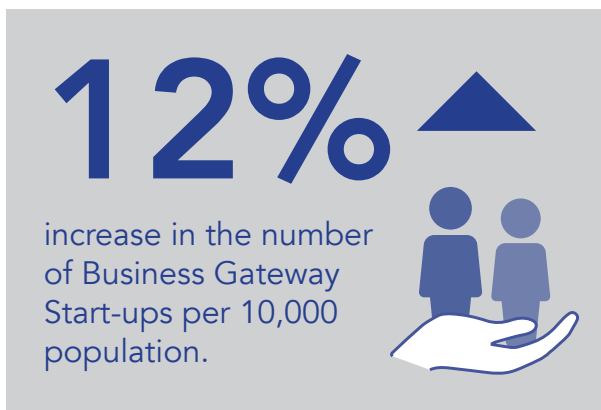
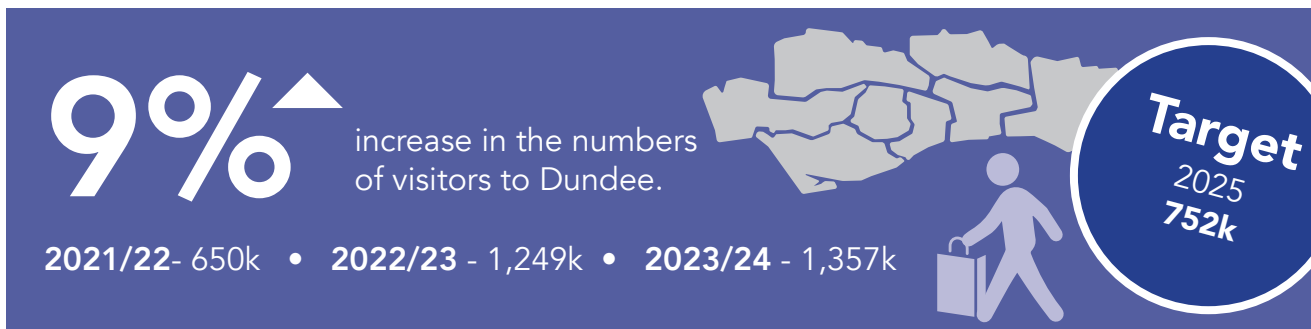
Actions in the plan	Progress %	Due Date	Lead Partner or Group
Implement the 'Dundee Promise' that offers an apprenticeship to all care experienced children, young people and care leavers	76%	31-Mar-2032	Dundee Work Partnership
Ensure maximum take up of all UK and Scottish Welfare Benefits	50%	31-Mar-2032	Department of Work and Pensions / Social Security Scotland / Dundee Welfare Rights Forum
Implement the new advice strategy for Dundee and maximise provision	50%	31-Mar-2032	Dundee Welfare Rights Forum
Ensure that cash first, dignified and sustainable approaches are in places across the city to support those dealing with fuel or food poverty	50%	31-Mar-2032	Dundee Welfare Rights Forum/Dundee Community Food Network
Support closing the gap in positive destinations for 16–19-year-olds, in particular those who are care experienced and those from SIMD 1 areas, transitioning from school into work or higher education	67%	31-Mar-2032	Discover Work Partnership/ Tayside Regional Improvement Collaborative / FE & HE Partners
Improve ongoing participation, in particular for care experienced young people and those from SIMD 1 areas	20%	31-Mar-2032	Discover Work Partnership/ Tayside Regional Improvement Collaborative / FE & HE Partners
Increase the number of mentors across the public, third and private sectors supporting our young people through the MCR Pathways approach	45%	31-Mar-2032	Tayside Regional Improvement Collaborative
Increase the number of opportunities for our young people to gain work experience and paid internships across the public, third and private sectors, through schemes like Career Ready	65%	31-Mar-2032	Discover Work Partnership/ Tayside Regional Improvement Collaborative
Develop and deliver the replacement strategic framework and delivery plan for drug and alcohol recovery services	100%	31-Mar-2032	Dundee Health & Social Care Partnership / Alcohol and Drug Partnership
Deliver on the Dundee Mental Health and Wellbeing Strategic Plan 2019-2024	100%	31-Mar-2032	Mental Health and Wellbeing Strategic and Commissioning Group
Deliver on the Child Healthy Weight Strategy	15%	31-Mar-2032	Dundee Healthy Weight Partnership (DHWP)



# Deliver Inclusive Economic Growth and Community Wealth Building



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



## Strategic Highlights from Last Year

Discover Work, Dundee's Local Employability Pathway (LEP) continues to deliver well through its multi-agency approach shaped by the [Discover Work Strategy 2022-27](#). This work has been extensively covered in the June 2024 [Council Plan Report](#), and [Fairness & Local Child Poverty Action Report](#). Highlights include 75% of customers reaching a positive destination, 71% of these sustaining that destination for at least six months, and 61% for at least twelve months. In addition, a new Youth Participation Plan was developed for launch in April 2024 to help 16-19 year olds pursue education, develop their employability skills and realise their full potential.

The largest Meet the Buyer Tayside Event delivered to date was held on 20th February 2024. There were 28 exhibitors on the day including headline partners Dundee City Council, Angus Council, Perth & Kinross Council and Supplier Development Programme (SDP). The event had 545 registered suppliers, with 332 attendees from 199 Scottish SME businesses. The outcomes report can be accessed [here](#).

In March 2024, the Living Wage Partnership celebrated 5 years since Dundee was named as the UK's first Living Wage place and a celebration event took place on 10th May at Michelin Scotland Innovation Parc. The Action Group continues to drive forward continued support for the Living Wage and by October 2023 had already achieved 128 Living Wage Employers in the City.

Funding for a new research, development and production facility in Dundee to be delivered by a consortium led by Abertay University was announced in November 2023. The CoSTAR Realtime Lab is part of the national £75m CoSTAR network funded by the Arts and Humanities Research Council through UKRI (UK Research and Innovation) and is set to help drive the next generation of visual effects technologies that will revolutionise the UK's film, TV and performing arts industries.

The Port of Dundee continued to support the construction of the Neart na Gaoithe (NnG) Offshore Wind Farm development off the Fife coast enabling the installation of 54 turbines with production capacity of 450 megawatts, enough to power 375,000 homes. The construction programme is due to complete late 2024.

As part of the 2023 Autumn Statement, it was announced that as part of the Levelling Up Fund, Dundee had been selected as one of four local authorities in Scotland to receive £20M capital investment from the UK Government, enabling delivery of a MultiModal Transport Hub at Bell Street.

Construction commenced in November 2023 on James Thomson House, a £26m office development at Dundee Waterfront. This will provide 51,600 square feet of Grade A office accommodation when completed in 2025. The development will be completed with sustainability in mind and is set to achieve EPC 'A' and BREEAM 'Excellent' environmental accreditation ratings. The offices are being built by Robertson Construction on behalf of Dundee City Council and the project is being partly financed through the Scottish Government's Growth Accelerator model.

The £1m Skills Academy based at Michelin Scotland Innovation Parc, Dundee, opened in October 2023. Delivered by Dundee and Angus College and MSIP (of which Dundee City Council is a partner), the Skills Academy is the national centre for excellence for skills development in renewable energy, sustainable mobility and decarbonisation.

V&A Dundee celebrated its 5-year anniversary in September 2023. Key findings from a report written to mark the museum's fifth birthday highlighted there had been 1.7 million visits to the museum since it opened. It also detailed total Gross Value Added (GVA) economic impact of £304 million for Scotland, including £109 million for Dundee.

Dundee achieved successful and safe delivery of the Big Weekend over a glorious weekend in May 2023. Over 83,000 people enjoyed the festivities which resulted in a positive post-event evaluation and an estimated £3.7m economic impact.

## Actions in progress for completion 2024/25

**There are no actions within this theme due for completion by 31st March 2025.**

**The following actions are already over 50% complete:**

- Deliver the Tay Cities Deal and the Dundee projects supported by the programme
- Create a Dundee Economic Advisory Group to provide regular engagement with local business and political leaders
- Build on Dundee's Scotland Loves Local campaign.

# Priorities in Action

## Preparing a New Employability Pathway for 2024-29

A co-commissioning process was used to commit employability funding for 2024-26 through the Discover Work Challenge Fund, to set up a new Employability Pathway for 2024-29. This involved the allocation of employability funding totalling £2.35m from a range of sources including:

- The UK Shared Prosperity Fund from UK Government
- Tay Cities Region Deal funding as part of the Skills and Employability Programme
- Devolved funding from Scottish Government to LEPs through No One Left Behind, inclusive of Child Poverty funds to deliver the parental employment aspects of Best Start, Bright Futures: Tackling Child Poverty Delivery Plan 2022-2026

## City Centre Strategic Investment Plan

Significant progress has been made in delivering the ambitious improvements set out in the City Centre Strategic Investment Plan across the key themes of Living, Working, Visiting, Public Realm and Accessibility. Projects that were delivered during 2023/24 include the City Centre Commercial Waste Pilot; the upgrading of the Commercial Street / Murraygate junction; public realm improvements to Union Street and Exchange Street; new office developments at West Marketgait and Site 6 in the Waterfront; as well as a programme of events and activities that help to drive footfall. The next area of focus that has been identified relates to the Eastern Quarter where a longer-term masterplan setting out a range of interventions that respond to the challenges and opportunities is being developed.

## Supporting Start Up businesses and SMEs

The Council funded Business Gateway Tayside Service continues to meet or exceed performance targets. The service supported 242 businesses into start-up in Dundee between April 2023 and March 2024, with a further 112 supported to grow their businesses during the same period. A dedicated Community Outreach Adviser was appointed to provide outreach services to existing and prospective businesses that may not self-access Business Gateway services.

Dundee City Council's Business Growth and Innovation Grant launched in 2022 and continued to be delivered during 2023/24. By March 2024, sixteen grant awards had been made to assist and encourage eligible businesses to increase their turnover and grow their employment base within the Dundee area.

The Michelin Scotland Innovation Parc completed construction of their Innovation Hub, Innovation Labs and Makerspace in 2023. Two Innovation Challenges have been undertaken and four Accelerator Programme cohorts had been delivered by March 2024 with 41 companies participating.

## Community Wealth Building (CWB)

The Council has made good progress in integrating CWB principles into its key strategies within the Dundee Council Plan 2022-27 and City Plan for Dundee 2022-32. It is also being integrated into relevant service and thematic plans by using the lens of CWB to frame future direction. The CWB working group has continued to take forward actions in each pillar area i.e. making Dundee a CWB place, spending, workforce, finance, land & property and inclusive ownership.

### Highlights since the previous update include:

- CWB Coordinator appointed, and Partners Conference delivered in May 2023
- Communication plan created and awareness raising undertaken with council and external partners
- A local spend monitoring system is now in place which allows the council to report on local spend
- Work to encourage local contractor spend in capital programmes also resulted in over £24m of subcontract activity being spent locally
- Working in partnership with the Council's Climate Team our scope 3 emissions have been mapped, which will allow us to better target categories for climate improvement measures
- The Dundee Climate Fund participatory budgeting programme was delivered
- Research was commissioned to map generative businesses and the support available to them in Dundee, indicating there are 143 inclusive ownership companies in Dundee, 87% being Social Enterprises and 13% co-operatives / employee-owned businesses
- UK Shared Prosperity Funding was provided in 2023/2024 to the Circle and Dundee Social Enterprise Network to provide additional training to businesses operating in the social economy

## NHS Tayside Anchor Strategy

In October 2023, NHS Tayside published its [Anchor Strategy](#), setting out plans to enhance its role as an Anchor Institution and contribute to CWB approaches across Tayside.

NHS Tayside employs around 14,000 people across Angus, Dundee, and Perth & Kinross, spends more than £333m each year on goods and services, and occupies more than 428,000 sqm of land and buildings including more than 65 premises. The strategy builds on areas of existing good practice across employability, procurement, and use of land and assets, and sets out priorities to further work in these areas to address health inequalities and improve community wellbeing.

Objectives aim to enhance provision of fair and meaningful work opportunities for those most at risk of economic disadvantage. This includes, adapting procurement processes for community benefit, enhancing social value and increasing suppliers from local SMEs, social enterprises and supported businesses, and increasing the sustainable and productive use of its land and assets. Working collaboratively with other anchors and partnerships across the region is crucial to the successful delivery of this strategy and NHS Tayside is a key partner within Dundee Partnership's CWB agenda.

## Eden Project

After extensive work during 2023/24, planning permission for Dundee's £130m Eden Project was approved by Councillors in June 2024. The major visitor attraction, which will be based at the former gasworks site to the north of East Dock Street will combine exhibits, performance, learning, play, immersive experiences, horticulture, live music and art. There will also be food, beverage and retail spaces. The team will now concentrate on working with partners, progressing the design, securing investment and continuing to deliver their community programmes within the city.

## Tay Cities Deal in Dundee

The Tay Cities Deal SME Skills Fund was launched on 31 January 2024 and will support up to 80 companies across Dundee and the wider Tay Cities region.

Construction work commenced on the Biomedical Regional Innovation Hub at Dundee Technopole in 2023. The project is underpinned with £25m funding from the Scottish Government through the Tay Cities Deal. The facility is scheduled to open in February 2025 and will offer 4,700 sqm of space over three floors for new high growth spinouts.

Funded through the Tay Cities Deal, the Dundee Airport project enabled renewal of the public service obligation in November 2023, allowing direct flights between Dundee Airport and London Heathrow to continue for a further two years.

The Tay5G project had delivered eight use case trials by March 2024. These included trials related to e-sports, virtual production, search and rescue, offshore maintenance and inspection, broadcasting, sustainable fashion, agritech and Internet of Things.

## Delivering Economic Growth in the Cultural Sector

More data is needed in this area, but a comparison of information from 2019/20 and 2023/24 shows a rise in part-time positions and a reduction in freelance opportunities and work for artists. Generally, the sector has contracted since 2020 but is beginning to rebound post-covid and is seeing positive news in relation to the Living Wage being paid. Looking forward, the Culture Strategy includes actions for fair work and supporting businesses, and aims to have better data available over time.

## **Health & Work Team**



The ability to access good quality work is an important protective factor for health and wellbeing. Paid work has the potential to improve health and reduce health inequalities by increasing household incomes and meeting important social and psychological needs. Poor mental health remains the leading reason for absence from work and is considered one of the main factors causing the current rise in levels of working age adults currently unable to work. The Health and Work team engage with workplaces across Tayside to encourage and enable the provision of good, fair working conditions and environments to enhance this important determinant of health.








Building capacity within workplaces to provide conditions that support and enhance employee wellbeing is a key aim of the health and work programme. During 2023-24 the team delivered 27 training courses and workshops to 357 individuals from 82 different organisations across Tayside. Topics covered included mental health at work, keeping active at work, menopause and cancer in the workplace. A successful partnership with Enable Works supported the delivery of sessions on diversity and inclusion, neurodiversity awareness, flexible working and inclusive recruitment, all with a workplace focus.



## Performance Scorecard

Priority	PI On Target	PI Within 5% of Target	PI Not on Target	Total	Improved or the same as last year (% of total)
<b>Deliver Inclusive Economic Growth (including Community Wealth Building)</b>	7	0	8	15	10 (67%)

Most Improved PIs As a % of the previous year's figure 	Most Deteriorating PIs As a % of the previous year's figure 
Number of Business Gateway Start-Ups per 10,000 population (12%)	% of young people 16 to 24 who are unemployed (46%)
Claimant Count 16+ (-11%)	% of employees in Dundee earning less than the real living wage (31%)
Visitors to Dundee (000's) (9%)	% of working age people with no qualifications (15%)

Performance Indicator	-2 Year	-1 Year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
	Data	Data	Data	Target	Target	
% of the Dundee Workforce in employment	71.3%	68.8%	63.7%	72%	73.5%	
Median earnings of total resident workers as a percentage of Scottish average	92.0%	91.0%	87.5%	94.9%	96.8%	
Gross weekly pay for full time employees living in the area	£575.00	£584.20	£614.90	£603.75	£665.63	
% of employees in Dundee earning less than the real living wage	10.2%	7.2%	9.4%	11.4%	10.3%	
Number of living wage accredited employers based or headquartered in Dundee	100	122	128	120	160	
% participation rate of young people from SIMD 1 and 2	85.4%	85.3%	87.8%	87.3%	89%	
Number of workless households in Dundee	9,500	10,500	10,300	9,025	8,145	

Performance Indicator	-2 Year	-1 Year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
% of young people 16 to 24 who are unemployed	21.8%	21.7%	31.7%	20.7%	18.7%	▼
16-24 Claimant Count	780	830	830	741	669	▼
Claimant Count 16+	4,360	4,420	3,920	4,142	3,738	▲
Claimants as a proportion of economically active residents aged 16+	5.9%	4.3%	4.2%	4.2%	3.8%	▲
% of working age people with no qualifications	6.7%	6.7%	7.7%	6.2%	5.6%	▼
Number of Business Gateway start-ups per 10,000 population	16.2	14.8	16.5	17.85	19.68	▲
Visitors to Dundee (000's)	650	1,249	1,357	682	752	▲
City Centre retail units vacancy rate (%)	13.8%	18.0%	17.7%	12.4%	11.1%	▼

Actions in the plan	Progress %	Due Date	Lead Partner or Group
Deliver the Tay Cities Deal and the Dundee projects supported by the programme	60%	31-Mar-2032	Tay Cities Board
Attract more skilled green jobs	26%	31-Mar-2032	Dundee City Council / Scottish Enterprise/ Dundee Port/ MSiP
Continue to grow the number of jobs within Dundee Waterfront	40%	31-Mar-2027	Dundee City Council / Scottish Enterprise/ Dundee and Angus Chamber of Commerce
Deliver Michelin Scotland Innovation Parc's vision and business plan to attract more jobs	40%	31-Mar-2032	MSiP Board
Continue work with partners to explore options to develop a Life Sciences Innovation District	25%	31-Mar-2032	Scottish Enterprise/ University of Dundee/ Dundee City Council
Continue work with partners to take forward proposals for Eden Scotland	35%	31-Mar-2032	Eden Project Dundee

Actions in the plan	Progress %	Due Date	Lead Partner or Group
Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre	25%	31-Mar-2027	Dundee City Council/ Dundee and Angus Chamber of Commerce
Create a Dundee Economic Advisory Group to provide regular engagement with local business and political leaders	80%	31-Mar-2032	Dundee & Angus Chamber of Commerce
Further grow the number of local organisations registered as Living Wage Employers	30%	31-Mar-2032	Living Wage Action Group
Continue to raise the profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to businesses, investors, developers and visitors	50%	31-Mar-2027	Invest Dundee / Tourism Leadership Group
Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs	50%	31-Mar-2024	Dundee City Council Community Wealth Building Group with additional partners
Build on Dundee's Scotland Loves Local Campaign	60%	31-Mar-2032	Dundee & Angus Chamber of Commerce / Dundee City Council
Maximise apprenticeship opportunities	25%	31-Mar-2027	Discover Work Partnership
Increase and enhance employment pathways, in particular supporting around 11,000 economically inactive people towards job seeking and 16–19-year-olds into positive destinations	25%	31-Mar-2027	Dundee Work Partnership
Increase the number of start-ups and SMEs in the city and support their expansion	50%	31-Mar-2027	Business Gateway

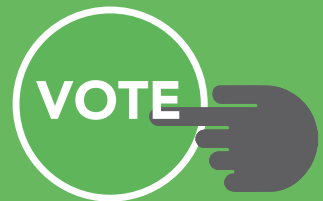
# Tackle Climate Change and Achieve Net Zero by 2045



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

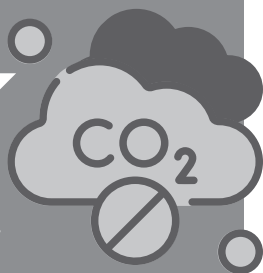
## 4758

votes cast, and a total of 10 projects received funding through the Dundee Climate Fund 2.0.



## 7%

reduction in CO<sub>2</sub> (KtCO<sub>2</sub>) Citywide.



## 3%

increase of household waste recycled (36.6%\*).

\*provisional figure for 2023 subject to final confirmation by SEPA



## Strategic Highlights from Last Year

The pre-existing Climate Leadership Group took on the role within the Dundee Partnership of acting as the Strategic Leadership Group for Tackling Climate Change and Reaching Net Zero by 2045. The group is chaired by Ronnie Quinn, an independent entrepreneur with a wealth of experience in this field. Councillor Heather Anderson has taken up a vice-chair position in her role as Climate Champion for Dundee City Council.

Several strategies and plans have been developed, including the Dundee Local Heat and Energy Efficiency Strategy (LHEES), Dundee Local Area Energy Plan (LAEP) and Net Zero Transition Plan. A review of the Dundee Climate Action Plan is also underway.

During 2024/2025 the implementation of Dundee's Biodiversity Action Plan was supported by the receipt of £171,000 from the Scottish Government's Nature Restoration Fund. This funding enabled a raft of initiatives to be implemented including expanding the extent of native wildflower meadows throughout the city. These, added to the significant coastal meadow creation as part of the Broughty Ferry and Monifieth Active Travel route, are a vital component in Dundee's Nature Network helping nature to mitigate and adapt to the effects of climate change.

## Actions in progress for completion 2024/25

**There are no actions within this theme due for completion by 31st March 2025.**

**The following action is over 50% complete:**

- Develop a City Energy Masterplan that takes a whole systems approach to decarbonising, decentralising and digitising heat and energy production.

# Priorities in Action

## The Dundee Climate Leadership Group (DCLG)

This group provides active leadership on Dundee's net-zero challenge, leveraging expertise from across the city to engage and inspire collective ownership as well as a shared commitment to tackling climate change. The DCLG ensures that across the city there is communication and collaboration on both the strategic decision-making needed to set and meet regional and national targets as well as on-the-ground delivery through the Sustainable Dundee Network, with partners working directly with communities to deliver adaptation and enhance resilience.

During 2023/24 the Group has been closely involved in the development of Dundee's Local Area Energy Plan (LAEP), reviewing the city's Dundee Climate Action Plan and engaged as key stakeholders in the development of the Local Heat and Energy Efficiency Strategy (LHEES) for the city.

## Dundee's Local Heat and Energy Efficiency Strategy (LHEES)

The Council has developed Dundee's first Local Heat and Energy Efficiency Strategy (LHEES). The LHEES, which received committee approval and was published in Spring 2024, is an important strategic citywide plan to decarbonise heat and improve energy efficiency in buildings. It will help to tackle the city's climate emergency and meet its net zero target whilst helping to alleviate fuel poverty and offering the potential for new economic opportunities in the city. The LHEES Delivery Plan is now in development.

In addition, Dundee City Council have pioneered the use of Climate OS, emissions modelling software in Scotland, to visualise how far the actions in our plans can take us to our Net Zero targets therefore providing a quantified understanding of the scale of the challenge remaining.

## Dundee Local Area Energy Plan (LAEP)

Following the LHEES, a Local Area Energy Plan (LAEP) is also being developed the city. The LAEP encompasses heat, electricity and transport, sets out a vision of what a net-zero carbon energy system could look like for Dundee, describing the priority interventions and recommendations for action that will support the city in delivering its 2045 net zero target.

The DCLG has been pivotal in developing the Local Area Energy Plan (LAEP) for the city; analysing the technical potential for renewable energy generation, waste and low carbon heat sources through to future building heat and electricity demand mapping and forecasting building (domestic and non-domestic) decarbonisation. The LAEP will be launched in 2024 and this, together with the significant partnerships that have evolved, is a timely opportunity to refresh the DCAP.

## Dundee Climate Action Plan Review

The city-wide Dundee Climate Action Plan (DCAP) was published in 2019, outlining a collaborative approach to reach net zero emissions by 2045. The plan comprised 64 actions under the themes of Energy, Transport, Waste and Climate Resilience.

One of the main purposes of DCLG is to monitor and drive progress of the Dundee Climate Action Plan in meeting the city's Net Zero targets and to recommend innovative solutions that support a Just Transition to a Net Zero future.

Two workshops were planned to review the DCAP. The first took place in March 2024, and focussed on bringing partners together to review the plan using our Emissions Dashboard, Climate OS, as well as exploring what steps partners are taking that can help us achieve Net Zero collectively.

Workshop two in Autumn 2024 will pull in the actions identified in the LAEP to create a more accurate picture of our emissions reduction pathways and facilitate discussions around delivery and funding.

## Net Zero Transition Plan

Both the City Plan (2022-2032) and Council Plan (2022-2027) identify tackling climate change and reaching net zero carbon emissions by 2045 or sooner as one of their three strategic priorities for the City.

The Council's new Net Zero Transition Plan, published in December 2023, builds on this ambition, committing Dundee City Council to being a net zero organisation by 2038 and will allow Dundee City Council to effectively and decisively lead this transition to a low carbon and climate resilient City.

The pace and scale of transformational change required to meet this challenge requires collective leadership to support cross-sector collaboration in low carbon innovation, investment, behaviour change and ensuring a Just Transition by addressing inequalities such as poverty and social justice.

The Plan has therefore been co-developed with all seven Council Services and is centred around reducing emissions from buildings, streetlighting, fleet, business & service travel, and waste produced by the Council. It will also introduce a Circular Economy, increase climate resilience and ensure a Just Transition away from fossil fuels, including increasing green skills and jobs to support this.

The Plan is led by the Sustainability and Climate Change team who have been focussed on consensus around governance, monitoring and reporting. The Plan will be governed internally by the Council Leadership Team, with reports every six months and progress against targets will be reported annually to Committee from January 2025.



## Climate Risk & Vulnerability Assessment (CRVA)

As part of the Climate Action Planning process a Climate Risk and Vulnerability Assessment (CRVA) was carried out in 2018. This estimated the risks and impacts from Climate Change and allowed the identification of climate adaptation actions for the city. It is now recommended that a refresh of the CRVA and actions take place due to the increased urgency of the climate and nature emergency, the broader expertise & tools we now have access to, and the need to understand the impact of climatic changes since the last risk assessment, specifically incorporating the 2oC and 4oC scenarios.

As a first step to future adaptation planning in Dundee, a Natural Capital Baseline Assessment was commissioned by the DCLG in January 2023, providing a full account of the ecosystem services and biodiversity in the city's green space currently, allowing future interventions to be monitored and valuable data to be incorporated into the next CRVA.

The updated CRVA is due to be completed by August 2024 and is being developed with input from a wide range of cross-sectoral stakeholders. It will include an up-to-date climate risk profile for Dundee, a prioritised list of impacts with recommended adaptation options for the highest priority impacts along with viable co-benefits of recommended options, and an estimation of the economic impacts of climate change.

In addition, recognising that to ensure climate resilience we need to consider the whole catchment and wider area, a regional partnership is being developed with Angus Council and Perth & Kinross Council to identifying regional synergies and solutions.

## Dundee Climate Fund (DCF)

The Dundee Climate Fund (DCF) was set up with a total of £750,000 available, to support community-led climate change projects and contributes to the aim of 1% of the Dundee City Council being allocated via Participatory Budgeting.

The Council was the first local authority in Scotland using a Community Choices model to identify and have citizens decide on local climate change spend. The fund is an important part in the Council's policy response to mobilising community action on climate change, enabling communities to have a greater impact and facilitating capacity building within the network of local stakeholders.

Eligible applicants were able to develop their project ideas within the five topics of energy, transport, waste, resilience, and building capacity. The application review process was designed to support applicants to develop stronger ideas before they were put to a public vote.

**Dundee Climate Fund Round 1:** After registering 4,376 votes, a total of twelve local projects benefited from a share of around £385,000, helping to grow local community projects acting on climate change, reducing carbon emissions and engaging communities.

**Dundee Climate Fund Round 2:** Community generated ideas were collected through extensive stakeholder engagement. A total of 10 projects received funding through the DCF 2.0 with 4,758 votes cast. The third round of the DCF is currently underway to utilise remaining funding and is seeking submissions for consideration.

## Urban ReLeaf

Urban ReLeaf, a city-wide citizen-science initiative in Dundee, engages the community to contribute their observations and perceptions of greenspaces across the city. By harnessing the collective input of citizens, the project strives to enhance the benefits derived from these greenspaces and ensure they cater to the diverse needs of the community.

The first phase of the project is capturing people's perceptions of Dundee's greenspaces throughout an entire year to capture all seasonality. This includes aspects of mobility, greenspace usage, what people love and dislike about the spaces as well as capturing data on resilience with a particular focus on flooding and draught. This data will be used to inform the Open spaces Strategy, adding quantitative data to the existing qualitative data, and will also feed into the City's Local Development Plan. The second phase of the project will be developed based on the findings of the first phase.

## Hello Dundee

More than 100 interactive signs have been installed across the city asking people to engage in a friendly chat using a QR code or text message-based conversation. The project uses an innovative engagement platform that makes public spaces interactive and is looking to hear from the city's diverse community about how they feel. It also shares some information with them about actions the city is taking to adapt to climate change and inspire audiences on how to act themselves.

This is a collaborative project across Council services, capturing the following topics:

- Active Travel, including questions for DCC residential bike shelters
- Parks, greenspaces, biodiversity
- Local services and amenities (20-minute Neighbourhoods), health and wellbeing resources
- Energy, retrofitting and funding
- Electric Vehicles: myth busting, how to use charging stations including trouble shooting, and available funding & grants

- Flooding & surface water management. Additionally, a Storm conversation to signpost to information to prepare for / during / after adverse weather events
- Street Lighting: sharing of DCC city lighting improvements, and information relating to LED's at home

The newest iteration of the project includes AI technology to help respond to queries directly.

- Air Quality & LEZ conversation: enabling users to ask any question they have regarding LEZs, ensuring they have access to accurate and timely information. You can test the conversation by going to the [website](#).
- AI-integrated Waste conversation tool: Particularly beneficial for addressing recycling queries, helping users determine how to recycle various items correctly by accessing a DCC developed knowledge base and combining items to handle complex enquiries. It also provides signposting to bin collection calendars, making waste management easier for everyone. The tool can be found [online](#).

The Hello Dundee ChatBot tool will significantly enhance public engagement and streamline information dissemination across all topics of sustainability and climate change, aligning with our commitment to sustainability and community support.

### Scottish Climate Week – Re:City Event

Running alongside the wider Scottish Climate Week from 25th September to 1st October, Dundee Climate Week culminated in a day of celebrations on Saturday 30th, as City Square hosted Re:City: Reimagine, Remake, Reconnect.

Re:City was designed to bring Dundee residents together with a day of free activities, information presentations, and performances. The event featured hands-on workshops, live music, Loose Parts Play from ScrapAntics, and the opportunity for attendees to engage with various sustainability initiatives.

Inspired by Scotland's Climate Week, the day was created for everyone to enjoy. Participants engaged in masterclasses with ReBoutique, creating DIY beauty products, and with Transition Dundee, celebrating textile repair by teaching how to hem, fix fabric holes, and make curtains. Additionally, local florist Branches and All ran sustainable floristry courses.

MWV Environment Baldovie presented a recycling-themed game, with free tote bags filled with goodies from Zero Waste Scotland for the first 100 participants. Dundee City Council also provided giveaways. Attendees had the chance to pick up a brochure for The University of Dundee's Festival of the Future and interact with Dundee City Council's Countrypark Rangers.

Dr. Bike offered tune-ups for regular cycle commuters and provided an opportunity for new cyclists to get their bikes road-ready. The Dundee Cycle Hub provided eCargo bike rides and advice on walking and cycling in Dundee, while the British Transport Police Scotland marked bikes for security.

The Eden Project held consultations throughout the day, showcasing their newest designs for Dundee, offering attendees a chance to influence the city's future.

Green-fingered visitors enjoyed activities with representatives from The Maxwell Community Centre & Garden, the Dundee Community Growers Network, and Campy Growers, who focused on growing food from seed to plate. The University of Dundee Botanic Garden shared information about their latest community outreach projects.

Over 1,300 people participated in the event, demonstrating Dundee's commitment to sustainability and community engagement.

### **NHS Tayside Climate Change and Sustainability**

NHS Tayside has committed to reducing its impact on the environment and the lasting effects that this can have on the health of individuals and our local populations. To meet statutory duties and targets to reduce its negative impact on the environment and adapt to the changing climate, NHS Tayside has appointed an Executive Lead and Board Champion who will support progress and delivery.

An NHS Tayside Climate Change and Sustainability Board has been established and supporting infrastructure is in place to deliver on targets and ambitions locally across the areas of transport & travel, waste, procurement, property, energy, clinical work, and greenspace & biodiversity.

Initial areas of success include the removal of Desflurane gases in theatres, a reduction in inhaler gas propellants by switching to dry powder ones in General Practice, move to use of electric fleet vehicles, encouraging active travel, increasing access to green spaces and improving recycling.

The NHS Tayside Climate Emergency and Sustainability Annual Report for 2022/23 can be found [online](#).

### Tackling Ash Dieback

Dundee City Council has been at the forefront of Scotland's approach to tackling ash dieback. It is anticipated that this fungal disease will kill the vast majority of ash trees in the UK. Progress of the disease in infected trees affects the structural integrity of the tree. Trees with advanced infections are therefore a significant health and safety risk to people, particularly where mature trees are adjacent to roads, pavements and busy open spaces. Dundee City Council took early action in using GIS to map / assess ash trees and identified the significant resources required to remove infected trees. Other local authorities have sought advice and support seeking to replicate Dundee's approach.



### Countryside Rangers Engagement




Dundee's Countryside Ranger Service delivers three fully subscribed Branching Out programmes every year. This bespoke therapeutic intervention, based in Templeton Woods, is designed for participants who use mental health services in the city. They are referred onto the programme by health professionals.

A range of activities are on offer from practical conservation work to exploring the natural world through citizen science and environmental art, followed by a chance to socialise over refreshments made on an open fire every week. The culmination of the twelve week programme is the achievement of a John Muir Award. Feedback from those who attend is extremely positive and some continue their involvement by regularly volunteering with the Countryside Rangers after completing the programme.

## Performance Scorecard

Priority	PI On Target	PI Within 5% of Target	PI Not on Target	Total	Improved or the same as last year (% of total)
<b>Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045</b>	2	0	1	3	2 (67%)

Most Improved PIs As a % of the previous year's figure 	Most Deteriorating PIs As a % of the previous year's figure 
City Wide CO2 Emissions (KtCO2) (-7%)	% Active Travel (Walking and Cycling) as a proportion of trips to work (-5%)
% of household waste recycled (3%)	

Performance Indicator	-2 Year	-1 Year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
	Data	Data	Data	Target	Target	
City-wide CO2 Emissions (Kt Co2)	664	674	629	630.8	569.3	
% Active Travel (Walking and cycling) as a proportion of trips to work	19% (2019 data)	N/A*	18%	20%	22%	
% of Household Waste Recycled	32.6%	35.6%	36.6%**	36.4%	40.2%	

\*Data not available as the survey was conducted in a non comparable format due to the covid-19 pandemic

\*\*This is a provisional figure for 2023 subject to final confirmation by SEPA

Actions in the plan	Progress %	Due date	Lead Partner or Group
Implement the Dundee Climate Action Plan and adopt new emissions modelling tools to inform decision-making	50%	31-Mar-2032	Dundee Climate Leadership Group
Develop a city Energy Masterplan that takes a whole systems approach to decarbonising, decentralising and digitising heat and energy production	90%	31-Mar-2027	Dundee Climate Leadership Group

Actions in the plan	Progress %	Due date	Lead Partner or Group
Support the decarbonisation of transport systems and improve infrastructure for walking, cycling, wheeling and reducing the need to travel	6%	31-Mar-2032	Dundee City Council
Manage waste sustainably by reducing, reusing, recycling and recovering waste to improve resource efficiency whilst working towards a circular economy	50%	31-Mar-2032	Dundee City Council
Take action to ensure our communities, green networks and infrastructure are adaptable to a changing climate and reduce the risks and vulnerability to unavoidable impacts	20%	31-Mar-2032	Dundee City Council
Engage with communities about the climate challenge and foster participation and collaboration to enable local action	30%	31-Mar-2032	Sustainable Dundee

# Working with our Communities in their Localities

The Community Empowerment Team continues to involve and engage the citizens of Dundee in issues of importance in their community and city wide.

There was a 300% increase in the number of citizens engaged with on community planning issues. This was in part due to city wide consultations such as Engage Dundee and the Rent Consultation but also local events about what would improve life in Ardler, St Marys and Kirkton, consultation on active travel in Lochee, and community safety in Stobswell.

## Local Community Plan Contributions

There has been a 20% increase in the number of citizens contributing to Local Community Plan outcomes. This includes people contributing to projects mitigating the effects of poverty such as community food larders or meeting our Net Zero ambitions through community growing and environmental projects.

## Devolved Funding for Recovery Support

Over £80,000 was devolved by the Alcohol and Drugs Partnership to Local Community Planning Partnerships for them to decide how best to support recovery from drug and alcohol issues in their communities. The local CLD teams have been tasked with ensuring that people with lived experience are on decision-making panels and helping to deliver the initiatives the money will pay for.

Projects have included recovery cafes, hillwalking groups and men's groups for people to access in their neighbourhoods. Dundee's first peer recovery project has been established in the Hilltown which has been supporting people in recovery and creating a progression pathway for them into community volunteering. In total, 10,729 people were supported during 2023/24.



## Growing Access to CLD Youth Work

There is an increasing number of young people engaging in CLD Youth Work programmes delivered across the city. Large-scale evening programmes are continuing to record higher attendances, alongside smaller groupwork activities that are delivered across all communities in the evening within local community provision. Overall attendances for 2023/24 totaled 40,069, fueled by free access to the Youth Work evening activities. More staff capacity has been added to the diversionary programme to meet this increased demand.

## Community Centre Use

The numbers attending community centres continues to be high in part due to an emergence of family-focused work, particularly around food and themes of empowerment. Centres are also increasingly being used as community hubs to host health-related programmes such as vaccinations and clinics. The number of people attending food larders and community cafes also remains high.

Community centres are valuable locality hubs for services and third sector organisations and communities to develop locally targeted provision. They are increasingly being used as an alternative to curriculum in school and as learning space for activities supporting New Scots to integrate. The Local Management groups in centres such as Charleston and Hilltown are strengthening and putting on more programmes of activity for their community. Altogether 2023/24 saw 460,110 visits to community centres.

## Community Involvement and Influence

There has been widespread citizen involvement across council services in setting priorities and influencing / deciding on spend. There has been a focused approach on key areas of the city such as the city centre and schools' streets, and a wide programme of community involvement and influence around environmental and green space. Environment and green space were highlighted as a priority area improvement for community in the development of Dundee's locality plans and community involvement in influencing spend has involved large numbers of people.

The Alcohol and Drug Partnership tested the allocation of a devolved locality budget through the eight ward-based Local Community Planning Partnerships to look at community led and influenced spend (see above).

Overall, there has been involvement with a broad range of services with different methods for engagement and deliberation used e.g., online, face to face, focus groups, workshops, and large-scale community consultations.

## Community Engagement and Health

Community engagement and involvement is now part of the fabric of Dundee's approach to developing health-related plans and services as evidenced through the process of producing the new IJB Plan for Excellence in Health and Social Care, the ADP structure, mental health developments including Hope Point, the new Community Wellbeing Centre, and the work of the Carers Partnership.

Local health and wellbeing networks play a key role in providing connections to communities and have been formally recognised as one of the mechanisms that will be used by the HSCP. In addition, the new Community Health Advisory Forum acts as a reference group for health partners to engage. This health-related engagement complements and builds on other engagement activity and consultative forums available in Dundee's communities such as the Fairness Leadership Panel and Community Regeneration Forums.

## Local Health & Wellbeing Networks

The local Health and Wellbeing Networks (HWBNs) operate as subgroups of LCPPs and are the adopted mechanism for health partners to engage with communities and localise strategic priorities. HWBN members work together to identify and address local health needs and feed emerging issues up the Strategic Priority Groups (SPGs) through the Community Health Inequalities Manager and other senior officers with an association with the networks. For example, mental health and wellbeing issues are discussed at the Communities and Inequalities workstream of the Mental Health & Wellbeing SPG and updates are a standing agenda item at SPG meetings.

Through these mechanisms, strategic and local partners develop a collective vision and understanding of the needs of communities and can act collectively to address them. HWBNs have recently prioritised men's health as a result of information fed down from the SPG on suicide deaths / risk. It is a notable success that some local people now sit on the HWBNs and are involved directly. The Community Health Inequalities Manager has recently joined the Fairness Leadership Panel providing another connection to collective work around poverty and disadvantage.

## The Cultural Sector & Communities

Dundee's cultural attractions are very popular with 1,093,876 visitors in 2023/24. In total across the year 2023/24, cultural organisations engaged with 41,850 people through 2,165 learning, outreach or engagement sessions, both in house and in community settings.

Over six months of tracking from October 2023 to March 2024, cultural organisations took their work out across all of the wards of Dundee, running workshops, engagement and creative sessions with 11,437 people.

**DUNDEE**   
PARTNERSHIP

For more or additional information please contact

Dundee Partnership Team  
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or visit the website

[www.dundeepartnership.co.uk](http://www.dundeepartnership.co.uk)

**REPORT TO: CITY GOVERNANCE COMMITTEE – 18 NOVEMBER 2024**

**REPORT ON: CITY DEVELOPMENT SERVICE PLAN – ANNUAL UPDATE REPORT**

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

**REPORT NO: 295-2024**

**1 PURPOSE OF REPORT**

1.1 To provide Committee with an annual update showing progress to date for the City Development Service Plan which was agreed by the Council in September 2023.

**2 RECOMMENDATIONS**

2.1 It is recommended that Committee note the update on progress of the Service Plan objectives.

**3 FINANCIAL IMPLICATIONS**

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

**4 BACKGROUND**

4.1 Following the Council adopting the City Plan 2022-2032 (Article II of Policy and 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 and Resources Committee on that date, Report No 280-2022, refers) individual Service Plans require to be updated and aligned. The Council's Performance Management Framework sets out that Committee will receive a 6 month progress report also (Article III of the Policy and Resources Committee of 20 August 2018 refers). The City Development Service Plan reflects the next tier of the performance management framework and addresses the key outcomes in the City Plan 2022--2032 and Council Plan 2022-2027 in addition to meeting its own service priorities.

4.2 City Development leads a number of important statutory functions such as Planning and Building Standards and safety and compliance for the Council estate, managing the Council's corporate property portfolio. We have the reputation as being one of the greenest Councils in Scotland, and the Service has responsibility for Dundee's Sustainability work, tackling the Climate Emergency and reducing Dundee's Carbon Emissions. Our Fleet Team is recognised for its efforts to move to zero-emission and our Sustainable Transportation and Roads Service is leading the way in attracting investment in active and sustainable travel. Our multi-disciplinary approach, with strong in-house City Engineers and Architectural Services consultancy teams, provides a responsive design function for both Dundee City Council (DCC) and external partners.

4.3 City Development leads the transformation of the city's economy, built environment and transportation. We drive forward the £1.6 billion redevelopment of Dundee's Waterfront and work with the business community to increase employment through Discover Work Dundee, Invest in Dundee and help support the city centre. The Service also leads the Dundee Partnership's Fair Work and Enterprise, Discover Work, Tourism and Climate Change partnerships, and the £700m Tay Cities Deal Programme Management Office is hosted by City Development.

4.4 The annual progress report for 2023/2024 provides elected members with:

- an opportunity to appraise the Committee on progress;
- update the Committee on any newly completed actions in the plan; and

- update on progress during 2023/2024.
- 4.5 The majority of Performance Indicators (PIs) are on target at this point in time and remedial action is being taken to address any areas of concern.
- 4.6 The City Development Service Plan actions have due dates up to April 2028. When updating the action plan, lead officers for these actions are asked to note a percentage of completion of the action they are responsible for. The information below offers some assessment of the rate of progress being made since the commencement of the plan in 2023:
- 13 actions have been completed; and
  - 18 actions already noting 50%, or more, progress.

#### Highlights of Significant Progress

- 4.7 Areas where City Development has made significant progress against targets and actions in the Service Plan in the year to 31 March 2024 include:
- a implementation of school streets zones at Clepington Primary School, Eastern Primary School, Mill O'Mains Primary School, St Ninians Primary School and St Pius Primary School;
  - b implementation of new powers enabled by the Transport (Scotland) Act 2019, namely Low Emission Zone and Pavement Parking Enforcement;
  - c active travel infrastructure continuing to be improved with further phases of the Broughty Ferry Active Travel scheme being completed, including the completion of the Castle Green link;
  - d enabling works progressing to programme at Bell Street as part of the new Green Transport Hub;
  - e launching a new secure residential cycle parking scheme, providing 240 bike storage spaces city-wide;
  - f further expansion of depot charging facilities with the 28 EV chargers installed at the Clepington Road Depot, capable of charging over 200 fleet vehicles. The site maximise clean energy generated at source with solar canopies and battery storage provision;
  - g completion of route appraisals of the city's six key strategic corridors with development of concept designs for high-quality Active Freeways aimed to encourage more people to walk, wheel and cycle;
  - h officers successfully renegotiating the terms of the £63m Growth Accelerator funding mechanism with Scottish Government unlocking £18m for development of a further office development at Dundee Waterfront Site 6. Works now progressing as programme on the new James Thomson House building due to be completed in 2025 and prepare a business case for a future development;
  - i the Dundee City Council Tay Cities Deal 5G use case trials project made good progress in 2024. Four Challenge Fund Use Case Trials were completed by the end of March 2024. Highlights of the project in Dundee include a LIDAR sensor installation on the Tay Road Bridge connected via 5G, and "Virtual Floors" - a virtual fashion exhibition at the V&A held in November 2023;

- j financial support to businesses seeking to expand and take on new employees was provided through the Council managed Business Growth and Innovation Grant scheme which has been underpinned by Scottish Government Local Authority Covid Economic Recovery Funding. To date funds have been committed to 15 businesses to a value of £514,000;
- k programme management of Dundee's UK Shared Prosperity Fund allocation (the successor to EU Structural Funds) progressed throughout 2023/2024. Three Challenge Fund Rounds have been undertaken with funding awarded to 35 projects across the city to the value of £1.09 million supporting the economic regeneration and growth of the city. A fourth Challenge Fund was launched in February 2024;
- l over the period April 2023 – March 2024, City Development's Adult Employability Service achieving 217 positive outcomes for clients, with 202 people moving into jobs and 15 people moving into Further Education; and
- m continuing with the delivery of Project Management, Clerk of Works Services, Cost Monitoring and Scottish Government Liaison Service associated with the development and delivery of the East End Campus new £100m community campus school, including facilities for up to 1,900 pupils, sports and Leisure facilities, community gardens, active travel integration etc, all in an existing brownfield site.

## 5 POLICY IMPLICATIONS

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

## 6 CONSULTATIONS

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

## 7 BACKGROUND PAPERS

- 7.1 None.

Robin Presswood  
Executive Director of City Development

Dundee City Council  
Dundee House  
Dundee

RGP/JB/HG

6 November 2024

## SUSTAINABLE TRANSPORT AND ROADS

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

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

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

The Sustainable Transport and Roads key performance indicators set in the 2023-2028 City Development Service Plan are:

Indicator Title	2021/2022	2022/2023	2023/2024	5 Year Target	Comments
Number of road accident casualties	117	159	147	Annual Decrease	Annual Road Safety Report (Report 204--2024) provides further detail.
Percentage of the road network that should be considered for maintenance treatment.	25.6%	28.2%	27.9%	27.7%	Road Asset Management Plan (Report 320-20230) provides further detail.
Number of road and footway defects per annum	16,466	12,715	15,380	Annual Decrease	Road Asset Management Plan (Report 320-20230) provides further detail.
Percentage of Category 1 defects repaired within target time.	99%	99.5%	100%	90%	Performance on target
Cost per kilometre of roads.	£16,346	£14,094	£15,385	£15,000	Value includes externally funded improvement projects which fluctuate from year to year.
Statutory Undertakers Performance.	93%	93%	95%	90%	Performance on target
Percentage of residents who cycle	26%	32%	28%	36%	Data collected on a two-yearly basis
Percentage of journeys to work made by public or active transport.	37.6%	32%	31%	40%	Sustainable Transport Delivery Plan (Report 265-2023) outlines interventions planned
Public EV Charging (KwH)	1,374,589	1,772,472	1,970,984	Annual Growth	Performance on target
Number of publicly accessible EV charge points	150	190	226	450	Performance on target

The Sustainable Transport and Roads key actions set in the 2023-2028 City Development Service Plan are:

Action Title	Outcome	Update	Due Date
Reduce the number of casualties from road accidents.	Year on year recorded reduction in road accident casualties.	Annual progress report 204-2024 presented to the FWEGI Committee on 19 August 2024.	31/03/26
Maintain road conditions at a steady state.	Maintain road conditions at a steady state as recorded from the annual Scottish Road Maintenance Condition Survey and reported by the Local Government Benchmarking Framework.	Road network conditions are consistent with the 2014/2015 baseline measure (RCI 27.9%). Five year condition profile included in the Road Asset Management Plan (Report 320-2023).	31/03/26
Reduce vehicle emissions in the City Centre	Establish an automatic number plate recognition camera system and back office resource to enable enforcement of the low emission zone.	Complete. Enforcement commenced 30 May 2024.	30/05/24
Deliver the creation of a low carbon multi-modal transport hub in the north east quadrant of the city centre.	Deliver the Green Transport Hub and Spokes project.	On schedule.	31/03/26
Expand the provision of electric vehicle charging infrastructure	Installation of an additional 125 electric vehicle charge points from the 2023 baseline.	Delay in receipt of external grant funding has moved programme for additional chargers to 2025/2026.	31/03/25
Provide an enhanced active travel and cycle network.	Deliver the Broughty Ferry to Monifieth active travel improvement scheme and complete preliminary design work for the establishment of a strategic active travel network in Dundee.	On schedule.	31/03/26
Improve road safety for communities	Reduce speed limits on appropriate residential streets out with the principal road network to 20mph	External funding being sought to advance programme.	31/03/25
Increase the number of primary pupils walking and cycling to school	Deliver the School Streets programme at identified appropriate sites	On schedule.	31/03/26



## DESIGN AND PROPERTY

The Design and Property Service plays a central role in delivering the Council Plan through the provision of property and land. The Service contributes towards developing a strong and sustainable city economy, creating a vibrant, attractive city offering an excellent quality of life and assisting in providing a city of opportunity by helping to tackle social and economic exclusion, creating a community that is healthy, safe, confident, educated and empowered.

The Design and Property key performance indicators set in the 2023-2028 City Development Service Plan are:

Indicator Title	2021/2022	2022/2023	2023/2024	5 Year Target	Comments
DCC carbon footprint emissions (t CO <sub>2</sub> ).	28,851	28,270	24413	26,990	Progress to be aligned with property rationalisation and investment in low carbon property improvements
CO <sub>2</sub> emission (property energy consumption) in tonnes CO <sub>2</sub> .	20,823	17,562	18656	19781	Progress to be aligned with property rationalisation and investment in low carbon property improvements.
CO <sub>2</sub> emission (property water consumption) in tonnes CO <sub>2</sub> .	236	304	292	300	Progress continues to be aligned and monitored with property rationalisation and investment in low carbon property improvements.
Energy consumption (gas, electricity, oil and solid fuel) in million kilowatt hours.	111.2	95	99	95	Progress currently aligned with property rationalisation and investment in low carbon property improvements.
Proportion of operational buildings that are suitable for their current use.	73.95%	82.95%	86.08%	83%	Target currently being achieved. Review on going tied in with property rationalisation strategy.
Proportion of internal floor area of operational buildings in satisfactory condition.	74.7%	75.47%	81.02%	88%	Target currently being achieved. Review on going tied in with property rationalisation strategy.
Percentage of commercial properties let versus the total available properties within the council portfolio.	90%	92%	92%	92%	Continue to achieve target for letting commercial properties.

The Design and Property key actions set in the 2023-2028 City Development Service Plan are:

Action Title	Outcome	Update	Due Date
Develop a Local Flood Risk Management Plan	In partnership with other Local Authorities, develop a Local Flood Risk Management Plan (Cycle 2) that covers the Tay Estuary and Montrose Basin Local Plan District which covers Dundee.	Dundee City Council relevant aspects have been drafted with Angus Council as lead authority to take forward developed Local Flood Risk Management Plan for Cycle 2.	30/6/2028
Completion of the remaining development areas within Site 6	To provide office space to retain/enhance employment opportunities within the Waterfront development.	Phase 2 office development progressing well on site. Currently on programme.	31/03/2028
Partnership Working with Housing and Dundee Contract Services	Continue to develop a collaborative partnership working arrangement with Housing and Contract Services through the governance boards and working groups.	Work continues to take place across teams from within each service to develop effective ways to deliver housing programme of works.	31/03/28
Replace current Asset Management system	Progress with strategy or renewal of the current asset management system for Council properties.	The Capital Plan has allocated funding for a new system to be procured. It is expected that further progress will be made in 2025 towards planning and procurement of the replacement system.	31/3/2028

## PLANNING AND ECONOMIC DEVELOPMENT SERVICE

The Planning and Economic Development service supports the Council Plan through the delivery of a range of functions that seek to ensure a strong and sustainable city economy and an excellent quality of life.

The Planning and Economic Development key performance indicators set in the 2023-2028 City Development Service Plan are:

Indicator Title	2021/2022	2022/2023	2023/2024	5 Year Target	Comments
New business start-ups, per 10,000 Population, supported by Business Gateway Tayside in Dundee.	16.18	16.2	16.5	17.85	Regular meetings take place to discuss performance with the Business Gateway contractor.
People securing and progressing into employment through the Employability Pathway.	463	530	486	400	5-year target continues to be exceeded with Council Services and the All in Dundee third sector funded consortium contributing to this.
Total number of jobs in Tourism Sector.	9,000	10,000	9000	8440	The 5-year target continues to be exceeded despite extreme challenges faced by the sector in recovering from the pandemic. Enhancing Tourism assets through Tay Cities Deal and other funding streams remains a priority.
Youth unemployment rate (16-24)	21.8%	21.7%	31.7%	20.7%	Small sample size for this indicator may partly account for the significant increase in 2023/2024. The low participation rate amongst 16-19 years is, however, recognised as a particular challenge in Dundee and an improvement plan is being implemented to help tackle this working with Children and Families service.
Proportion of People earning less than the Living Wage	10.2%	5.8%	9.4%	11.4%	Efforts continue to encourage employers to pay the living wage. The indicator remains on target, albeit some progress has been lost in the face of rising costs of doing business and rising wage costs linked to inflation.

Indicator Title	2021/2022	2022/2023	2023/2024	5 Year Target	Comments
Visitor numbers to Dundee (000s)	650	1,265	1,357	1,200	Visitor numbers have rebounded well post pandemic surpassing target in 2023/2024 aided by the Tartan exhibition at V&A Dundee and Tay Cities Deal investment in enhancements to Discovery Point.
% Working aged People in employment	71.3%	68.8%	63.7%	72%	This is a sample-based measure and any significant year on year change must be treated with some caution. However, allied to rising unemployment levels and low participation rates amongst young people this trend reinforces concerns that the post pandemic local economy is most distressed than elsewhere. The strategic response to this is being considered by the inclusive Economic Growth Strategic Leadership Group.
Number of workless households in Dundee	9,500	10,500	10,300	9,025	A whole family approach to tackling worklessness remains a priority for the Discover Work partnership with resource aligned to tackling child poverty linked to worklessness. Progress towards target has, however, been seriously impacted by the cost-of-living crisis and the challenge facing families of moving from benefits into work without being worse off.
Median Earnings of Total Resident Workers as a % of Scottish Average	92%	91%	87.5%	94.9%	Closing this gap relies on both attracting better paid jobs to the city and ensuring that local people have the skills to compete for and secure better paid employment. Work to turn around this trend continues through support for growing key sectors such as life sciences and digital and through investment in local employability and skills provision.
Total No of house completions.	514	507	483	480	Completions monitored through annual housing land audit.
Percentage of dangerous building incidents responded to within 24 hours.	97.5	N/A	100%	100%	The service continues to respond to incidents within 24 hours.

Indicator Title	2021/2022	2022/2023	2023/2024	5 Year Target	Comments
Percentage of requests for a building warrant responded to within 20 working days.	67%	77%	82%	100%	The service remains on track to meet the 5-year target.
Town Centre Vacancy Rates.	13.8%	13.28%	17.7%	12.4%	This trend very much follows the national picture with hybrid working and internet shopping contributing to reduced city centre footfall. The City Centre Strategic Investment Plan sets out a long-term vision and approach to address this trend.

The Planning and Economic Development key actions set in the 2023-2028 City Development Service Plan are:

Action Title	Outcome	Update	Due Date
Review Dundee Local Development Plan	Engage stakeholders to review the Local Development Plan responding to the requirements of National Planning Framework 4 and providing a robust basis for land use change in the city over the next 10 years	Engagement on 10 Topic Papers completed during summer/autumn 2024. Officers are now considering comments and disputes working towards formal submission of the Evidence Report through the Scottish Government's Gatecheck in 2025.	Ongoing
Identify surface water drainage solutions for key brownfield sites across the city.	Engage with stakeholders and the developers to address key surface water drainage constraints preventing brownfield development across the city.	The Council has entered into a partnership with Scottish Water and is reviewing hotspots across the city for prioritisation.	31/03/28
Swallow Roundabout upgrade.	Work with the community, developers and landowners to ensure delivery of Swallow roundabout upgrade works.	Works now progressing and scheduled to complete in Spring 2025.	31/03/25
Identify additional affordable housing sites.	Identify suitable sites to maximise the number of units secured through the Affordable Housing Supply Programme.	Work continues with Housing to identify suitable sites for affordable housing through both the Local Development Plan and the Strategic Housing Investment Plan.  2023/2024 saw 58% of total house completions being affordable units (282 units) - the highest in 10 years.	31/03/28
Assure Building Warrant approval process meets national targets to ensure buildings are designed to comply with Building Standard.	The Building Warrant process does not stifle development across the city by causing unnecessary delays.	The service continues to endeavour to plan assess all valid applications for compliance with the Building Regulations within 20 working days. Applications which are important to the city's economic development strategy continue to be prioritised.	31/03/28

Action Title	Outcome	Update	Due Date
The competent handling of the Completion Certificate process attempts to ensure buildings are constructed to comply with Building Standards.	The Completion Certificate process does not delay the occupation of new homes and businesses within the city.	The service continues to meet the 14-day statutory target.	31/03/28
City Centre Investment Plan	<p>Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre.</p> <p>Develop and agree an approach with city centre stakeholders to city centre support mechanisms.</p> <p>Support recovery of the city centre by engaging with city centre businesses.</p>	<p>Various significant residential developments complete or nearing completion.</p> <p>BT Office building on Greenmarket nearing completion. Office development at James Thomson House on Site 6, Dundee Waterfront underway.</p> <p>Eden Project granted planning permission.</p> <p>Bell Street Sustainable Transport Hub underway.</p> <p>Public realm improvement projects developed and implemented.</p> <p>Consultants appointed and carrying out work on development of Eastern Quarter Masterplan.</p>	Ongoing
Dundee City Events Strategy	Develop an Events Strategy to encourage a varied programme of activities across the city that enlivens Dundee and encourages people to live, work and visit.	New Events strategy (Extraordinary Moments) completed and published.	Completed November 2023
Continue to grow the number of jobs and homes within Dundee Waterfront	To ensure that construction and infrastructure development within Dundee Waterfront continue to grow the number of jobs within the city.	BT Office building on Greenmarket nearing completion. Office development at James Thomson House on Site 6, Dundee Waterfront underway. A business case for future development is currently being drafted.	Ongoing

Action Title	Outcome	Update	Due Date
Increase and enhance employment pathways	From a total of 11,000 unemployed or economically inactive people, including 16-19 year olds, support at least 1,600 into positive destinations over the course of this employability pathway. This is a key part of the Community Wealth Building approach, supporting fair work objectives.	<p>The new Employability Pathway programme commenced as planned from April 2024. This followed a successful outcome to Discover Work's Challenge Fund 2024-2029, which resulted in an award to All in Dundee – a consortium of Third Sector Employability Providers led by ENABLE Works in partnership with Alexander Community Developments, Barnardo's, Helm, One Parent Families Scotland, Street League, Volunteering Matters.</p> <p>The remaining elements of the Pathway programme will be provided by the Council's new single Corporate Employability Service.</p>	Ongoing
Increase the number of start-ups and small and medium-sized enterprises.	To support the creation of start-ups and small and medium-sized enterprises and to support their expansion.	<p>Business Gateway Tayside, delivered under contract managed by DCC, supported 241 Business Start Ups in Dundee in 23/24 (690 across Tayside, exceeding target of 675).</p> <p>Business Gateway Tayside referred 25 higher growth businesses into the Business Gateway Growth Advisory Service in Dundee in 2023/2024 (60 across Tayside, meeting target of 60).</p> <p>Business Gateway Tayside referred 68 businesses into the Business Gateway Local Business Boost service in Dundee in 2023/2024 (160 across Tayside meeting target of 160).</p>	Ongoing
Responding to reports of dangerous and defective buildings within the city.	Ensure the safety of the public when in or around buildings.	Target of responding to all dangerous building reports within 24 hours is being met.	Ongoing



Action Title	Outcome	Update	Due Date
Delivery of business and investor support and engagement across the city.	Meet Business Gateway Start-up targets year on year.	Overall target for service for 23/24 was exceeded with 690 start-ups supported across Tayside against a target of 675.	Ongoing
	Delivery of new Business Gateway Contract	2023/2024 was first year of delivering new Business Gateway Contract which was let to Elevator. Overall performance has met or exceeded contractual delivery targets.	Ongoing
	Company Engagement.	Appointment of Principal Officer for Company Engagement and revised programme of engagement with major employers across the city.	
	Delivery of investor support services to maximise attraction of new and safeguarded jobs into the city.	Officers have worked with partners including Scottish Development International, both universities and Michelin Scotland Innovation Parc (MSIP) with the aim of attracting investment to the city and to secure tenants for existing and new assets such as the Tay Cities deal funded CyberQuarter.	
Incorporate the concept of 20-Minute Neighbourhoods into the forthcoming Local Development Plan review.	Liveable communities that have access to services and facilities that support everyday needs.	GIS database being developed for inclusion in Evidence Report to be submitted to Scottish Government in 2025. Engagement on Local Living Topic Paper completed autumn 2024.	Ongoing
Position Dundee as a technological city through investment and development in the cities digital infrastructure, skills and talent pipeline.	Develop Digital Skills Programme activity.	Through UK Shared Prosperity Funding, DCC supported Abertay University and Dundee & Angus College to deliver a range of digital skills short courses.	Ongoing

Action Title	Outcome	Update	Due Date
	<p>Development of 5G Use Cases utilising indoor and outdoor testbeds in the city and wider regional opportunities.</p> <p>Support infrastructure development that enables the deployment of ultra-fast Fibre across the city.</p>	<p>Tay5G use case trials project made good progress in 2024. Four Challenge Fund Use Case Trials were completed by the end of March 2024. Highlights of the project in Dundee include a sensor installation on the Tay Road Bridge connected via 5G; and a virtual fashion exhibition at the V&amp;A held in November 2023.</p> <p>The service is engaging with those companies currently deploying digital infrastructure to address any constraints and help facilitate deployment plans.</p>	
<p>Raise profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to visitor, business, investor, and developer communities.</p>	<p>Delivery of refreshed Dundee Waterfront Promotional Plan.</p> <p>Continue with effective city marketing - key location for overnight stays and staycations.</p> <p>Development of the next strategic investment opportunities across the city.</p> <p>Promote existing assets at Camperdown Park for commercial reuse.</p> <p>Redevelopment of online and social media content.</p>	<p>This action is underway, including new website.</p> <p>Latest phase of marketing surpassed all industry benchmarks. New phase for this winter period in development and due to start 1 December.</p> <p>£20m has been secured through the UK Government Levelling Up Partnership for delivery of a number of strategic investment projects and the service is working with UK Government officials on the business plan to secure approval for these.</p> <p>Content plans for main promotional channels in place.</p> <p>This action is underway, including new website.</p>	<p>Ongoing</p>

Action Title	Outcome	Update	Due Date
Support our Key City Growth Sectors	<p>Development of Life Sciences Innovation District.</p> <p>Continue to develop the Dundee Tourism Partnership and support the Tourism Leadership Group and delivery of the Cities Tourism Strategy and Recovery Plan.</p> <p>Identify further opportunities through Offshore wind future developers and contractors to identify supply chain opportunities.</p>	<p>Dundee University, DCC and Scottish Enterprise are progressing implementation of an action plan to progress development of the Life Sciences Innovation District Phase 1 centred around Dundee Technopole. Initial focus is on securing tenants for the new Tay Cities Deal funded Innovation Hub.</p> <p>The Tourism Leadership Group is developing a Strategy that will be presented to Dundee Partnership in November 2024.</p> <p>The service has provided funding and officer support to the Forth and Tay Offshore Wind cluster which has delivered an active programme of one-to-one supplier engagement activity and bespoke supply chain events aligned to the emerging offshore wind projects.</p>	Ongoing
Deliver City Region Deal Investment to develop next generation of key economic development and visitor infrastructure across the city.	<p>Support delivery of new Biomedical Innovation Hub at Technopole to support Life Science and MedTech companies.</p> <p>Support delivery of river-based tourism initiatives (eg marina development, Discovery Point redevelopment, Unicorn Maritime Museum).</p>	<p>The build project for the Innovation Hub is progressing well with completion scheduled for Quarter 1 2025. DCC is supporting work to attract tenants and has provided Uk Shared Prosperity Funding to help equip the new facility.</p> <p>Tay Adventures Programme Outline Business Case has been completed and approved. Unicorn Safe Haven Project also progressing with Outline Business Case now written.</p>	Ongoing

Action Title	Outcome	Update	Due Date
<p>Delivery of high-quality employability services to key target groups across the city and supporting them into sustainable employment.</p>	<p>Implement Adult Employability Service Operational Plan to build on recent improvement.</p> <p>Achieve Key Performance Indicators and strategic priorities set by the Discover Work Partnership.</p> <p>Review service delivery and improvement in response to post COVID recovery.</p> <p>Work with delivery partners to engage businesses across the city in secure vacancies and other opportunities for key target groups through the successful Employability Academy approach.</p> <p>Conclude review in-house employability services to simplify delivery approach, remove duplication and improve access and connectivity between services.</p> <p>Scale up the employability function to respond to transfer of new funding opportunities from Scottish Government.</p>	<p>Over the period April 2023 – March 2024, City Development's Adult Employability Service achieving 217 positive outcomes for clients, with 202 people moving into jobs and 15 people moving into Further Education.</p> <p>The first phase of the Corporate Employability Review has concluded, with recommendations approved by Council Leadership Team and the Senior Responsible Owner, and input from Trade Unions.</p> <p>A Corporate Employability Transition Manager is now in place and further work is underway on the merger of two existing teams into one new Corporate Team.</p>	<p>Ongoing</p>
<p>Evolution of Discover Work Partnership, absorption of new funding streams and ongoing development of the Discover Work Service</p>	<p>Ongoing implementation of new Discover Work Strategy, Action Plan and Investment Plan for 2022-2027, and deliver revised structure of Discover Work Partnership to achieve stronger links between strategy and service delivery.</p> <p>Integration of devolved Scottish Government No One Left Behind funding into the Discover Work Partnership, and the transition to the United Kingdom Shared Prosperity Fund from European Social Funds (ESF).</p>	<p>Discover Work Strategy, Action Plan, and Investment Plan for 2022-2027 is progressing albeit timescales have been revised to reflect delays with aspects that need to be concluded before other interdependent actions can commence.</p> <p>Plans to further strengthen the links between strategy and service delivery have been hampered by delays with implementing the new Corporate Employability service.</p>	<p>Ongoing</p>

Action Title	Outcome	Update	Due Date
	<p>Develop and implement a revised communications and marketing plan including refreshed website and promotional/social media activity.</p> <p>Develop and implement of a replacement management information system to track progress of employability clients.</p>	<p>A new Employability Pathway programme commenced as planned from April 2024. This followed a successful outcome to Discover Work's Challenge Fund 2024-2029, which involved the allocation of funding from several sources including No One Left Behind, Shared Prosperity Funding, etc.</p> <p>Progress has been made with the agreed <b>"Positive Destination Improvement Plan"</b> which responds to findings of our report "A Step Change in Positive Destinations for Young Dundonians". This has included: securing Whole Family Wellbeing Funding to increase capacity within education to undertake agreed functions; the appointment of a dedicated Quality Improvement Officer (Positive Destinations) to develop and implement an "Improvement Framework". The framework will be delivered via "Improvement Groups" within each Secondary School and offsite Learning &amp; Training.</p> <p>A new management information system was implemented as planned on 1 April 2024.</p>	

Action Title	Outcome	Update	Due Date
<p>Deliver the Council's sustainable development, climate emergency and carbon management commitments, ensuring that the Council is an exemplar in these fields.</p>	<p>Develop, implement, and review corporate strategy and policy in relation to sustainable development, climate change and carbon management.</p> <p>Secure short, medium, and long-term reductions in carbon emissions from Council activities in accordance with Scottish Government targets, and to ensure compliance with the Public Bodies Duty in the Climate Change (Scotland) Act 2009.</p> <p>Participate in joint initiatives and corporate or inter-agency project teams in pursuit of sustainable development, climate change and carbon management objectives.</p> <p>Develop E-learning to assist Council Services and partners to promote sustainable practices and reduce carbon emissions in line with Council targets.</p>	<p>The Council's organisational Net Zero Transition Plan (NZTP) was approved at Committee in November 2023. The NZTP sets out the Council's own journey to becoming a net zero organisation.</p> <p>Within the plan, an ambitious but realistic carbon budget has been set for each Service Area. Additionally, the plan also identifies enabling and deliverable actions for Service Areas to reduce overall energy consumption and their associated carbon footprint. Since the publication of the plan, the Sustainability and Climate Change team have hosted workshops with each Service Area; worked together with Service Areas to refine their actions; developed an internal Net Zero Transition SharePoint Site; and established a network for the Net Zero Transition Working Group with its first meeting to take place in November. Progress on the NZTP will be reported for the first time to the Climate, Environment and Biodiversity Committee (CEB) in January 2025.</p>	<p>Ongoing</p>
<p>Deliver Scotland's first council-led green participatory budgeting initiative</p>	<p>To act as a catalyst for community-based carbon reduction initiative.</p>	<p>The Dundee Climate Fund (DCF), the first Scottish Local Authority led green participatory budget, was approved in June 2022. The first round of the DCF was launched in August 2022 and 12 local projects benefitted from a share of £385,066.</p> <p>The second round was launched in April 2023 and 10 projects benefitted from a share of £326,255.</p>	<p>31/03/27</p>

Action Title	Outcome	Update	Due Date
		The third round of the DCF is ongoing. Launched on 1 May 2024 and closed on 30 September, the fund has received 22 applications and Review Panels are due to take place during November 2024.	
Deliver a city-wide Local Area Energy Plan and Local Heat and Energy Efficiency Strategy	To deliver a statutory function and prepare for a future transformation and decarbonisation of the city's energy and heat networks.	<p>Local Energy Efficiency Strategy (LHEES) was completed approved at the Climate, Environment and Biodiversity Committee (CEB) in April 2024.</p> <p>The LHEES Delivery Plan is due to go to the Climate, Environment and Biodiversity Committee in November 2024.</p> <p>The Local Area Energy Plan was completed and approved at the Climate, Environment and Biodiversity Committee in September 2024.</p>	31/03/27

**REPORT TO:** CITY GOVERNANCE COMMITTEE – 18 NOVEMBER 2024  
**REPORT ON:** ANTISOCIAL BEHAVIOUR – JULY – SEPTEMBER 2024  
**REPORT BY:** EXECUTIVE DIRECTOR OF NEIGHBOURHOOD SERVICES  
**REPORT NO:** 302-2024

**1 PURPOSE OF REPORT**

1.1 The purpose of this report is to provide an overview on the reporting figures to the Neighbourhood Services - Antisocial Behaviour (ASB) Team for the period 1<sup>st</sup> July to 30<sup>th</sup> September 2024.

**2 RECOMMENDATION**

2.1. It is recommended that Committee notes the report.

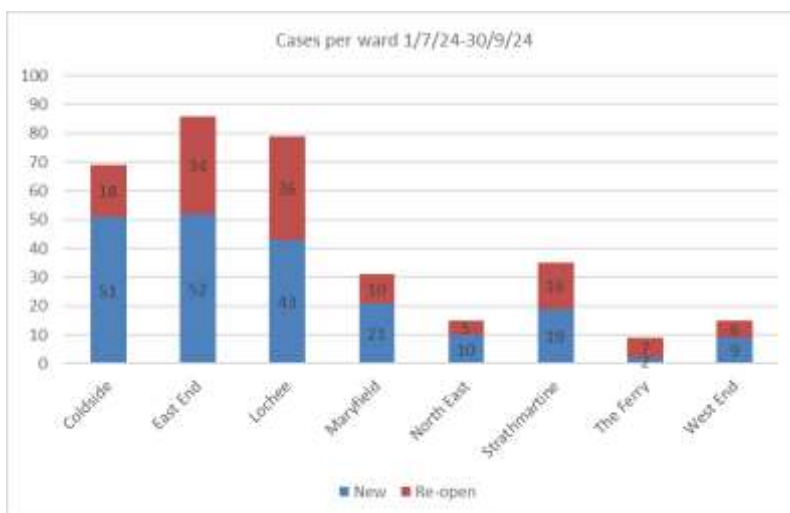
**3 FINANCIAL IMPLICATIONS**

3.1 There are no financial implications associated with this report.

**4 DATA RELATING TO REPORTING PERIOD**

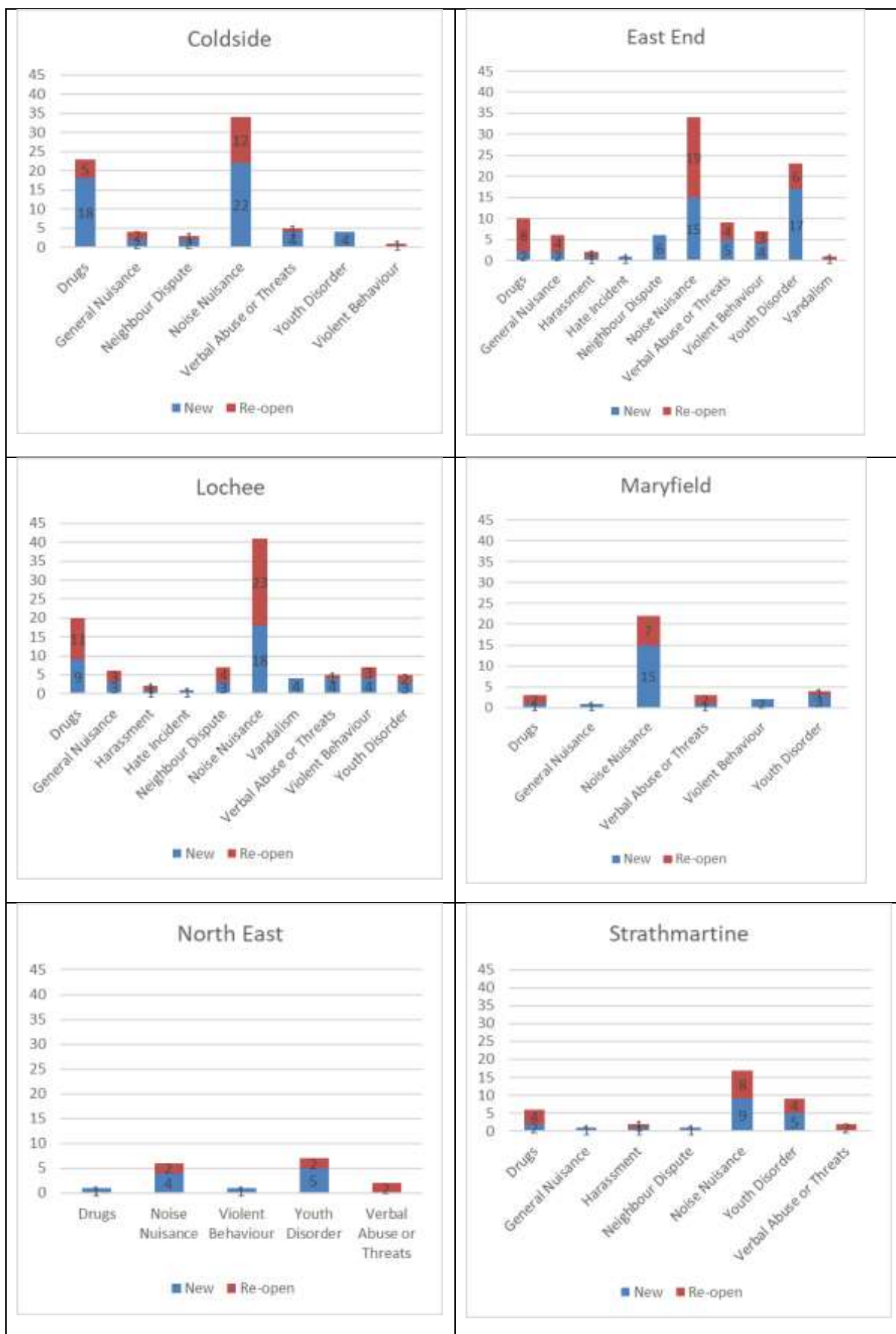
4.1 339 cases of antisocial behaviour have been recorded during the reporting period. 207 are new cases and 132 have been re-opened. The cases re-opened are not necessarily cases which had been raised initially during this quarter and most likely from previous reporting periods. This compares to 374 cases last quarter (224 new and 150 re-opens). This is a reduction on last period of 35 cases and, in comparison with Q2 of 2023-24 this is a reduction of 8 cases.

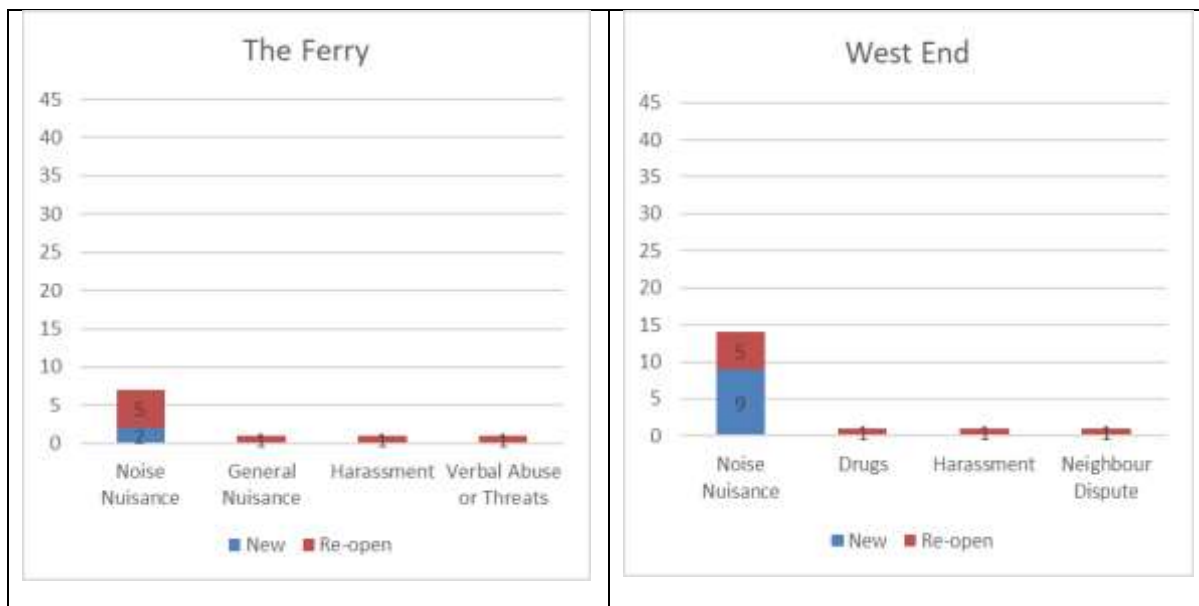
4.2 Number of cases recorded per multi member ward area between 1/7/24 and 30/9/24:



4.3 Types of complaints (new and re-opened) per multi member ward area between 1/1/24 - 31/3/24. Please note some cases have multiple categories applied, therefore the total numbers of categories may be slightly higher than the number of cases.

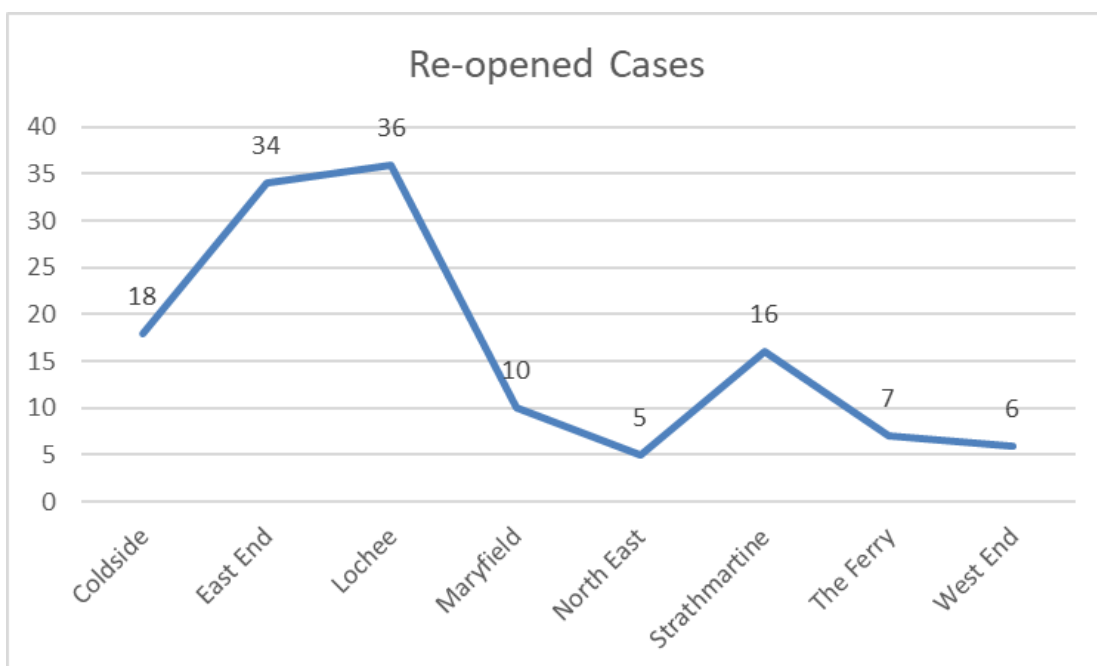






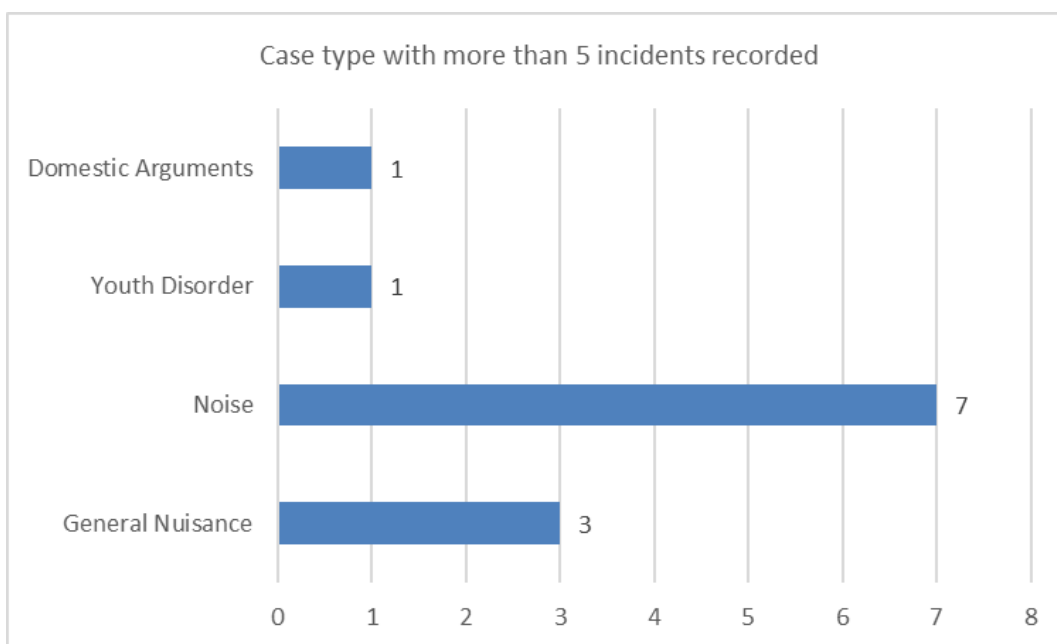
As with usual trends for ward areas, Coldsid, Lochee, and East End continue to report the highest proportion of antisocial complaints per area. Again, noise nuisance is the highest reported problem in all ward areas except North East.

4.4 The graph below shows the categories for which cases were re-opened in each ward area:

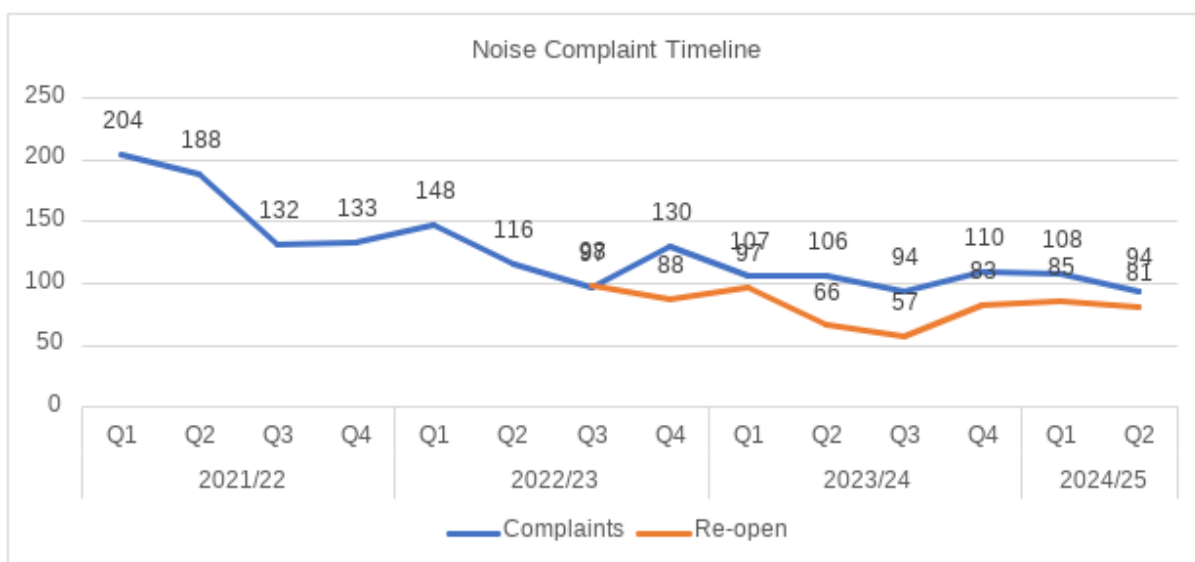


As with the ward specific graphs above, this shows most re-opened cases are in the areas with the highest number of overall complaints. Noise complaints account for 61.36% of re-opened cases.

4.5 Below are the number of cases received during the reporting period, where 5 or more incidents have been reported. This shows where there are repeated issues during the reporting period.

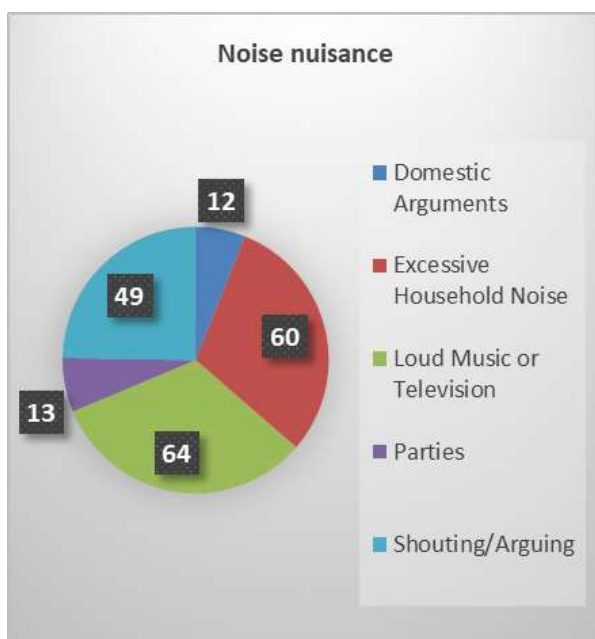


4.6 The noise timeline below shows the current pattern for noise complaints. It should be noted that data up to Q2 of 2022/23 did not illustrate how many complaints were new and this was applied from Q3 of that year onwards. Noise complaints have reduced this quarter, which is in line with trends last year. There are a total of 175 noise complaints reported between 1/7/24 and 30/9/24, which is slightly more (+3) than the same period last year (172).



NB at Q3 of 2022/23 the figures are 98 new complaints and 97 re-opens.

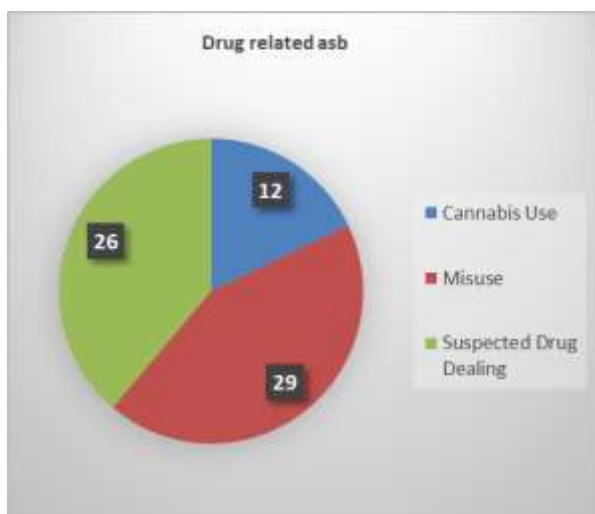
4.7 The graphs below show further breakdowns of complaint and sub-categories:



Of the 175 cases for noise, there are a total of 198 reports of various types of noise, meaning some cases have multiple types of noise complaints applied.

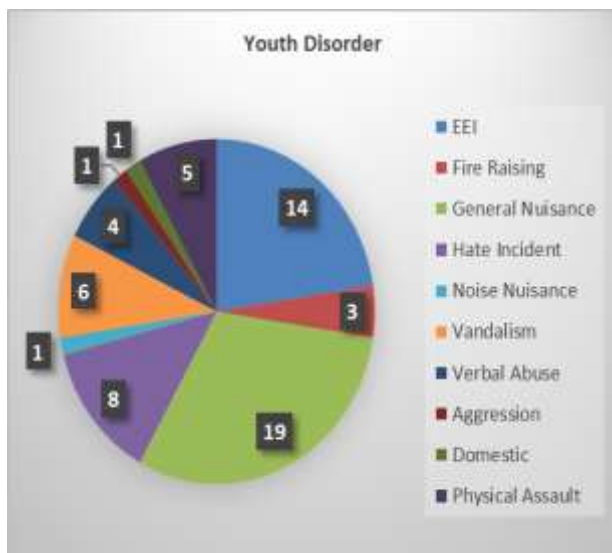
This is a reduction on last quarter of 18 cases.

As with previous reporting periods most complaints relate to lower-level noise issues such as excessive household noise and loud television or music (70.8%).



Drugs cases have continued to rise this period with 67 reported complaints. The follows a pattern of increased complaints (33 and 65 the previous two quarters).

This is also higher than the same period last year (46).



62 reports relating to youth disorder were received this period. This is an increase of 8 on last quarter, however, this reflects an increase in youth cases being referred to the Antisocial Behaviour Team from the Youth Justice Assessor at Police Scotland via the Early and Effective Intervention process.

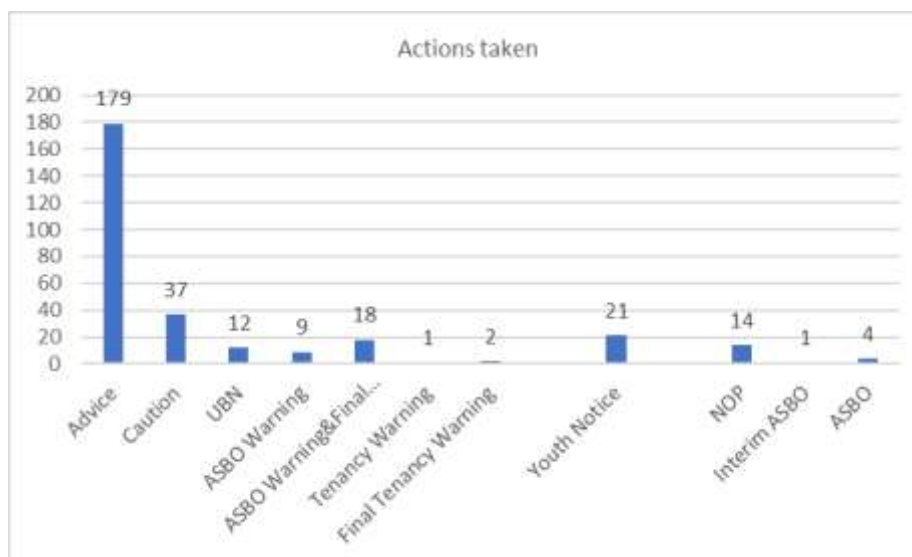
The team continue to engage with young people wherever possible to prevent involvement with antisocial behaviour and divert those who have been engaging in this behaviour.

4.8 Actions taken:

Given the small number of legal actions required, this report will provide figures on a citywide basis to ensure anonymity.

Following a query at last Committee, further analysis of advice cases was conducted on a sample of 20 cases opened during the previous reporting period, April to June. Of the 20 cases reviewed, 2 cases were re-opened to the team, however, there was no evidence gathered which led to no further action being taken.

There have been no evictions for antisocial behaviour carried out this period.



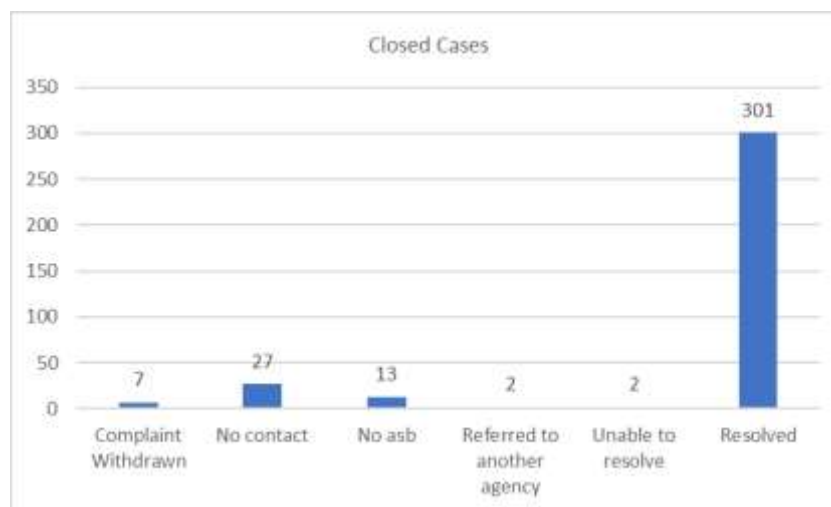
#### 4.9. Surveillance:

To assist with investigating complaints of antisocial behaviour, the team has access to various surveillance options.

In this period only 6 cases have required the use of surveillance to gather further evidence. In all 6 cases the noise app was used. 4 were found to have no evidence of antisocial behaviour, 1 case produced evidence and 1 case is still pending.

This is a relatively low number compared to the level of complaints received, however, surveillance can be intrusive and therefore the team will continue to use all other methods of gathering evidence in the first instance.

#### 4.10 352 cases have been closed within the reporting period. The graph below shows the case closure reasons, the majority of these being closed off as resolved.



Of the two cases which were unable to be resolved, one related to a neighbour dispute where conflict resolution was refused and the other case which was again a neighbour dispute, involved an individual whose health condition prevented the option of conflict resolution being considered.

## 5. TEAM QUARTERLY UPDATE

### 5.1 Over this period the Antisocial Behaviour Team received complaints of youths causing annoyance at the new development on Derby Street/Hill Street in the Coldside Ward.

Community Safety Wardens have been patrolling the area and engaging with youths and the Antisocial Behaviour Team has carried out joint visits with Police and Hillcrest Housing Association to households involved and affected.

A multiagency meeting was held in August to discuss additional diversionary activities for young people in the area. Partner's from ASBT, Police Scotland, Communities, Leisure and Culture, Dundee United Community Trust, Maxwell Centre, and St Martin's Church discussed the issues with lack of youth provision in the newly developed area, resulting in several young people gaining access to holiday diversion.

To further prevent any continued antisocial behaviour, St Martin Church and St Peter and Pauls grounds have been identified as available spaces to provide youth provision pending funding being secured.

**6 POLICY IMPLICATIONS**

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

**7. CONSULTATIONS**

- 7.1 The Council Leadership Team were consulted on the preparation of this report and agree with its contents.

**8. BACKGROUND PAPERS**

- 8.1 None.

Tony Boyle  
**Executive Director of Neighbourhood Services**

Tom Stirling  
**Head of Communities, Safety & Protection**

15 October 2024

**REPORT TO: CITY GOVERNANCE COMMITTEE – 18 NOVEMBER 2024**

**REPORT ON: ANNUAL PROCUREMENT REPORT AND COMMUNITY BENEFITS  
UPDATE 2023/24**

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

**REPORT NO: 252-2024**

## **1. PURPOSE OF REPORT**

1.1 The purpose of this report is to notify committee of the Annual Procurement Report for the Council, which provides an update on the progress made of work being undertaken in the year 2023/24 and details the future planned activity of the Corporate Procurement Team. The report also includes an update on the Community Benefit activity undertaken within the city over this reporting period.

## **2. RECOMMENDATION**

2.1 It is recommended that the Committee note the information included in this report and that the Annual Procurement Report will now be published on the Council's website.

## **3. FINANCIAL IMPLICATIONS**

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

## **4. MAIN TEXT**

4.1 The priorities and outcomes for Corporate Procurement are:

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

4.2 The procurement transformation programme launched in conjunction with Scotland Excel in 2022 (Report 205-2022 to Policy & Resources Committee 22 August 2022 refers) continued through 2023/24, and the Corporate Procurement Team has now been re-organised, with new and existing staff increasing their skills and knowledge, with several undertaking a professional procurement qualification. Work continues to improve the management information and market data available and to refine the procurement processes and systems operating within the Council,

4.3 Throughout this period, the team continued to manage competition for contracts and to seek to use the tools available to them to minimise any adverse effects from a number of volatile markets, both in terms of supply chain resilience and prices.

4.4 Procurement involves every part of the Council and in the latter part of the year, there has been a focus on building closer relationships between the corporate team and the staff in strategic service areas, who will ultimately be managing the contracts on a day-to-day basis. The planned creation of a Procurement Steering Group, involving senior



management from across the Council services, will also strengthen those relationships and improve governance further.

- 4.5 Dundee City Council continues to drive significant community benefits for the city from procurement activity and this year again, the annual report shows the number of employment opportunities created, many of which are going to people who are not currently employed. Modern Apprenticeships continue to be created as a result of the Community Benefits programme. This includes the following key achievements that represent improvements on the previous year:

	2023/24	2022/23
Local Construction Spend	£36.2m	£24.2m
% of Total Construction Spend that was local	74%	74%
% of Local Labour on Construction Projects	81%	85%
Total Overall Spend that was local	£151.6m	£83.6m
% Overall Spend that was local	46%	39%
% overall spend placed with Small and Medium Sized Enterprises (SMEs)	45%	43%

NB: Definition of local is within 35 miles,

- 4.6 The report details a number of individual projects where community benefits contained within the contracts have made a real difference to people's lives. In doing this, the Council are using the legislation as it was intended and being innovative in how to achieve the best results from this.
- 4.7 Through the Community Benefits programme, contractors have always been encouraged to spend locally, and particularly with construction contracts, this has been very successful. The Community Wealth Building strategy and the forthcoming Scottish Government legislation should allow this to be taken further and by using the tools available, we will maximise the volume of Dundee City Council expenditure that will be recycled within the city and the surrounding areas, to boost the local economy.

## 5. POLICY IMPLICATIONS

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

## 6. CONSULTATION

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

## 7. BACKGROUND PAPERS

- 7.1 None.

**ROBERT EMMOTT**  
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

**29 OCTOBER 2024**

Dundee City Council



# Annual Procurement Report

1 April 2023 - 31 March 2024



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1. Contents
  2. Introduction and Background
  3. Dundee City Council Context
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  6. Community Benefit summary
  7. Supported Business summary
  8. Future Regulated Procurements Summary
- Appendix 1 Contracts Awarded
- Appendix 2 Community Benefits Update
- Appendix 3 Future Regulated Procurement Summary
- Appendix 4 Scottish Model of Procurement and Collaborative Working

## 2. Introduction and Background

Dundee City Council launched a Procurement Transformation Programme in December 2022, and the Corporate Procurement Team is now coming towards the end of a period of restructuring and adaptation. To reflect the transformation process, a single year Procurement Strategy was approved by the Council to cover the financial year 2023/2024.

Section 18 of the Procurement Reform (Scotland) Act 2014 (the Act) requires any public organisation obliged to publish a procurement strategy and to prepare an annual report on its regulated procurements. This report covers the period from 1<sup>st</sup> April 2023 to the end of the Council's financial year on 31<sup>st</sup> March 2024.

The Corporate Procurement Strategy sets out the strategic aims and objectives that will improve, innovate and transform how the Council procures goods and services in support of the Council's objectives. The Procurement Strategy describes how procurement activity will contribute to the overall Council objectives contained in the Dundee City Council Plan 2022-27.

The priorities and outcomes for Corporate Procurement are:

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

The Annual Procurement Report also includes the following information as required by the Procurement Reform (Scotland) Act 2014.

- a. a summary of the regulated procurements that have been completed during the year covered by the report,
- b. a review of whether those procurements complied with the authority's procurement strategy,
- c. the extent that any regulated procurements did not comply, and a statement of how the authority intends to ensure that future regulated procurements do comply,
- d. a summary of any community benefit requirements delivered as part of a regulated procurement that were fulfilled during the year covered by the report,
- e. a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report,
- f. a summary of the regulated procurements the authority expects to commence in the next two financial years,
- g. such other information as the Scottish Ministers may by order specify.

This report relates to all regulated procurements.



### 3. Dundee City Council Context

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

The Council's top priorities are directly supported by the council services. Corporate Procurement provides a centralised service to our clients by making sure their requirements for goods, services and works are procured in the most effective and efficient way to maximise the achievement of best value. There is also a Contracts Team who manage contracts on behalf of the Dundee Health and Social Care Partnership. A separate regulatory framework exists for Health and Social Care.

The Procurement Strategy lists in detail the ways in which Procurement will support the delivery of the Council Plan objectives

Council Objective	How Procurement will contribute
Reduce child poverty and inequalities in incomes, education and health	<ul style="list-style-type: none"> <li>• Promote fair work practices and the Scottish living wage in our procurement processes.</li> <li>• Develop a dynamic community wish list that can be fulfilled through the use of community benefit clauses in procurement exercises.</li> <li>• Provision and ongoing development of procurement routes in support of the Scottish Welfare Fund</li> <li>• Encourage suppliers and contractors to recruit modern apprentices and graduate trainees.</li> <li>• Utilise Community Benefit clauses within procurement activity to provide work experience, mentoring and other learning opportunities.</li> </ul>
Deliver Inclusive Economic Growth (including Community Wealth Building)	<ul style="list-style-type: none"> <li>• Continue to develop our work in driving social and economic sustainability principles into our procurement in a relevant and proportionate manner with a particular focus on embedding community benefit clauses within all our contracts, where this is appropriate</li> <li>• Encourage participation in tendering opportunities by including lotting within tender documents, to increase opportunities for SMEs to participate</li> <li>• Work with the Supplier Development Programme (SDP) to assist locally based SMEs and Third Sector organisations in bidding for tender opportunities.</li> <li>• Ensure that our own procurement procedures are as accessible as possible for SMEs and Third Sector organisations and that we don't create unnecessary barriers to participation.</li> <li>• Support partner organisations by providing a procurement service</li> </ul>

<p>Tackle Climate Change and Reach Net Zero Emissions by 2045</p>	<ul style="list-style-type: none"> <li>• Incentivise contractors to bring forward sustainable solutions to deliver contracts, using outcome specifications where practical.</li> <li>• Ensure sustainability is considered in developing the specification for every procurement.</li> <li>• Continue to utilise the Scottish Government's sustainability tools to identify sustainable risks and opportunities relevant to our spend profile including reducing carbon emissions and greenhouse gases, maximising recycling and reuse and the avoidance of hazardous materials.</li> </ul>
<p>Build Resilient and Empowered Communities</p>	<ul style="list-style-type: none"> <li>• Increase engagement with local suppliers and contractors at the early stages of procurement processes, ensuring that our specification is deliverable and the best route to market is chosen. This will be one that provides best value for the Council in a way that includes opportunities for involvement by those organisations that wish to play a part, either in a main or sub-contracting role.</li> <li>• Working to develop Third Sector and generative organisations to become part of the Council's supply chain, to meet the needs of our operations where possible.</li> </ul>
<p>Design a Modern Council</p>	<ul style="list-style-type: none"> <li>• To become a modern Council, we must also be a learning Council. Corporate Procurement will provide engagement routes with local organisations and companies and ensure that through early pre-procurement involvement, Council services are appraised of best practice and innovative solutions from the private sector.</li> <li>• By using outcome specifications, we will encourage suppliers to deliver innovative solutions to our needs</li> <li>• The procurement function itself is changing and is becoming much more driven by data analysis. Corporate Procurement will engage with this and ensure that the Council is in a position to take advantage of opportunities provided by emerging technology.</li> <li>• We will link to our key suppliers using technology, to give the Council greater visibility of the suppliers' stock levels and delivery schedules and allow those suppliers to have greater visibility of future demand levels.</li> </ul>

The Scottish Government provides an analysis tool for all public sector organisations and this is managed by DXC Technology. Each year the Council uploads spend data to the DXC Scottish Procurement Hub and this in turn provides analysis for the Council in terms of spend categorization, spend with local suppliers, spend with small and medium suppliers, etc. This year the Council amended the upload methodology to include a range of spend previously omitted from the analysis. Many of the figures contained in the annual procurement report are taken from this analysis and the different levels of spend included this year in comparison to previous years, is a result of the changes we have made to the spend included in the analysis.

<b>Purchases</b>	<b>2022/2023</b>	<b>2023/2024</b>
Total Spend	£214.4m	£327m
Total number of suppliers	3,271	3,473

Procurement activity within the Council, has continued with a centralised approach, from both a Procurement and Payments perspective, although those two functions are now managed as separate teams.

Public Procurement Processes generally have a reputation for favouring large suppliers. The Public Sector is rightly a demanding customer, but for Dundee City Council contracts, the aim is to ensure that the contract requirements are always proportionate both to the size of the contract and the complexity and risk of the commission being undertaken. Where possible, the City Council will seek to divide larger contracts into lots, to allow smaller suppliers an opportunity to bid.

<b>Supplier and Contractor size</b>	<b>2022/2023</b>	<b>2023/2024</b>
SME (small and medium enterprise) suppliers	1,359	1,160
SME Spend	43%	45%

The regulatory framework that public procurement operates under is aimed at providing equal access to contracts across the UK. The UK are members of the Government Procurement Agreement (GPA) and for procurements above the GPA thresholds, equal access is granted to the 48 countries who are members of the agreement. While operating within the regulatory framework, Dundee City Council encourages participation by local companies and organisations in line with the Council's ambitions for promoting local economic growth and Community Wealth Building. One of the ways the Council does this is through engagement with local companies and organisations, including the annual Tayside 'Meet the Buyer' event, held in Dundee.

<b>Supplier and Contractor Geography</b>	<b>2022/23</b>	<b>2023/2024</b>
No of Local Suppliers (Dundee City)	632	562
Local Suppliers (Dundee City) as a percentage of whole	19.3%	16.1%
Local Spend (Dundee City)	£83.6m	£151.6m
Local Spend (Dundee City)	39%	46.4%

Supported Businesses play an important part in Scotland's economy, giving opportunities not available within mainstream employment. Dundee City Council provide assistance to supported businesses in a variety of ways, and this includes procurement, where they make up a small but niche part of the supplier mix.

<b>Supported Businesses</b>	<b>2022/2023</b>	<b>2023/2024</b>
Value of Spend	£636k	£845k
Percentage of Total Spend	0.3%	0.1%

It is important that the Council's suppliers and contractors are paid accurately and in good time. Given the large number of payments made by the Council each year, the process needs to be highly automated, and every opportunity is examined to use modern payment methods of getting payments to suppliers as quickly and efficiently as possible.

<b>Dundee City Council payments</b>	<b>2022/2023</b>	<b>2023/2024</b>
Total number of invoice payments	109,589	111,145
Invoices paid by electronic means	109,589	111,145
Value of invoices paid by electronic means	£214.4m	£327m
Invoices paid within 30 days	90%	90%
Dundee supplier invoices paid within 30 days	94%	94%
Dundee supplier invoices paid within 14 days	90%	88%



## 4. Summary of Regulated Procurements Completed

A regulated procurement is any procurement for supplies or services with a value over £50,000 and for works contracts with a value of over £2 million. A regulated procurement is completed when the contract is awarded, and an award notice is published on Public Contracts Scotland web portal. This procurement activity is in line with Dundee City Council's Corporate Procurement Strategy.

Dundee City Council makes use of existing framework agreements where this provides best value. Framework agreements provide a legally compliant route to market previously advertised through the channels required by procurement legislation. The use of framework agreements is part of the Scottish public sector procurement landscape, with the Scottish Government putting national frameworks in place for the whole of the Scottish public sector and Scotland Excel placing national frameworks for the local authority sector.

Dundee City Council completed 40 regulated procurements with an estimated value of £63m during the period of the report. The table below shows a summary of regulated procurement activity:

Period 1 <sup>st</sup> April 2023 to 31 <sup>st</sup> March 2024	
Number of Regulated Procurements completed	40
Estimated value of all completed Regulated Procurements	£63.2m
Estimated savings from awarded contracts	£1.69m
Number of light touch contracts awarded	0

Appendix 1 shows all Regulated Contracts awarded by Dundee City Council directly between 1 April 2023 and 31 March 2024

## 5. Review of Procurement Compliance

Mandatory Requirements of the Procurement Reform Act (Scotland) 2014 and Statutory Guidance Obligations lay out some mandatory requirements which the Procurement Strategy (2023 to 2024) includes, how the organisation intends to make sure that its regulated procurements will contribute to the carrying out of its functions and the achievement of its purposes, by:

- Working under this strategy's guidance will ensure procurement is delivered in a compliant, effective, and efficient manner, provide a clear action plan for improvement and contribute to wider council objectives and priorities.
- Ensuring there is early engagement and clear communication channels between the Council Services and Corporate Procurement we will assist in achieving best value.
- The strategy will be monitored and reported as per the Monitoring, Reviewing and Reporting on the Strategy section of the strategy document, to make sure the key objectives are delivered, and best value is secured.

Objective	Performance against Objective
<b>Savings and Added Value</b>	<p><b>Compliant against:</b></p> <ul style="list-style-type: none"> <li>• Maximise the use of existing Category A, B and C1 contracts and framework agreements. This in itself is not a guarantee of best value.</li> <li>• All requirements are evaluated using Most Economically Advantageous Tender criteria</li> <li>• Lots considered for all procurements, where appropriate, including lots to promote SME/Third Sector and Supported Business participation</li> <li>• Maximising the impact of contracts with the inclusion of Community Benefit Clauses</li> <li>• Challenging the need and demand management</li> <li>• Consulting and engaging with those affected by its procurements by engaging with internal and external stakeholders through various approaches, including but not limited to – working directly with client services, Meet the Buyer events, Supplier Development Programme</li> </ul> <p><b>Key Future Workstreams:</b></p> <ul style="list-style-type: none"> <li>• Introduction of formal sourcing strategies for all regulated tender processes, underpinned by category strategies and an updated overarching procurement strategy.</li> <li>• A Procurement Steering Group, comprising key members of senior staff, will be established to review all category and sourcing strategies, and to drive and support initiatives for procurement savings, as well as sustainability and local economic impacts.</li> <li>• Savings targets to be implemented to impact on revenue budget 2025/26</li> </ul>

Objective	Performance against Objective
<b>Legal Compliance and Governance</b>	<p><b>Compliant Against:</b></p> <ul style="list-style-type: none"> <li>• The Council's Standing Orders and Tender Procedures apply to all contracts made by or on behalf of the Council for the execution of works, the supply of goods and materials and the provision of services</li> <li>• Procurement Team provides training and guidance to Officers on procurement process</li> <li>• Internal Audits ensure Officers are compliant with procurement process</li> <li>• Tender opportunities advertised on Public Contracts Scotland advertising portal for regulated procurements</li> <li>• Engagement with the Supplier Development Programme to help support SMEs to bid for Council contracts</li> <li>• All procurement activity undertaken must comply with the above process and procedures which secures compliance with the Act and Statutory Guidance</li> </ul>

	<p><b>Key Future Workstreams:</b></p> <ul style="list-style-type: none"> <li>• Not all regulated spend can be attributed to compliant contracts. This is due in some measures to aggregation of smaller purchases and in others, to a failure to give notice of awards, particularly within framework agreements. This will be addressed through staff training and more complete and frequent reporting of procurement activity</li> <li>• Percentage spend with contracted suppliers is a key performance indicator for corporate procurement but has not previously been calculated. This will be reported within future Annual Procurement Reports</li> </ul>
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Objective	Performance against Objective
<p><b>Sustainable Procurement Duty</b></p>	<p><b>Fully Complied:</b></p> <ul style="list-style-type: none"> <li>• Incorporated Sustainable Procurement objectives within the Corporate Procurement Strategy</li> </ul> <p><b>Key Future Workstreams:</b></p> <ul style="list-style-type: none"> <li>• Category strategies will create a detailed framework for relevant sustainability goals and those will be implemented through individual sourcing strategies</li> <li>• The procurement team is working with the Scottish Government to undertake the Flexible Framework exercise and embed the Sustainable Public Procurement Prioritisation tool (SPPPT)</li> <li>• The procurement team will roll out the use of the SPPPT for appropriate categories across the council.</li> </ul>

Objective	Performance against Objective
<p><b>Community Benefits</b></p>	<p><b>Fully Complied:</b></p> <ul style="list-style-type: none"> <li>• Dundee City Council's Community Benefit through Procurement Policy has been in place since 2012, with an update approved by Committee as part of the Annual Procurement Report and is also embedded within the Community Wealth Building Action Plan. While community benefits must be considered for all procurement processes at or above £4 million in value the sustainable procurement duty may result in the inclusion of community benefit requirements at lower thresholds. Dundee City Council has adopted the approach to consider the inclusion of Community Benefits in all procurements over £100,000, where appropriate.</li> </ul> <p><b>Key Future Workstreams:</b></p> <ul style="list-style-type: none"> <li>• Continue to maximise the social and economic impact of the major developments across the city being led by the council</li> <li>• Making better use of council spend data and grow local tool to better monitor and track council spending with local and generative business</li> </ul>

	<ul style="list-style-type: none"> <li>The Community Wealth Building Strategy will be developed to maximise the impact of Dundee City Council's procurement spend on the local economy.</li> </ul>
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Objective	Performance against Objective
<b>Living Wage</b>	<p><b>Fully Complied:</b></p> <ul style="list-style-type: none"> <li>Payment of a living wage - to persons involved in producing, providing or constructing the subject matter of regulated procurements. Fair Work First criteria is included in all relevant procurement exercises</li> <li>Dundee City Council is an accredited Living Wage employer and as part of our accreditation carry out an annual review of all in scope contracts to assess the number of individuals not being paid the Scottish living wage. An action plan is then developed.</li> </ul> <p><b>Key Future Workstreams:</b></p> <ul style="list-style-type: none"> <li>Continuing the work already started with major private sector employers and business organisations such as the Chamber of Commerce &amp; Scottish Enterprise to build further commitment to the Living Wage and Fair Work in Dundee</li> </ul>

Objective	Performance against Objective
<b>Promoting compliance with Health &amp; Safety within contracts</b>	<p><b>Fully Complied:</b></p> <ul style="list-style-type: none"> <li>Promoting compliance with health and safety at work, including how a supplier/sub-contractor demonstrates compliance. Health and safety criterion forms part of the evaluation for all relevant and appropriate contracts. This element is a pass/fail criterion within the selection stage (SPD).</li> </ul>

Objective	Performance against Objective
<b>The procurement of fairly and ethically traded goods and services</b>	<p><b>Fully Complied:</b></p> <ul style="list-style-type: none"> <li>Ethically traded goods and services are considered for all appropriate contracts</li> </ul>

Objective	Performance against Objective
<b>Community Health and Wellbeing and Animal welfare in Procurement of food</b>	<p><b>Fully Complied:</b></p> <ul style="list-style-type: none"> <li>Procurement requirements relating to Food procurement focus on nutritional quality, health and wellbeing, minimising environmental impact such as packaging and sourcing as well as the application of appropriate animal welfare standards in accordance with all relevant legislation.</li> </ul> <p><b>Key Future Workstreams:</b></p> <ul style="list-style-type: none"> <li>Corporate Procurement will review all catering contracts used to identify opportunities to improve food quality and sustainability</li> </ul>

Objective	Performance against Objective
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<p><b>Payment of invoices within 30 days</b></p>	<p><b>Fully Complied</b></p> <ul style="list-style-type: none"> <li>• The provision of prompt payment – no later than 30 days after invoice by the organisation to a supplier and/or sub-contractor, or by a sub- contractor to a sub-contractor. Prompt payment clauses requiring a 30-day payment term are embedded within our contractual terms and conditions.</li> <li>• The Council achieved 90% of all invoices being paid within 30 days, with 111,145 invoices paid in 2023/24</li> </ul> <p><b>Key Future Workstreams:</b></p> <ul style="list-style-type: none"> <li>• Further development of Purchase to Pay processes and systems are already underway</li> </ul>
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## 6. Community Benefits Summary

Community Benefits in Dundee City Council are well established with a Community Benefit through Procurement Policy in place since 2012, and a refreshed policy approved by Committee in June 2018. While community benefits must be considered for all procurement processes at or above £4 million in value the sustainable procurement duty may result in the inclusion of community benefit requirements at lower thresholds. Dundee City Council has adopted the approach of considering the inclusion of Community Benefits in all procurements over £100,000 where appropriate.

### A Summary of Construction Activity from April 2023 to March 2024

<b>Supplier Development</b>	
Local actual Construction Spend (within 35 miles and 40 miles with MP3 and SCAPE contracts)	£36,186,337
Average Percentage of total Spend which was local (within 35 miles)	74%
Average Local Labour (within 35 miles)	81%
<b>Employment and Skills</b>	
Employment Opportunities Created	27
New Start Employment Opportunities (previously unemployed, redundant, graduates or new entrants)	8
Project Initiated Modern Apprenticeships	4
Existing Modern Apprentices	27
Work Experience Opportunities	19
<b>Awareness Raising Activity</b>	
Awareness Raising Events and Activities Delivered	46
Individuals Supported through Awareness Raising	3,087
<b>Environmental Outcomes</b>	
Environmental Activities or Events	22
Individuals Supported through Environmental Activities	254
<b>Community Wishes</b>	
Community Wishes within Capital Programmes	7

Appendix 2 provides more details of some of the activities which have been undertaken within construction contracts and provides examples of non-construction activity Community Benefits.

## 7. Supported Business Summary

Supported Businesses make an important contribution to the Scottish economy, through the goods and services they deliver, but also by providing meaningful employment, training and social support for those who may otherwise be excluded from the workplace.

This is an important element of the sustainable procurement duty and the steps taken by the organisation to facilitate the involvement of supported businesses in regulated procurements will therefore be helpful to demonstrating compliance with that duty.

Dundee City Council has taken a proactive approach in working with Dovetail Enterprises, a Dundee based supported business. Key activities have been the sourcing and supply of furniture and other household goods for clients of the Scottish Welfare Fund, as well as furniture supply for Council establishments. Spend with Dovetail Enterprises over the period 2022/23 was £636,133. This spend has assisted in both sustaining and creating new employment opportunities within Dovetail. Further supply chain integration opportunities continue to be explored with other supported businesses. Dundee City Council is fully committed to considering opportunities for Supported Business, wherever possible.

## 8. Future Regulated Procurement Summary

Appendix 3 – details the upcoming tenders to be undertaken by Dundee City Council in the coming two years.

## Appendix 1 – Summary of Regulated Procurements awarded between 1 April 2023 and 31 March 2024

Document ID	Published Date	Title	Contract Awarded To	Total Value
756945	19/02/2024 16:50	TENDER FOR FRAMEWORK OF THE SURVEY AND/OR REMOVAL OF TREES FOR ASH DIEBACK	Euroforest (GB) / Tivoli Group Ltd (GB) / Tivoli Group Ltd (GB) / Tivoli Group Ltd (GB) / LJX Ltd (GB) / Euroforest (GB) / Tivoli Group Ltd (GB) / Euroforest (GB) / LJX Ltd (GB) / Euroforest (GB) / LJX Ltd (GB) / Tivoli Group Ltd (GB) / LJX Ltd (GB) / RSK ADAS Limited (GB)	£450,000.00
756976	02/02/2024 09:49	Award of MINI COMP via CCS FRAMEWORK RM6116 RE THE INSTAL OF FIBRE INTERNET, NETWORK AND SECURITY	Commsworld Ltd (GB)	£1,600,117.00
753843	29/12/2023 09:05	Insurance Services to Dundee City Council	Travelers Insurance (GB) / Zurich Municipal (GB) / Zurich Municipal (GB)	£14,057,876.00
750835	17/11/2023 16:05	Tender for Dundee Airport to London Air Services Public Service Obligation	Loganair Limited (GB)	£12,432,510.00
745298	20/09/2023 12:20	Periodic Inspection and Testing Of Stage Lighting	Northern Light Stage & Technical Services Limited (GB)	£139,020.02
740933	06/09/2023 14:06	Bespoke Landmark Sculptures at Broughty Ferry and Monifieth	Lee James Simmons Limited (GB)	£100,000.00
743013	29/08/2023 10:01	Inspection & Testing of Automatic Barriers	IC Fire & Security Limited (GB)	£51,325.00
738528	12/07/2023 10:31	Award of MINI COMPETITION UNDER NHS DIGITAL WORKPLACE SOLUTIONS FRAMEWORK AGREEMENT SBS/19/AB/WAB...	Proact (GB)	£227,986.42
732259	29/06/2023 14:20	Service Provision of Numeracy Learning for Adults Aged 19 and Over	Dundee & Angus College (GB)	£400,000.00
734397	05/06/2023 15:53	Award of EAST END CAMPUS, DUNDEE ACTIVE TRAVEL ROUTES	Jacobs U.K. Limited (GB)	£59,995.00
733675	30/05/2023 10:05	Supply, Delivery and Installation of Scaffolding Framework	Access Solutions Scaffolding Contracts Ltd (GB) / Dundee Plant Company Limited (GB) / Form Access Ltd (GB) / IAS Dundee Ltd (GB) / KC SCAFFOLDING LTD (GB)	£1,900,000.00
731744	11/05/2023 08:50	Service and Maintenance of Sprinkler Protection Systems	Emtec Fire Systems (GB)	£208,888.00
731150	03/05/2023 14:58	Award of Mini Competition via SXL Framework for the Supply and Delivery of Plumbing and Heating M...	Wolseley UK Ltd (GB)	£885,968.12
731112	03/05/2023 13:49	Award of Mini Comp via SXL Framework for the Supply and Delivery of Plumbing and Heating Materials	William Wilson LTD (GB) / Wolseley UK Ltd (GB) / City Plumbing Supplies Holdings Limited (GB)	£369,373.44



730852	01/05/2023 11:52	Award of T1090 - MINI COMPETITION FOR DRYBURGH 2ND WEINDO REPLACEMENT AS PER DCC FRAMEWORK PROC/C...	Sovereign Group Limited (GB)	£241,504.44
730296	25/04/2023 13:50	Repair and Maintenance of Chilled and Hot Water Drinking Appliances and Associated Equipment	Lovats Catering Engineering Services Ltd (GB)	£118,527.00
	01/06/23 (Contract Start)	Microsoft Aggregation Agreement	Phoenix Software	£822,375.36
	28/11/23 (Contract Start)	Perimeter Defence Plan	Softcat	£480,000.00
	1/03/24 (Contract Start)	Desktop Client Services	Hewlett Packard	£62,370.00
	01/04/24 (Contract Start)	Mobile Voice and Data Services	Vodafone	£123,054.00
	1/09/23 (Contract Start)	Desktop Client Services	Hewlett Packard	£58,903.00
	8/01/24 (Contract Start)	Installation of fibre internet in schools	Commsworld	£2,475,092.00
	1/04/24 (Contract Start)	Provision of Seesaw Application	Seesaw	£99,498.92
	22/03/24 (Contract Start)	Supply of Rackmount Server	Specialist Computer Centre	£87,188.00
	01/04/24 (Contract Start)	Desktop Client Services	Hewlett Packard	£55,986.00
	28/06/23 (Contract Start)	Supply of Enterprise Back-up	Proact IT UK	£227,986.42
	1/01/24 (Contract Start)	Supply of Halo System	Softcat	£197,533.33
	31/08/23 (Contract Start)	Central Waterfront Site 6 Office Development	Robertson Construction Tayside	£23,525,133.65
	25/04/23 (Contract Start)	To supply planning and delivery of a security plan for areas DCC is responsible for	Security Scotland	£73,000.00

	06/07/23 (Contract Start)	Complete refurb of fire damaged property at 49 St Fillans Road	Sedgwick	£130,000.00
	12/07/23 (Contract Start)	Delivery of Services to support key ADP priorities and MAT standards	Recovery Road Map, Positive Steps, SafeZone Bus, DVVA, Action for Children	£292,951.00
	12/07/23 (Contract Start)	DCC Civil Engineering Framework	Chemcem Scotland Ltd, Concrete Repairs Ltd, Delson Contracts, Geo-Structural Ltd, Kilmac Ltd, Mackenzie Construction Ltd	£500,000.00
	5/09/23 (Contract Start)	The Installation of meter equipment and connection of domestic properties to electricity and/or gas supply	Utilita Energy	£60,000.00
	28/12/23 (Contract Start)	Service and maintenance of heat pumps at V&A and RPCS including energy centres	Link Energy Services Ltd	£71,025.00
	29/09/23 (Contract Start)	LACD MRM System. Legacy System	Gladstone	£78,316.00
	28/12/23 (Contract Start)	Service and maintenance of Kitchen Canopies, ductwork, extract ventilation and insectocutors	Lovat's Group	£90,000.00
	13/11/23 (Contract Start)	Email security platform	Softcat	£68,000.00
	08/03/24 (Contract Start)	Service and maintenance of water features at Dundee Waterfront Active Travel Hub	Fountains Direct Ltd	£125,000.00
	28/12/23 (Contract Start)	1 Year contract extension for fitness equipment rental	DG Fitness / Gym Rental Company	£168,253.00
	28/02/24 (Contract Start)	CCTV Public Space – Service and maintenance	Scottish Communications Group	£75,000.00

## Appendix 2 - Community Benefits Update - April 2023 to March 2024

### 1. Introduction

This section provides an overview of the Community Benefits approach in Dundee City Council and provides details of outcomes for current and past programmes. The report provides summaries of Community Benefit activity for the past year but also provides the cumulative total for projects to date and highlights achievements. While community benefits are now implemented across the range of the council's procurement activity the largest projects remain in the Construction Area. This summary provides summaries of the figures reported from these projects but also intends to tell the stories of Community Benefits by including case studies and examples of the types of activities delivered.

### 2. Approach in Dundee

Community Benefits clauses are well established within Dundee City Council. For construction contracts the employment and skills, minimum targets are provided using benchmarks based on the Client Based Approach developed by the Construction Industry Training Board (CITB) and endorsed by the Scottish Government. This provides a range of minimum targets based on the type and estimated value of the contracts. Contractors can increase these targets during the tender process, but when agreed, these become a mandatory element of the contract. The approach focuses on the development of Community Benefits in the areas of

- **Supplier Development** including Small to Medium Enterprise and social enterprises development activities and developing guidance to encourage local suppliers to compete for Council contracts.
- **Employment and Skills Activity** including activities to secure new employment opportunities including Modern Apprenticeships, share vacancies and secure work experience opportunities
- **Community and Awareness Raising Activity** including development of awareness raising activity, community programmes and donation of materials
- **Environmental Outcomes** – a new measure added to encourage and record contractors' delivery of environmental focused activities including education programmes on biodiversity, renewable energy and waste management and recycling.
- **Community Projects** – minimum targets for contractors to deliver projects which support communities, these can include community clean ups, support voluntary or charitable organisations to deliver projects or sponsorship. This will support the Community Wishes programme which is being developed as part of the Community Wealth Building Approach.

Environmental Outcomes and Community Projects or Wishes are newer measures so were only included in projects which started in 2023 to 2024.

### 3. Community Wealth Building

Community Wealth Building provides opportunities to maximise the social and economic benefits of procurement spending. The following provides an update on the priorities identified for Community Benefits in 2023/24

#### 3.1 Maximising local spend both directly and indirectly through subcontractors

Increasing local spend remains one of the most effective ways to deliver Community Wealth Building within the City by ensuring that as much contract spend as possible is retained within the region. Within Capital programmes we use the implementation of spend monitoring to encourage contractors to develop local supply chains, as well as using where appropriate tendering frameworks which allow us to mandate local spend. In addition, we undertake line by line reviews with major contractors to ensure that where possible local contractors are given the opportunity to compete for subcontract opportunities as well as encouraging them to source materials, plant and other services locally. These activities have helped to ensure that over £36m or 74% of appropriate spend has been spent within the local region.

In addition to subcontract spend from capital programmes we have also been improving or own tracking of direct procurement spend. In financial year 2023/24 46% of procurement spend was spent in Dundee City, that is up 7% on last year's figures, 53% regionally in Tayside and Fife and 80% in Scotland. Comparable figures from other local authorities will not be available until later in the year but 2022/23 figures compared favourably with other authorities with Dundee having the 4<sup>th</sup> largest local spend figures of any authority. Priorities for 2024 will be to map spend figures by category to identify areas where we are not currently spending locally but where there may be potential and to explore options for making it easier for smaller organisations to contract.

#### 3.2 Explore measures to support generative business to be able to access public sector contracts

In partnership with Economic Development colleagues, we commissioned research to map generative businesses and the support available to them in Dundee. This indicated that there were 143 inclusive ownership companies in Dundee, 87% Social Enterprises, 13% co-operatives and employee-owned businesses. It indicated that while there was good support available from Corporate Development Scotland (CDS) for organisations who wanted to become employee owned or cooperatives knowledge among business support colleagues on the requirements of this sector where low. In November 2023 in partnership with CDS and the Chamber of Commerce a workshop was hosted to inform front line business advice providers on Community Wealth Building and co-operative and Employee-Owned business models. A second piece of work has been commissioned this year to work with the social enterprises and other generative models in the city to develop options for how the sector could be supported in the future.

#### 3.3 Continue to promote Fair Work including the Living Wage through procurement

The Dundee Living Wage Action Group celebrated 5 years since the programme's inception, celebrating its highest performance year to date with 128 Living Wage Employers in the City, covering 43,466 workers and uplifting 2,082 individuals since beginning of the programme. The procurement team continues to promote use of the Living Wage through the inclusion of a scored Fair Work question in all relevant contracts. For the year to come the Scottish Government have provided further guidance on Fair Work requirements including guidance on

how to best prioritise requirements to contracts most closely aligned to Fair work and payment of the Real Living Wage.

### 3.4 Develop a Community Wishes approach for Dundee

A working group of staff from Procurement, IT and Communities staff have worked to develop the Community Wishes approach in Dundee which will allow local communities to make small project requests, have these moderated by Communities, published and directed towards contracted providers to deliver as part of their Community Benefit requirements. The project went live in Summer 2024 at <https://wishes.dundee.gov.uk/>. This programme will form part of community benefits reporting and will be reported in future annual reports.

### 3.5 Establish an CWB Procurement partners group to take forward CWB priorities at a partnership level Explore options to improve sustainability through procurement

In February 2024, the first meeting of the Community Wealth Building Procurement working group was held. This group brought together senior procurement staff from Dundee City Council, NHS Tayside, Social Security Scotland, Tayside Contracts, Dundee and Angus College, Abertay University, the University of Dundee and Hillcrest Housing Association. The group agreed to meet to work toward the aims of the Community Wealth Building draft partner's charter.

#### Objective

Maximise economic, social and environmental benefit for the community through development of local supply chains comprising local SMEs, employee-owned businesses, social enterprises, co-operatives and other community owned enterprises.

- Local Spend - Commit to undertaking spend analysis and work towards increasing local spend where possible
- Supplier Development - Proactively engage with other anchor institutions to explore joint procurement opportunities and support local and generative businesses to bid
- Community Benefits and Fair Work - Look to include community benefit requirements, which include Fair Work First to all relevant contracts across anchors and work to promote common approaches
- Climate Action - Look to establish measures which embed circular economy principles, improve sustainability and reduce emissions across anchors

It was noted that an additional priority of the group would be to share good practice and training opportunities across partners. The group have shared local spend figures from across their organisations and agreed to work together with an aim to increase them.

## 4. Summary of Achievements Capital Construction Programmes

This section provides an update on Community Benefits which have been secured as part of Dundee City Councils Community Benefits Approach. The Procurement Reform Act requires organisations to report on a number of contracts, over £4 million, which include Community Benefits.

### 4.1 A Summary of Construction Activity from April 2023 to March 2024

Supplier Development	
Local actual Construction Spend (within 35 miles and 40 miles with MP3 and SCAPE contracts)	£36,186,337

Average Percentage of total Spend which was local (within 35 miles)	74%
Average Local Labour (within 35 miles)	81%
<b>Employment and Skills</b>	
Employment Opportunities Created	27
New Start Employment Opportunities (previously unemployed, redundant, graduates or new entrants)	8
Project Initiated Modern Apprenticeships	4
Existing Modern Apprentices	27
Work Experience Opportunities	19
<b>Awareness Raising Activity</b>	
Awareness Raising Events and Activities Delivered	46
Individuals Supported through Awareness Raising	3,087
<b>Environmental Outcomes</b>	
Environmental Activities or Events	22
Individuals Supported through Environmental Activities	254
<b>Community Wishes</b>	
Community Wishes within Capital Programmes	7

Projects with activity in this period include Harris Academy Extension, Olympia Refurbishment, Michelin Innovation Parc, Broughty Ferry to Monifieth Active Travel project, Office Site 6 at Dundee Waterfront and East End Campus.

## 4.2 Capital Programmes Community Benefits Summary of Activity from April 2023 to March 2024

Contract	Local Spend	% Local Spend	% Local Labour	Employment opportunities	New Start Employment	Project Initiated Apprentice	Existing Apprentice	Work Experience	Awareness Raising Events	Individuals Supported Awareness Raising	Environmental Outcomes	Individuals supported Environmental Activity	Community Wishes
BFMAT	£3,591,724	95%	96%	0	0	0	3	2	2	104	2	20	1
Harris Extension	£2,660,027	81%	64	2	1	2	15	7	2	26	2	23	0
East End Campus	£22,780,822	83%	64%	17	5	0	9	9	35	1430	14	176	6
Michelin Innovation Park	£1,495,083	64%	86%	0	0	0	0	0	0	450	n/a	n/a	0
Olympia Refurb	£1,442,205	77%	n/a	2	0	1	0	0	0	0	2	10	0
Office Site 6	£4,216,476	46%	94%	6	2	1	0	1	7	1077	2	25	0



## 5. Community Benefit Examples (Construction)

The construction area remains the largest and of Community Benefits non-construction areas also feature community benefit requirements. It is noted from next financial year with the launch of the Community Wishes we will be in a better position to secure Community Benefits from lower value contracts and to report on them. The following section provides examples of some of the activity developed during the past year:

### 5.1 Employment and Skills Activity - Jobs Fair for Scottish Apprentice Week

Community Benefit contractors attend a wide range of events intended to provide careers advice and information and engage the next generation of Construction workers. As part of Scottish Apprentice Mclaughlin and Harvey attended a jobs fair at Dundee & Angus College in partnership with Developing the Young Workforce Tay Cities. They discussed their trainee opportunities and the support available for individuals interested in entering the construction industry. Job fairs are beneficial not only for job seekers but also for employers. They attract a diverse pool of candidates with unique



perspectives, experiences, and skills that can be valuable to the company. Job fairs provide companies with the opportunity to interact with individuals from different cultural backgrounds, educational institutions, and career paths. This exposure allows companies to tap into a wide range of talents, perspectives, and abilities that may be overlooked in traditional hiring processes. This proactive approach allows us to connect with diverse talent and establish pathways for individuals who might not have had the same level of exposure or access to employment opportunities.



## 5.2 Employment and Skills – East End Campus on Site Learning Centre

As part of their Community Benefit requirements Robertson Construction have included an onsite Learning Centre on East End Campus. The provision of this large centre so close to the site has allowed them to undertake a range of training activities and events with a wide range of groups. Just some of the activities undertaken include delivering a 3-day workshop for young people from Helm and Barnardo's, to cover subjects such as Health and Safety in Construction and Manual Handling as well as undertaking a practical activity to build benches. These will be used by site staff for the duration of the programme and then donated to local charities or schools on completion. The site has also been used to host Career Events for Braeview Academy and other schools with the options for interested students to go on to request work placements on site. The Learning Centre has also been used for certification and celebration events at the end of Construction programmes including Alexander Community Developments Transition to trade cohort and the Princes Trust programme.



*Helm and Barnardo's Construction Programme*

### 5.3 Community Activity – Community Wish Activity, Harris Academy

As part of their Community Wish commitment Robertsons received a request to restore the clock tower which is located in Harris Academy's courtyard. They completed this work by replacing the face and repainting the new wood surrounding the clock face to bring the iconic clock back into use. The Robertson Tayside Young Team of volunteers also supported staff to landscape a garden of the school, by removing overgrown weeds, replacing units in the green house and transforming the schools Eco- Garden. They also erected new colourful planters ready for spring planting. Both of these projects



*Harris Academy Eco Garden*



*Harris Clock Tower*

### 5.4 Individual Case Study Maia Laing Trainee Site Manager, Robertsons Construction

Trainee Site Manager – Maia Laing

Maia wasn't keen on going to university after school but wasn't aware that she had other options. After listening to a Careers in Construction talk by Robertsons construction she heard about the position of Trainee Site Manager and applied and was offered the position. She had a difficult decision to make as she also had secured a place at university. 2 weeks after leaving school she started at Robertsons construction while doing day release at college to work towards an HNC in Built Environment and an HND in Construction Management. She is now working on the East End School project and hasn't looked back, Maia said *'Now a year since joining I have completed my first project, passed my first year at college, gained a first aid certificate and am working towards my SMSTS qualification. The teams I have worked with are so helpful and encouraging, assisting me to gain so much knowledge and experience. I'm enjoying my job far more than I could ever imagine, proving there is no wrong path to reach your goal.'*



*Maia Lang, Trainee Site Manager*



## 6. Community Benefit Examples (Non-Construction)

The construction area remains the largest and of Community Benefits non-construction areas also feature community benefit requirements. It is noted from next financial year with the launch of the Community Wishes we will be in a better position to secure Community Benefits from lower value contracts and to report on them. The following section provides examples of some of the activity developed during the year:

### 6.1 Meet the Buyer Tayside

The Corporate Procurement Team was grateful to with support from Economic development colleges and Supplier Development programme deliver another successful Meet the Buyer Tayside event on 20 February 2024. This was our most successful session to date with over 300 companies and 24 companies exhibiting. This free event gave suppliers in Tayside direct access to buyers and decision makers from across the public and private sector, helping suppliers raise their profile as a business, and prepare for upcoming contract opportunities. 82% of suppliers felt more capable of bidding for contracts after attending the Meet the Buyer Tayside 2024 and 86% of respondents said they were more likely to bid for contracts after attending the event. Comments from participants included *“I particularly enjoyed the direct access to the decision makers and personnel that can influence the relationships we are looking to grow.”* and *“The buzz of the atmosphere was great, and the room was filled with very helpful exhibitors.”*



MTB 2024 - Event Statistics



Meet The Buyer Tayside, 20th February 2024, Invercarse Hotel

## 6.2 Business Gateway – The Elevator Academic Accelerator (Dundee) Summer 2023

Elevator the Business Gateway contractor for Tayside continues to show a commitment to Community Benefits. In this year they have employed 4 new staff locally, supported 3 young people to undertake work placements and have delivered 43 Awareness raising sessions supporting 1,053 people in the Dundee area. One of the best ways of improving economic growth in Dundee is to maximise the potential of spin out companies from the City's Universities and recent graduates. The Elevator Academic Accelerator programme does just that. It brought together 12 graduate or undergraduate founders (representing 10 business) from the University of Dundee and Abertay University and provided them a programme to support them to develop and growth their business ideas. Businesses included an online platform for female gamers, a games controller for those with limited limb movement, a biodegradable, wool- based material for use as a plastic replacement and a medical footwear solution for those with autism.

The programme culminated in a successful showcase event on campus, with an invited audience of over 100 people gathered to hear the founders' pitches – the first major showcase event since pre-covid days. One participant commented *' Working alongside other likeminded driven individuals helped create the right environment to constantly move forward in my business and drive me forward.'*



*Elevator Academic Accelerator 2023*

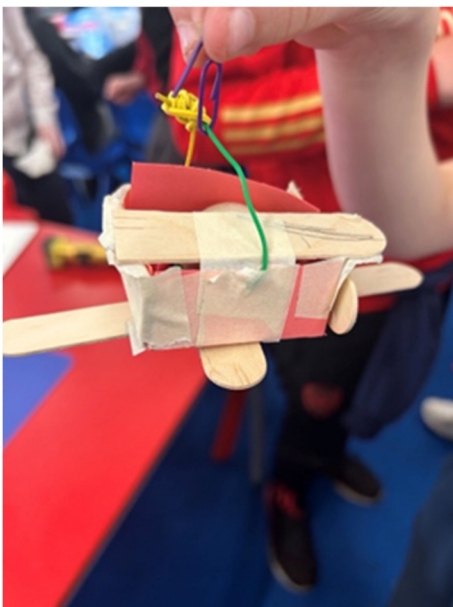


### 6.3 MVV Energy from Waste Plant Contractor

As part of the 25-year contract with Dundee City Council, MVV deliver a full community benefits programme. In the period April 2023 to March 2024, MVV delivered £1,682,075 of contract value to local subcontractors in Dundee and Angus, created 2 new employment opportunities including 1 apprenticeship, delivered 30 hours of business mentoring and delivered 2 work experience placements. They also delivered an extensive programme of awareness raising programmes activities delivering 25 sessions which supported 533 individuals and 12 environmental activities with supported 375 individuals. Some examples of this include their annual Open Day, allowing members of the public to tour the plant and undertake STEM activities. This year's event had more than 100 members of the community attending, a 50% increase on the previous year. MVV also deliver a range of programmes with Primary schools including their STEM Zip Line Challenge. This educational experience is delivered to secondary and primary schools. Primary 4 - Primary 7 were giving a Zip Line Challenge this year. This is a useful Engineering activity, the young people are asked to work in a group and communicate in a team, they design, using the materials given, build and then test their model on the line. This is an inspiring fun and competitive activity that always has young people fully engaged.



*MVV Energy from Waste Plant Contractor*



*STEM Zip Line Challenge Models*

## 6.4 MVV Redundancy Support – Support to Change Careers



*Barry Conner, Health and Safety Manager at MVV*

Barry Conner local to Dundee rejoined MVV in February 2024. Barry had a change of career after he was made redundant from Michelin. He joined MVV Environment as an intern where he was supported with his education and training. He was given NEBOSH a globally recognised Health, Safety & Environmental Qualification and NCRQ Level 6 Certificate in Applied Health and Safety. Barry was then offered an opportunity as HSE Advisor at APPLUS. He has since returned to work for MVV Environment as Health and Safety Manager.

## Appendix 3 – Future regulated procurements

### Extract from Forward Plan 2024-2026

#### Children & Families

Swimming Pool Gas/Cylinder Use  
 Swimming Pool Chemicals  
 Maintenance of Sports Equipment  
 Partner Providers  
 Summer of Play  
 Early Adopter  
 Purchase of Kitchen equipment  
 Supply of Stairlifts  
 Servicing of OT Equipment  
 Supply of Hoists  
 Supply of Ramps  
 School Uniforms  
 Plant Equipment for School Swimming Pools  
 Blinds Framework  
 Schools PEF Money  
 Corporate & Education IT/WEEE disposal  
 Online Self Help for Schools  
 Fresh Butcher Meat, Fresh Vegetables  
 Blinds Framework  
 Technical Maintenance Contract in Schools

#### City Development

City Square Events Infrastructure  
 Turriff House, Upgrade Kitchen Ventilation  
 St Pius PS, Replace Roof covering stage and assembly hall  
 St Mary's Replacement Roof Covering Phase 3  
 St John's High School- Janitors House, Window and Door Replacement  
 St Fergus Primary School, Infant Area Quadrangle Window Replacement  
 St Fergus Primary School, ESA Changing Facilities  
 Craigiebarns Primary School, Replacement Roof Coverings Phase 3  
 Washroom Solutions/Sanitary Provision  
 Janitorial Provision  
 Retrofit consultancy for Energy Efficiency upgrades - Linlathen  
 Facilities Management of Building  
 Marketing and Disposal of Belmont  
 Arthurstone Library Heating System Replacement  
 Union St Transformation Project  
 Retrofit Consultant  
 Managed Service - EV Charging Infrastructure  
 Future Maintenance Contract - LEZ ANPR Cameras  
 Traffic Modelling & Surveys  
 Habitat Surveying  
 Emergency Demolition Framework  
 City Events Programme - Various (Christmas etc)  
 Parking & Sustainable Transport - Local Bus Contracts

Union Street Partnership Agreement - UNESCO City of Design Team  
 Active Travel Schools Team Partnership Agreement  
 Cashless phone parking provider  
 Replacement of parking meters  
 Cycle Parking/ Shelters  
 National Fuels 2  
 Central Library Lift Replacement  
 DCA Passenger Lift  
 14 Crichton Street, Shop Refurbishment  
 St Bothwells Terrace - Sprinklers  
 Mechanical Services Framework  
 Kirk St MSD Lift Replacement  
 East End Campus footpath Lighting  
 Medical Baths and Lifting Equipment  
 Automatic Doors  
 Intruder Alarms  
 In-Service Inspection and Test of Electrical Equipment - Area 2 (PAT Testing)  
 Fire Detection and Alarm, EVC & PAVA Systems  
 In-Service Inspection and Test of Electrical Equipment - Area 1 (PAT Testing)  
 Lifts and Hoists  
 Photovoltaic Installations  
 S&M of Lifts  
 Heating & Ventilation Controls (Building Management Controls)  
 Swimming Pool Equipment  
 The Crescent Biomass - Maintenance & Heat Source  
 Kitchen canopies, Ductwork, extract ventilation.  
 Gas Soundness Testing  
 Water Sampling Programme  
 S & M of Chilled and Hot Water Appliances and Associated Equipment  
 Fume Cupboards  
 Boosted Water Tank & Pump Systems  
 Servicing and Cleaning of Boilers flues etc.  
 Kitchen Catering Equipment (S&M)  
 Survey, Testing and Reporting of Water Quality within Heating and Chilled Water Systems  
 Leak Detection Systems (very niche market)  
 St Ninian's PS, Replacement Windows/Doors  
 Framework for Cycle Shelters  
 Bus Shelter Cleaning  
 Bus Shelters - Minor Maintenance and Glazing  
 Real Time Passenger Information Systems  
 Grounds Maintenance and Small Plant  
 Clock Maintenance Services  
 Highways Weather Forecasting  
 V&A/DCA High Voltage Equipment  
 Data Cabling Framework  
 EV Charging  
 Balcairn DCC Design potential  
 Retrofit Glenprosen/Lawton Direct - Flowing Capability Assessment  
 Seven Arches Viaduct Improvements  
 Law Monument Regenerations Works  
 Caird Hall Fire Alarm, Emergency Lighting & PAVA system  
 Caird Hall Lift Replacement  
 St Johns Modular Buildings



Climate Resilient Dundee  
 Sheltered housing Data Cabling Works  
 Void Properties  
 EWI consultation Montgomerie Crescent  
 Dundee House Security Doors

### **Corporate Services**

Merchant Services  
 Electronic Payment Services  
 Banking Services  
 SSSC Qualification  
 Supply of Furniture  
 Employee Benefits  
 Asset Management  
 Tenants Contents Insurance Scheme  
 Procurement Cards  
 Outgoing Mail  
 PE equipment maintenance  
 Occupational Health Services  
 SSSC Qualification

### **Construction Services**

PVCu Windows framework  
 Container Hire Framework  
 Racking in New stores building  
 Purchase of Modular Buildings at Clepington Road

### **IT**

Corporate & Education IT/WEEE disposal  
 Fixed Telephony  
 Arcserve On Premise Data Backup  
 App for Public protection  
 One Scotland Mapping Agreement  
 Gladstone Leisure Management Software  
 SWAN connectivity 2  
 Mimecast Email Filtering  
 Civica Financials  
 Payroll & HR  
 Burial Administration System Licensing  
 SIP Telephony  
 Cisco Meraki AP's  
 Cisco Meraki Licenses  
 Arcserve Microsoft 365 Backup to On Premise  
 Civica W2 (current upgrade)  
 Burial Administration System PURCHASE  
 Cyber Security Professional Services  
 Mobile minutes

Microsoft support  
 Enterprise Broadband

Mosaic Contact and Case Management  
 Rentsense  
 Glamis Licencing and Support  
 Replacement Enveloper  
 WatchGuard Basic Security Suite for Firebox M570 - Wifi Devices  
 Computer Aided Design Software  
 Development of Bin App  
 UCS Maintenance  
 IBM FS7300 Support  
 VMware license subscription  
 Phishing  
 Suse Operating System Licensing  
 IDOX  
 Digital Services OmniChannel  
 IBM FS5200 Support  
 Microsoft Enterprise Agreement  
 Wireless Access Points - Education  
 Disposal of IT Equipment  
 App Tokens  
 Core Telecom - free calls  
 Forcepoint Firewall Support  
 ARCGIS  
 Igel Maintenance  
 Education Anti-Virus  
 Corporate Anti-Virus  
 ResourceLink HR and Payroll  
 Spydus  
 City Wide Area Network Maintenance  
 Supply, Installation, Equipment and Maintenance of WAN  
 Library Management System  
 Citrix Licensing and Netscaler  
 IBM A900 Storage, Mainframe and Maintenance  
 Cloud-based IT solution used throughout the UK to manage employability, health and well-being, and economic development initiatives.  
 Multiple Fibres  
 Darktrace  
 Solarwinds Network Monitoring  
 Mobile phone contracts  
 DCC Print Centre - Operations and Printing  
 Avaya Phone System  
 Govservice  
 Customer Services Platform  
 Cx Integrated Housing Management  
 Microsoft Academic Non Schools  
 Single Person Benefit Review  
 Smoothwall  
 Education Solution Licences Microsoft EES  
 Capita Pay 360  
 Road Asset Management System  
 Northgate Citizen Access  
 Northgate Revs and Bens  
 Monthly billed SMS charges  
 Data Centre Hosting

Online School Payments/Cashless Catering  
 MFD  
 CALL OF COMPETITION FOR THE PROCUREMENT OF SERVICE TYPE 2  
 INFRASTRUCTURE BUILD SERVICE (TRAFFIC SIGNAL MAINTENANCE)  
 Web Security  
 Web GIS  
 Mobile Device Management  
 Servers  
 Schools Hardware Refreshment Programme  
 Axios help desk  
 Printing Framework  
 Modern Languages  
 Primary School's WiFi  
 Support & Maintenance of Open Data Platform ERDF  
 Seesaw  
 Sumdog  
 Pupil Tracking  
 Social Work/NHS Website  
 Consultancy via Total Mobile  
 Software Licences - Autodesk  
 Supply of PTX BACS Software  
 Enforcement System  
 Engage Process  
 SLG ELA Product Maintenance  
 Mind of my Own Map  
 Novus Fx  
 On Street Engagement QR Codes  
 Property Information Storage  
 Routesmart  
 School Libraries Software  
 Supply of Teacher Booking System

### **Leisure and Culture Dundee**

Employee Benefits - Car Leasing Salary Sacrifice  
 Supply of Active Schools Service

### **Neighbourhood Services**

Public Assistance Funeral Services  
 Pest Control  
 Supply of PVCu Windows and Doors  
 Concession for Utilities in Void Housing  
 Dry/Wet Rot Treatment  
 Headstone Safety  
 Ash Dieback  
 Environment capital projects (elements of)  
 Herbicide  
 Forestry works  
 Lifeguard Provision  
 Bin liners  
 Environment revenue projects (elements of)  
 External funding provision

Secure Door Entries - Service and Install  
 Sprinklers  
 Annual Non-Domestic Gas Service  
 Communal Boiler Service  
 CCTV Servicing  
 Controlled Entry Equipment Servicing  
 District Heating - Plant Rooms  
 Dry Riser and Roof Fan Servicing  
 Fire Fighting Equipment Service  
 Legionella Inspections  
 PV Repairs and Servicing  
 Sprinkler Systems Servicing  
 Water Quality Checks  
 DH Supply  
 Specialist Works - R&R  
 Bin Chutes Cleaning  
 District Heating  
 District Heating Energy Billing units  
 Removals  
 Hotels (Corporate)  
 Preferred Supplier - Review  
 CCTV (GT, LW HG)  
 Language Line  
 3rd Sector Procurements  
 Cleaners  
 Furniture, Fixtures and Fittings  
 Paint Packs - Painting Vouchers  
 Electrical Repairs (White good Repairs)  
 House Exchange - Clarion  
 TV Aerials  
 Containers (Stores Wernick)  
 Housing Options Hub  
 Sundries for Temp  
 Housing Capital Packages  
 City Development Capital Packages  
 DCA Major Works Project  
 Mill O Mains PS Project  
 Central Library - Improvements to Staff Facilities  
 Housing Repairs - Construction  
 Property Repairs - Construction  
 External small plant tools and access hire  
 PPE and consumables  
 Small Plant  
 Scaffold  
 Skips  
 Welfare and Containers  
 Security Screens  
 Asbestos (Domestic Properties)  
 DG Units  
 Treatment of food waste  
 Treatment of mixed scrap metal  
 Treatment of paper & cardboard  
 Treatment of glass

Treatment of WEEE (waste electrical and electronic equipment) inc Corporate & Education  
Purchase of bins & containers  
Recycling Calendar  
Warden Call Maintenance

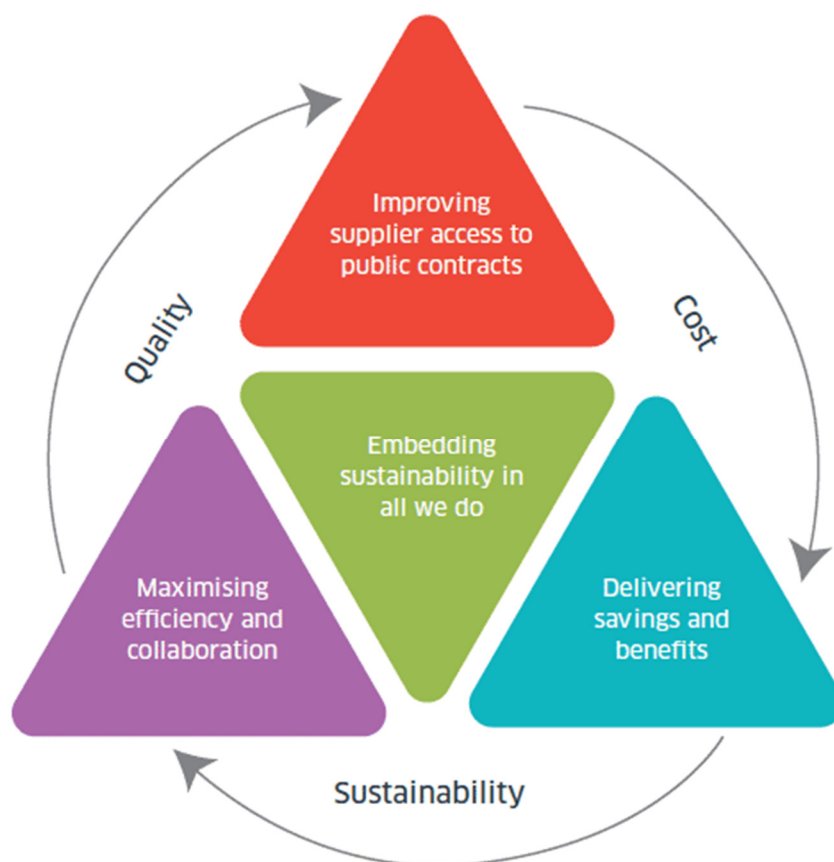
**Scottish Cities Alliance**

Investment Promotion support

**Tayside Pension Fund**

Audit Services  
Legal Services  
Actuaries

#### Appendix 4 – Scottish Model of Procurement and Collaborative Working



The key objective for Corporate Procurement is to demonstrate continuous improvement, service excellence and build on the foundations that have been put in place since creation of the Corporate Procurement team in 2014. This approach will be underpinned with the principles of public procurement - transparency, integrity, openness, fairness, non-discrimination, equal treatment, competition, and accountability.

The Council participates in collaborative contracts put in place nationally by the Crown Commercial Service, in Scotland by Scottish Procurement and Scotland Excel, locally by Tayside Procurement Consortium, as well as those of other UK based central procurement bodies. The Corporate Procurement Team works with all the organisations listed to ensure that optimum collaborative opportunities are taken, but at the same time ensuring contract management is carried out at a local level to ensure best value is achieved for Dundee City.



The Council is committed to collaborative procurement and actively takes part in many National and Sectoral contracts. We continue to look for collaborative procurement opportunities that will support the delivery of benefits for the Council and its communities.

Dundee City Council also acts as lead authority on a number of collaborative contracts including:

- Managed Print/MFD Contract – Corporate Procurement Manager is Tayside Lead for contract which supports 3 Local Authorities, Dundee & Angus College, Tayside Contracts, and various 3rd Sector organisations.
- Lead Authority procurement support provided on National Entitlement Card
- Dundee City Council have created a number of construction framework agreements, which are being written not only for use by Dundee City Council, but also being made available to Angus, Perth & Kinross Councils, as well as Tayside Contracts.
- A Children and Families Support Services framework was introduced in 2019 to provide services in support of pupil equity funding, attainment challenge and other services which is also open to both Angus and Perth & Kinross Councils

A project to review the procurement approach across Tayside is underway to look at further collaborative working opportunities, this work is being led by Scotland Excel and further updates will be provided as this programme progresses.

As well as contractual collaboration Corporate Procurement works closely with our partner organisations in other areas where collaborative benefits may be realised, for example with:

- Tayside Cities Meet the Buyer event – organised by Dundee City Council’s Economic Development and Corporate Procurement teams – the most recent event in 2020 attracting exhibitors from all Public Bodies as well as main contractors working in the Tayside area. The event was attended by over 300 delegates, generating very positive feedback, along with spin-off one to one training sessions being provided to individual delegates to assist them in bidding for public sector opportunities.
- Supplier Development Programme – Corporate Procurement Manager is a Board Member and along with Economic Development colleagues supports the Regional Officers Group. This has resulted in further collaborative working with Perth &

Kinross, Angus and Fife Councils in the area of Supplier & Economic development opportunities





**For more information:**

Corporate Procurement Team  
01382 433401  
[procurement.admin@dundee.gov.uk](mailto:procurement.admin@dundee.gov.uk)

**REPORT TO:** CITY GOVERNANCE COMMITTEE - 18 NOVEMBER 2024  
**REPORT ON:** COMMUNICATION STRATEGY 2022-27 UPDATE  
**REPORT BY:** CHIEF EXECUTIVE  
**REPORT NO:** 322-2024

## **1.0 PURPOSE OF REPORT**

To give an update on progress during 2023-24 on the Council's Communication Strategy 2022-27 and associated action plan.

## **2.0 RECOMMENDATIONS**

The Committee is asked to:

- a note the progress being made on the strategy; and
- b agree the 2024/25 action plan in Appendix 3.

## **3.0 FINANCIAL IMPLICATIONS**

None.

## **4.0 MAIN TEXT**

- 4.1 The current Dundee City Council corporate communication strategy was approved by the Policy and Resources Committee on 31 October 2022 (Article IV of the minute, report 273-2022 refers). The main purpose of the strategy is to set out how the council communicates externally and internally, delivering on a vision to provide modern, multi-channel communications that support the strategic priorities of the council and its partners.
- 4.2 Effective communications are essential to achieving the ambitions set out in the Council Plan and ensuring that people in Dundee and beyond have a clear understanding and appreciation of the council's operations, priorities, and challenges.
- 4.3 The strategy is being delivered against the backdrop of an ever-changing communications landscape. Social media and digital channels are redefining the way people consume information, interact with large organisations, and share opinions.
- 4.4 Whilst the strategy seeks to embrace and harness new channels for communicating, with a shift to "digital by default" communications in keeping with the Council's Digital Strategy, listening to feedback from communities means this must be supplemented by continuing to use inclusive channels to reach those who don't have ready digital access or skills.
- 4.5 It also supports the statutory processes and partnerships required to deliver resilience communications like those required during severe weather.
- 4.6 Appendix 1 is the annual report on the Strategy. It provides an update on the work carried out over the past year, including case studies. Key achievements over the past 12 months include:
  - a Continued rapid growth of our social media channels, increasing the audiences with which we communicate and engage. Across all social media channels, the Council now has over 87,000 followers, a growth of 8% over the past year.
  - b Continuing to inform the public and media about key Council information through the publication of news updates. 235 news releases were issued in the past year, up 25% on the previous 12 months.

- c Successfully executing a year-long programme of City Marketing activity. Put Dundee On Your Map exceeded expectations over the year, delivering over 89,000 engagements while shifting its focus to video-based content.
  - d Contributing to the development of a revamped Dundee.com website, to function as a main portal for the promotion of the city as a place to live, work, study, and visit.
  - e Harnessing the “extranet” - OneDundee On The Move – which was launched as a tool to engage with employees working from home or without easy access to Council IT systems. The number of page views increased by 25% last year.
  - f Supporting the delivery of major consultations including the annual Budget consultation and a separate consultation on LACD service proposals.
  - g Collaborating with neighbouring authorities on communications which impact on citizens across the wider region, including the Dundee Low Emission Zone, Tay Cities Region Deal and a range of other partnerships.
  - h Running a specific campaign to raise awareness of the support available during the Cost-of-Living Crisis. The multi-channel campaign used radio, bus stop and social media adverts as well as posters and business cards. Effectiveness was measured through the usage of a dedicated web page (viewed 24,853 times in 12 months).
- 4.7 Appendix 2 is the action plan which underpins the strategy, with updates on delivery. A new action plan set out in Appendix 3, based on 2024-25 priorities, feedback from stakeholders and learnings from the work undertaken so far, will continue to drive our corporate Communication Strategy.
- 4.8 Activity over the coming year will focus on continued signposting of support for citizens struggling due to the cost-of-living crisis, preparation for the inclusive communications equality duty and delivering an ongoing calendar of effective City Marketing activity to support the Tourism and Culture sectors. Internal communications approaches will reflect feedback from the Council’s employee survey, ensuring that colleagues continue to feel informed, engaged and listened to.
- 4.9 Other key goals for 2024 include developing the use of Whatsapp as a channel for public communications; supporting the ongoing implementation of inclusive communications in line with proposed legislation and building on the strong relationships with partners to amplify messaging and identify collaboration opportunities.

## 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 were consulted in the preparation of this report.

**7.0 BACKGROUND PAPERS**

None.

**GREGORY COLGAN  
CHIEF EXECUTIVE**

**DATE: 4 NOVEMBER 2024**

**STEVEN BELL  
SERVICE MANAGER, COMMUNICATIONS**

# C 2024 Update Communication Strategy



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Introduction	4
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# Introduction

## Council communication impacts daily on everyone who lives, works, visits or studies in Dundee.

It's how people find the vast range of services provided by the local authority and the different ways to access them. That might mean learning what the Low Emission Zone means for them, how to download a new bins app, or what number to call to arrange a repair.

It's understanding the context of the challenging financial climate, including how their council tax is spent, decisions on policy and ways to make their views known through public consultations and surveys.

It's how they get advice in an emergency, or find sources of support during difficult times. That could be during severe weather, or the Cost of Living crisis which continues to be felt in households across the city.

It's even how to make the most of a visit to the city, by accessing the tourism resources developed to support a key pillar of the local economy which was worth £290million last year.

continued focus on delivering impactful and inclusive communications

From statutory services to the democratic process, partnership priorities to transforming and modernising for the future, people need to know what is happening, what it means for them and how they can engage.

The past 12 months have seen a continued focus on delivering impactful and inclusive communications, both in the way information is presented and in the channels used to reach more and more people.

The corporate communications team, and the wider Council, have embraced these changes in order to best support the delivery of the outcomes set out in the [Council Plan](#) and the Dundee Partnership's [City Plan](#).

The outcomes are clear, in both financial and human terms. Effective communication has played a significant part in almost 25,000 people locally accessing advice on the support available during the Cost of Living crisis last winter. It underpinned the growth of the tourism sector after the Covid pandemic. And it allowed people to have

their say in consultations on the future of leisure and culture services in the city.

A digital-first approach means that corporate social media channels showcasing services, disseminating information in impactful ways and providing immediate feedback now reach almost 88,000 people – an 8% increase in the past year alone.

Supporting the [Digital Strategy](#), communications have encouraged the use of online services and extended access to information to members of the workforce who don't have day-to-day IT access.

But it's not all about digital. Working closely with the Fairness Commissioners, we've continued to put inclusivity and accessibility at the heart of our communications in line with our shared vision of being a caring and fairer city.

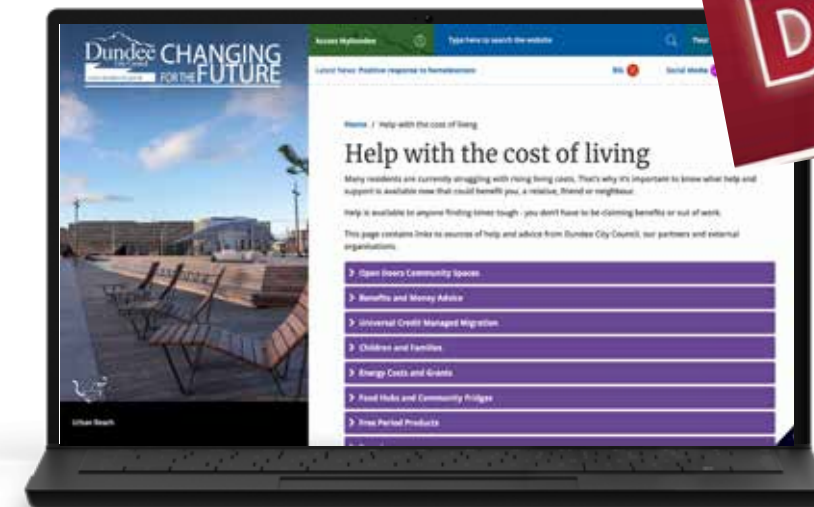
This annual update reviews the progress made over the past 12 months, and sets out how good communication will continue to underpin the vital work the Council does.

## The value of communications

Cost of Living information continues to be a key priority, and is a good example of how communications adds real value to communities.

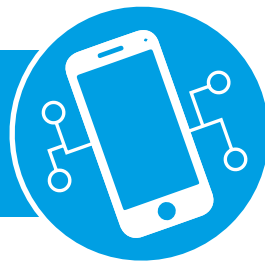
In addition to specific campaigns, the latest advice and resources are updated regularly on the Council's [website](#). These have been accessed by citizens almost 25,000 times in the past year.

A further campaign is being planned for winter 24/25, using a mix of digital and traditional media including radio and newspapers.





# Social and Digital Media



Social media and the corporate website are a critical means of communication between the Council and citizens.

Growth of these channels has remained strong over the past 12 months, with the number of people reached via social media growing by another 10% over the past 12 months to almost 88,000.

To put that number in some context, in 2020 the figure was around 54,000. So there has been huge growth in the number of people that the authority can inform, interact with and listen to.

There has also been a focus on diversifying the platforms that we use. The way people use social media – particularly the growth of Tiktok and Whatsapp and changes to X (formerly Twitter) – have shifted radically in a relatively short period of time, and it's important that the Council adapts to that.

By ensuring that we serve people useful, adapted content, we've grown our TikTok, Instagram and LinkedIn followings, alongside a significant rise in people following on Facebook.

This cross-platform growth has been achieved by putting the most relevant content on each channel, engaging rather than broadcasting, and presenting information visually wherever possible – for example through infographics or animated videos.

"House rules" have also been implemented this year, setting out how we engage and respond with our users on social media as well as the expectations we have of them. We continue to monitor engagement to ensure that digital communications



## We know that digital delivery can get important updates to citizens quickly and effectively.

are effective, although changes to data presentation on Facebook has made that more challenging this year.

And we continue to monitor trends in societal usage. That's why we'll be trialing the use of the Whatsapp channels function as a means of informing citizens, particularly during any emergency situations that arise. More than 50% of the UK population use the app, and this functionality is seen as a potential "game changer" in public communications.

We know that digital delivery can get important updates to citizens quickly and effectively. Pages on the corporate website are seen around 500,000 times every month. Over the next year, work will continue to help services ensure that their areas of the site are maintained and that the information shared with the public is as up-to-date as possible.



## Case study: The Lord Provost's social media blog

Social media has been at the heart of efforts over the past two years to increase public awareness of the Council's Civic function.

Facebook and X channels set up in the summer of 2022 already have around 1500 followers between them, while content is also shared on corporate channels.

The rapid growth of the **blog** reflects the value that citizens give to the information and content being shared. This includes recognition of various organisations and societies, including Twinning Associations, charities and religious groups of various faiths. Content is also shared about the Civic function and its history, from the origins of the Lord Provost title to the Civic Mace, Coat of Arms and City Chambers.

These channels enjoy good engagement, with citizens regularly asking questions and making comments. And they are an effective means of promoting important initiatives, from the annual Citizen of the Year nominations to Christmas family activities in the City Centre.





# Marketing and Design

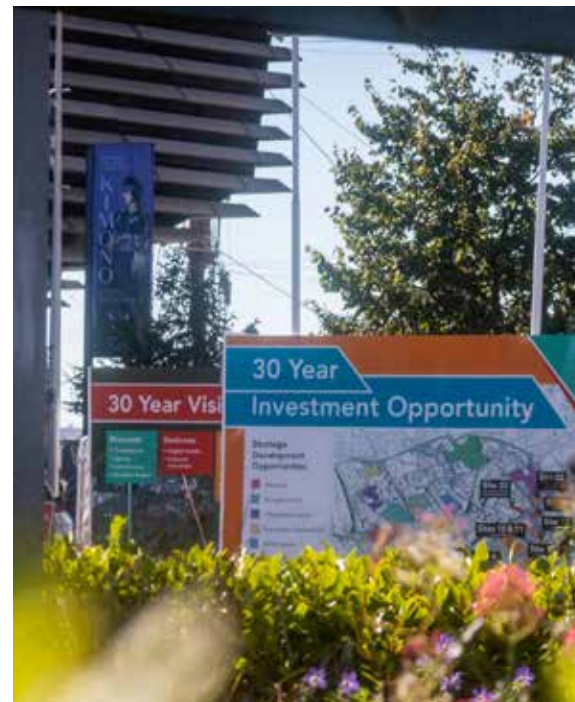


Wherever you look in Dundee, there are examples of eye-catching artwork created by the Council's small in-house team of designers.

Visuals communicating an array of subjects can be found on shopfronts, bins and street furniture, posters, brochures and leaflets, banners and maps. Even stickers and the sides of vehicles.

The same applies in the virtual world, where the suite of corporate designs extends to websites, videos, animations, photography and social media graphics.

The demand from the Council and its partners for design services continues to increase, as services become more and more aware that impactful communications materials, whether in print or digital form, bring better engagement from customers. This leads to improved outcomes, whether that be increased awareness, changes in behaviour or higher levels of service take-up.



Families of documents, from the City and Council Plans to Protecting People publications, have a consistent design as well as easy-to-understand one-page summaries where appropriate.

Major marketing campaigns undertaken in the past 12 months have included a TV campaign raising awareness of the **Low Emission Zone**, promotion of the **Dundee MyBins app**, a **biodiversity** awareness drive and ongoing marketing of the city as a visitor destination.

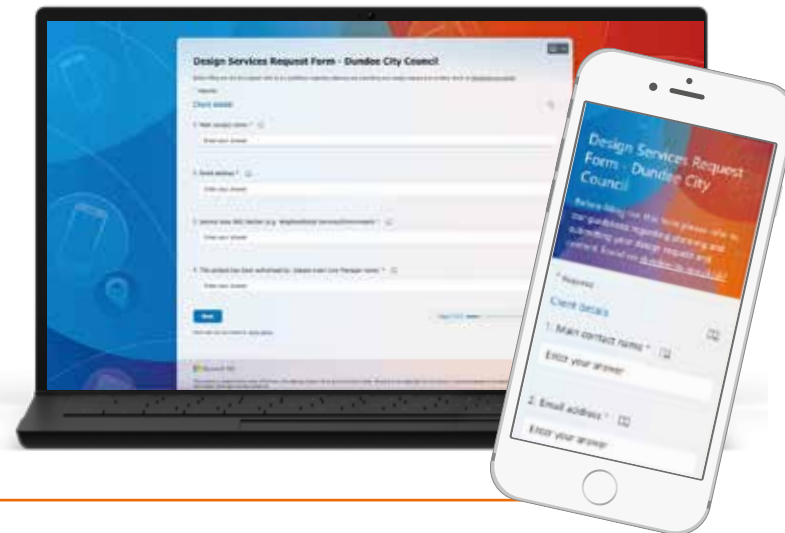
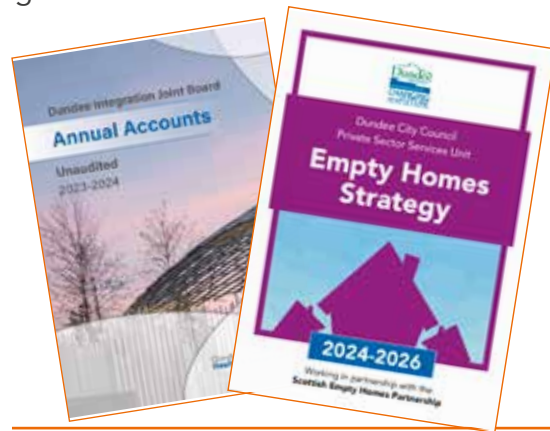


To support the increasing demand, the team has implemented a new online form for design requests using tools in Microsoft Office 365. This has reduced the amount of administration required, freeing up time for design work.

The roll-out of a tiered design approach, through which widely-consumed public-facing documents are fully designed while internal and other publications are supported as appropriate with designs for covers, back pages and page footers, has also proven successful.

The service also continues to focus on ensuring that corporate materials are designed with accessibility in mind. This includes providing advice to services on ways to meet accessibility legislation and guidelines.

## impactful communications materials... bring better engagement from customers



## Case study: City Marketing

Latest figures show that the visitor economy is worth approximately £290m per year to the Dundee economy, with total visitors increasing by 10% to 1.35million in 2023.

The Council works closely with the city's Tourism Leadership Group to deliver coordinated city marketing activity which encourages people to come to Dundee and stay longer to explore its attractions, green spaces and hospitality venues.

The flagship **Do It All in Dundee** campaign proved hugely successful in 2024, running in spring and summer across a range of digital platforms and far exceeding industry benchmarks.

An evolution of the Put Dundee on your Map branding launched following the Covid pandemic, it primarily used short videos to showcase the city's tourism offering. These were shared via YouTube, Facebook, Instagram and Tiktok.

Key themes included walking, cycling and other outdoor activities, eating out and hospitality and Dundee's range of public art.

Analysis of the campaign phase showed that the videos were viewed around 1.7million times in the space of a few months, and there was strong follow through in terms of people clicking onto the campaign web pages to find out more.

The next phase of the campaign will be launched this winter.









# Emergency communications



Local authorities have statutory duties during significant incidents such as severe weather, and these include communications with the public. That role has increased in recent years as partner organisations have evolved.

Learnings from Storm Babet just over a year ago have been implemented, and a new emergency communications plan has been produced to support the Council and partners' response in times of crisis.

It sets out how we will warn and inform the public to minimise impacts and support recovery. By providing reassurance, giving advice and signposting to help, clear messaging can be a powerful tool at a time when people are in distress.

Key agreed actions include setting up a single webpage during an incident to quickly update and disseminate information

- this worked well during Storm Babet with around 25,000 page views in the space of four days.

As noted elsewhere in this annual report, the Council will also trial the use of Whatsapp Channels as a means of quickly "broadcasting" important information to citizens in a shareable format.

It makes clear that, while digital communications are by far the quickest and most effective approach in a fast-moving incident, there is still a need for more traditional approaches. An example of that is detailed in the case study on p20.

clear messaging can be a powerful tool at a time when people are in distress

The Council's team works closely with services and partner agencies to ensure that accurate, consistent and compassionate communications are delivered to the public, elected members, our own workforce and other agencies.

The emergency communications plan also outlines how good internal and stakeholder communications can give responders clarity on roles and mission, as well as encouragement and support.

This approach gives roles to corporate communications and also to managers to ensure a cascade of updates to and from their teams.



## Case Study: Preparing for an emergency

Providing clarity of roles and responsibilities is one of the ways communications can support a crisis response. But just as important is that this is done in advance of disaster striking wherever possible.

There are areas of the city which are at higher risk of flooding during storms like the one which hit Dundee in the autumn of 2023.

Householders and business owners in those areas need to know what actions they need to take to protect their properties should flooding happen, as well as what the Council and other partners will do.

Working closely with the resilience and city engineers teams, the communications service has produced a leaflet giving advice, signposting sources of help and detailing what people can expect from responding agencies.

The leaflet has been distributed to identified properties in advance of the autumn weather setting in. It's hoped this proactive approach will help reduce the human and property impacts should floods occur.

Further assessment will be carried out to see if similar documentation can be created and distributed in response to other civil contingencies risks.







## Partnership working

One of the key pillars of the Modern Council transformation is that the authority will work in collaboration more, moving partnership working across the city from good to great.

Communication is key to ensuring that organisations combine effectively by sharing visions and values, supporting the flow of information and ensuring stakeholders - including the public - are informed and engaged.

Often this is complex work in order to ensure that the needs of all partners are met and that agreement is reached on proactive and reactive communications.

The Council plays a key or lead communications role in a number of critical projects, from the Tay Cities Region Deal to Cost of Living crisis support, the Low Emission Zone roll-out to Fairness and Climate leadership groups.

Other successful communications collaborations have included Hope Point, Tay5G, Take Pride in your City (see the case study on p24), tourism promotion, Urban ReLeaf, the Dundee Alcohol and Drugs Partnership and Dundee Loves Local.

The Communications Team also works closely with NHS Tayside and the Third Sector in supporting the Dundee Health and Social Care Partnership, including PR, design and committee support.

Close partnership working with Leisure and Culture Dundee also supported the delivery

of a major consultation on services during 2024.

Through the Dundee Partnership, the Council has worked with other agencies to raise awareness of the City Plan objectives, and used our collective channels to reach as large an audience as possible.

It is also represented at national level, through the National Communications Group Scotland and the National Resilience Communications Group.

Collaboration between agencies on shared communications will become ever more important in years ahead to meet demand and resource challenges in the most efficient and effective ways possible. That will include creating shared resources which can be used by multiple organisations to remove duplication.

...creating shared resources which can be used by multiple organisations to remove duplication.



## Case study: Take Pride in your City

Although led by the Council, this long-running campaign is only successful because of partnership working with a range of stakeholders, from public agencies and businesses to community/tenant groups and individual citizens.

Communications support for the campaign helps raise awareness of its aims, encourages people and businesses to get involved, highlights successes and engages the local media.

A huge range of communications activity has been undertaken over the past 12 months. This includes:

- Fresh and updated Take Pride campaign imagery and graphics
- Awareness-raising through traditional and digital media, utilising Facebook, Twitter, Instagram and TikTok to reach new audiences across different demographics
- Take Pride adverts being displayed on a rotation on a regular basis on 25 different Clear Channel screens at bus shelters around the city.



- Dundee-specific versions of Zero Waste Scotland and Keep Scotland Beautiful's Scotland is Stunning, Let's Keep It That Way campaign to tackle litter in parks and public spaces
- Messaging to promote adherence to Broughty Ferry Beach's summer Animal Exclusion Zone
- Campaigns to promote the Dundee MyBins app, encourage participation in community clean-ups and litter picking hubs, discourage fly-tipping and prevent litter being left at sports pitches
- Supporting the delivery of the City Centre Commercial Waste Project.



The posters include the following information:

- Post 1: Please don't feed the gulls** - A poster featuring a gull and a picnic basket. Text: "Gulls can contribute to: Fouling • Aggressive behaviour • Noise • Littering • Damage to property". Contact: "For Council action, Dundee City Council, 01382 484 484".
- Post 2: Litter Picking Hub** - A circular poster with the text "This is your local hub #TakePrideDundee" and "to borrow litter picking equipment". It includes a QR code and the website "www.dundee.gov.uk/take-pride-or-waste".
- Post 3: Strathmartine Community Clean-up** - A poster for a community clean-up on 29th & 30th October 2024. It lists activities: "General litter and debris removal", "Strimming of vegetation from building and fence lines and general tidying of communal areas where required", and "Selected mechanical and manual sweeping of path & street areas". It also mentions "Skips available for use!" and "No combustible or hazardous waste please!".



# Engaging with our people

Communicating with as diverse a workforce as the 6,500 people who are employed by the Council is an enormous challenge. Colleagues have different roles, different needs, different access to IT.

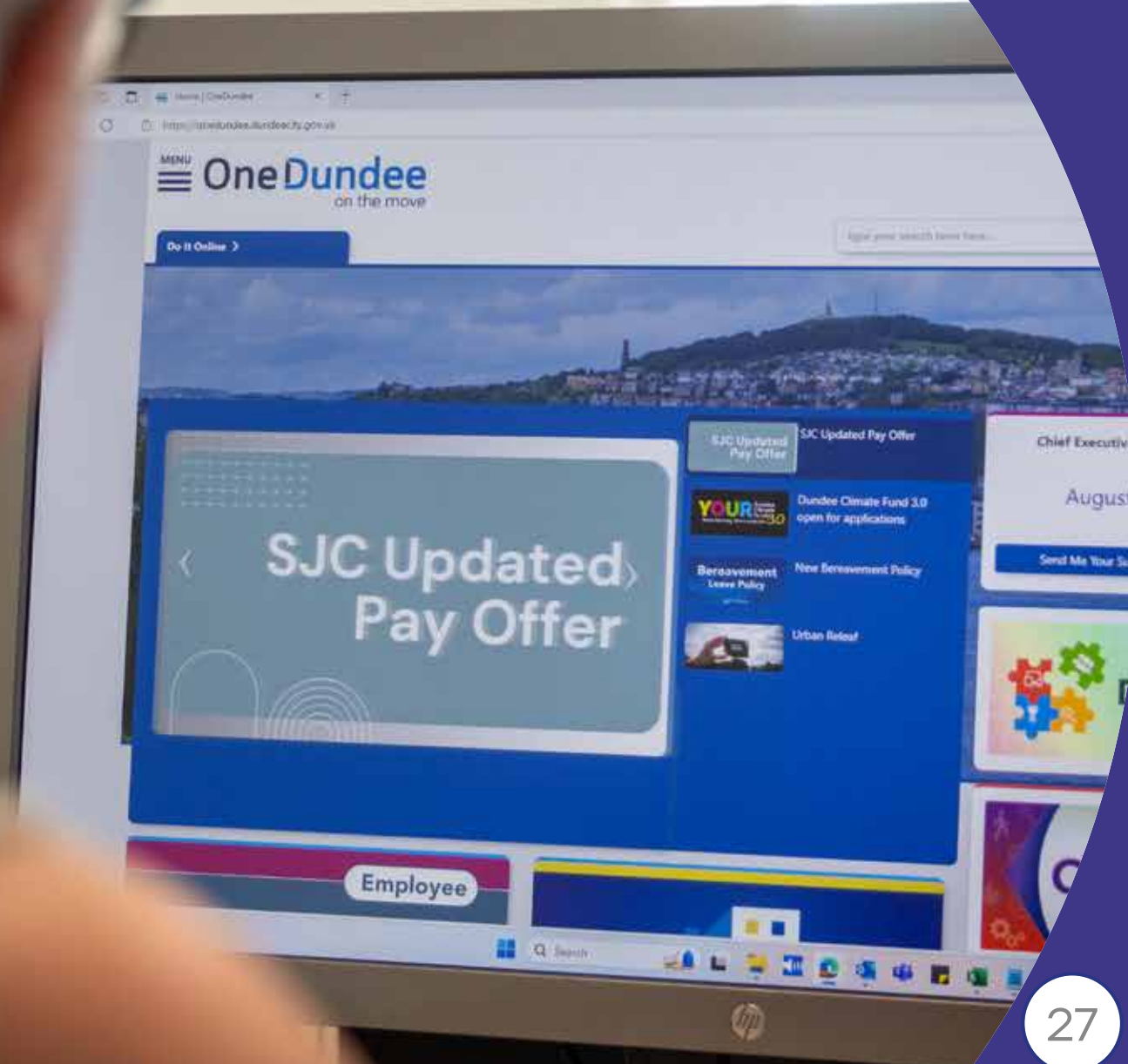
However, it is essential that good communication takes place as we collectively navigate challenges and continue to deliver services for the people of the city.

The Council employs a dual approach to employee communication, through both corporate updates and cascade of information by managers through team meetings and one to one conversations. Key "all staff" information is shared via the OneDundee corporate intranet, the chief executive's monthly video blogs and a weekly round-up email containing news and

resources. "Mission critical" information is sent out via AllStaff emails.

Good progress has been made in opening up communication to the entire workforce, and the **On The Move** version of OneDundee (which can be accessed by all colleagues) is increasingly being used – page views by colleagues were up 25% last year compared with the previous 12 months.

OneDundee will continue to be the central source of corporate news, policies and other key documents, and all employees are encouraged to visit it regularly.



The roll-out of the Microsoft Office 365 suite provides opportunities to further improve corporate communication. There will be challenges to manage too, however, around volume of information, fragmentation of channels and IT access barriers to Sharepoint sites.

The focus for the next 12 months will be on further improving internal communications through effective use of cascade by managers to their teams. This will be critical on the journey to becoming a Modern Council, as well as during any periods of disruption to services such as during bad weather.

ensuring that every member of staff is aware of the corporate vision and priorities and the role they play.



## Case study: Weekly Round-up

The Weekly Round-Up employee newsletter has gone from strength to strength since it was launched as a means of keeping colleagues informed during the Covid lockdown.

Analysis shows that articles included within it are well-read, while there are very regular requests from teams across the Council and partners to include news or updates in it.

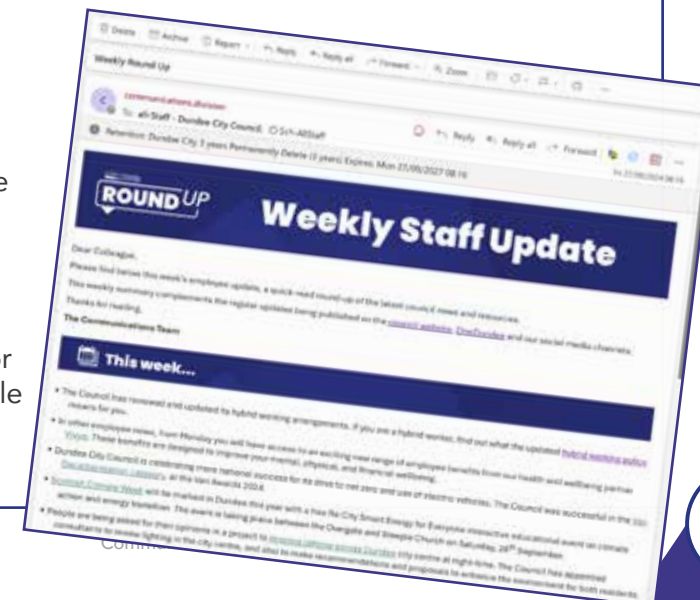
The round-up serves a multitude of purposes. It gives time-poor colleagues the opportunity to get up-to-speed quickly on the latest organisational news. It reduces the amount of individual Allstaff emails filling inboxes, and ensures that channel can instead be prioritised for mission-critical updates from the Council Leadership Team.

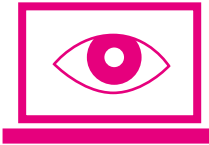
It raises the profile of themed days or weeks, provides updates on the publication of new policies, blogs or benefits offers, and signposts people

to sources of help around wellbeing, learning and financial issues.

It's also a way to celebrate successes across the Council, for example when teams or individuals have been recognised at awards ceremonies.

The round-up email has undergone a minor revamp this year, but its design and content will be kept under review to ensure it remains as engaging as possible. A priority this year will be encouraging even more colleagues to contribute news and other content.



**5,241** OneDundee intranet page views per day 

**38,623** followers on Twitter  **6%** 

**87,679** social media followers 

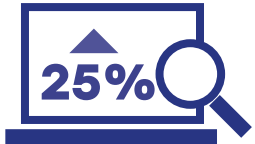
**120,000** free ad plays on digital bus stop boards per month (approx) 


**COMMUNICATIONS**

**37** media inquiries handled per month 

**58** designs completed per month (average) 

**235** news releases issued 

**6,080,569** corporate web site page views 

**89,325** engagements with Put Dundee On Your Map city marketing campaign 



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**REPORT TO:** CITY GOVERNANCE COMMITTEE - 18 NOVEMBER 2024  
**REPORT ON:** ANNUAL TREASURY MANAGEMENT ACTIVITY 2023/2024  
**REPORT BY:** EXECUTIVE DIRECTOR OF CORPORATE SERVICES  
**REPORT NO:** 289-2024

#### 1. PURPOSE OF REPORT

To review the Treasury Management activities for the period 1 April 2023 to 31 March 2024.

#### 2. RECOMMENDATION

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

#### 3. FINANCIAL IMPLICATIONS

The financial implications of the Council's Treasury Management activities in 2023/2024 were that a saving of £1.4m was made from a combination of interest and principal repayment savings against 2023/2024 budget provision for capital financing costs in Housing Revenue Account (HRA) and General Services. This was due to the proactive use of short-term borrowing in line with the Treasury Management Strategy and prudential indicators, and delays in capital expenditure caused by the pandemic.

#### 4. BACKGROUND

At its meeting on 6 March 2023 the Policy and Resources Committee approved the Council's Treasury Policy Statement setting out the policies which govern all borrowing and lending transactions carried out by the Council (Article VI of the minute of meeting of the Policy and Resources Committee of 6 March 2023, Report 66-2023 refers), and the Treasury Management Strategy 2023/24 (Article VII of the minute of meeting of the Policy and Resources Committee of 6 March 2023, Report 68-2023 refers).

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

This monitoring report covers the Treasury Management activity over the financial year 2023/2024.

#### 5. DEBT POSITION

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

		<u>1 April 2023</u>		<u>31 March 2024</u>	
		<u>Principal</u>	<u>Average</u>	<u>Principal</u>	<u>Average</u>
		<u>£m</u>	<u>Rate</u>	<u>£m</u>	<u>Rate</u>
			<u>%</u>		<u>%</u>
Fixed Rate Funding	PWLB	473.8	3.9	476.3	3.9
	Market	30.0	4.2	30.0	4.2
Variable Rate Funding	PWLB	-	-	-	-
	Market	<u>10.0</u>	<u>4.9</u>	-	-
		<u>513.8</u>	<u>3.9</u>	<u>506.3</u>	<u>3.9</u>



## 6. THE TREASURY MANAGEMENT STRATEGY FOR 2023/2024

The expectation for interest rates which are incorporated within the Council's treasury strategy statement were based upon officers' views along with advice from our treasury advisers supported by a selection of City forecasts. The expectation for interest rates which are incorporated within the Council's treasury strategy statement were based upon officers' views along with advice from our treasury advisers supported by a selection of City forecasts. The view on base rates at time of strategy publication (in March 2023) was that rates were forecast to reach 4.25% by the end of the financial year. It is important to note that The Bank of England increased base rate on three occasions during 2023/24 with base rate reaching 5.25% on 21 March 2024.

At its meeting on 6 March 2023, the Policy and Resources Committee approved the Council's Treasury Management Strategy 2023/24 (Article VII of the minute of meeting of the Policy and Resources Committee of 6 March 2023, Report 68-2023 refers), which indicated that the Council's borrowing requirement for capital expenditure would be approximately £70m.

## 7. ACTUAL BORROWING AND LENDING FOR 2023/2024

### 7.1 Interest Rates

Bank of England base rate started the financial year at 4.25% and increased to 5.25% by the end of the financial year.

Long-term Public Works Loan Board (PWLB) rates (50 year) started at 4.36% but moved between 4.27% and 5.74% throughout the year, finishing the year on 5.01%. These PWLB rates include the reduction of 0.20% certainty rate funding that Dundee City Council is eligible for.

### 7.2 Borrowing

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

#### 7.2.1 Long-Term Borrowing

Long-term borrowing of £10m was undertaken during the year with repayment of existing loans totalling £7.5m. The new borrowing was drawn down in the financial year as follows:

Date	Amount (£)	Rate %	Term (years)	Maturity Date
21/12/2023	10,000,000	4.03	5.1	15/01/2029

#### 7.2.2 Short-Term Borrowing

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

Month	Lowest Amount Outstanding £m	Highest Amount Outstanding £m	End of month Amount Outstanding £m	Interest Rate Range %	
				Min	Max
April 2023	2.3	17.3	17.3	3.50	4.30
May 2023	17.3	17.3	17.3	3.50	4.30
June 2023	17.3	17.3	17.3	3.75	4.60
July 2023	12.3	17.3	12.3	4.25	5.00
August 2023	2.3	12.3	2.3	4.25	4.25
September 2023	2.3	12.3	12.3	4.50	5.25

October 2023	12.3	22.3	22.3	4.50	5.30
November 2023	22.3	32.3	32.3	4.50	5.50
December 2023	32.3	42.3	42.3	4.50	5.55
January 2024	42.3	47.3	47.3	4.50	5.50
February 2024	47.3	72.3	72.3	4.50	6.30
March 2024	72.3	87.3	75.7	4.50	6.55

The Interest on Revenue Balances (IORB) rate which is paid on non-General Fund cash balances is based on actual new short term borrowing which averaged 4.23% throughout the year. It can be seen from the above that short-term borrowing was undertaken throughout the year in line with Treasury Strategy Statement on short term borrowing.

## 8. LENDING

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

Short-term investments will be restricted to only those institutions identified in the Council's Approved Counter-parties list provided they have maintained their credit rating. An analysis of the lending position to 31 March 2024 shows:

Month	Lowest Amount Lent £m	Highest Amount Lent £m	End of month Amount Lent £m	Interest Rate Range %	
				Min	Max
April 2023	7.0	18.1	12.9	4.09	4.23
May 2023	4.6	25.5	8.8	4.22	4.45
June 2023	5.1	31.8	11.8	4.43	4.77
July 2023	8.4	28.1	8.4	4.77	4.96
August 2023	3.3	30.1	3.3	4.94	5.27
September 2023	3.5	20.8	6.9	5.23	5.35
October 2023	3.6	15.3	5.0	5.27	5.39
November 2023	2.1	22.4	2.1	5.34	5.39
December 2023	3.9	26.8	4.2	5.34	5.39
January 2024	4.2	23.2	5.5	5.31	5.38
February 2024	0.3	30.0	11.3	5.26	5.34
March 2024	3.8	31.1	15.3	5.27	5.33

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

## 9. SPECIFIED INVESTMENTS

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

Investment activity throughout 2023/24 financial year is summarised as follows:

Value of funds invested at 1 April 2023	5,935,503
Withdrawals made within period	-
Value of funds invested at end of period	5,935,503
Capital Growth of Investments	224,576
Overall Value of funds at 31 March 2024	<u>6,160,079</u>

Total Return on Investments in period:	
Capital Growth of Investments <sup>1</sup>	224,577
Income from Investments <sup>2</sup>	<u>293,365</u>
Total Return on Investments in period	<u>517,942</u>

## **NOTES**

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

## **10. OUTLOOK FOR THE FIRST HALF OF 2024/25**

The third quarter of 2024 (July to September) saw:

- GDP growth stagnating in July following downwardly revised Q2 figures (0.5% q/q);
- A further easing in wage growth as the headline 3myr rate fell from 4.6% in June to 4.0% in July;
- CPI inflation hitting its target in June before edging above it to 2.2% in July and August;
- Core CPI inflation increasing from 3.3% in July to 3.6% in August;
- The Bank of England initiating its easing cycle by lowering interest rates from 5.25% to 5.0% in August and holding them steady in its September meeting;
- 10-year gilt yields falling to 4.0% in September.

The economy's stagnation in June and July points more to a mild slowdown in GDP growth than a sudden drop back into a recession. Moreover, the drop in September's composite activity Purchasing Managers Index, from 53.8 in August to 52.9, was still consistent with GDP growth of 0.3%-0.4% for the summer months. This is in line with the Bank of England's view, and it was encouraging that an improvement in manufacturing output growth could be detected, whilst the services PMI balance suggests non-retail services output grew by 0.5% q/q in Q3. Additionally, the services PMI future activity balance showed an uptick in September, although readings after the Chancellor's announcements at the Budget on 30th October will be more meaningful.

The 1.0% m/m jump in retail sales in August was stronger than the consensus forecast for a 0.4% m/m increase. The rise was reasonably broad based, with six of the seven main sub sectors recording monthly increases, though the biggest gains came from clothing stores and supermarkets, which the ONS reported was driven by the warmer-than-usual weather and end of season sales. As a result, some of that strength is probably temporary.

The further easing in wage growth will be welcomed by the Bank of England as a sign that labour market conditions are continuing to cool. The growth rate of average earnings fell from 4.6% in June to 4.0% in July. On a three-month annualised basis, average earnings growth eased from 3.0% to 1.8%, its lowest rate since December 2023. Excluding bonuses, the rate fell from 5.4% to 5.1%.

Other labour market indicators also point to a further loosening in the labour market. The 59,000 fall in the alternative PAYE measure of the number of employees in August marked the fourth fall in the past five months. And the 77,000 decline in the three months to August was the biggest drop since November 2020. Moreover, the number of workforce jobs fell by 28,000 in Q2. The downward trend in job vacancies continued too. The number of job vacancies fell from 872,000 in the three months to July to 857,000 in the three months to August. That leaves it 34% below its peak in May 2022, and just 5% above its pre-pandemic level. Nonetheless, the Bank of England is still more concerned about the inflationary influence of the labour market rather than the risk of a major slowdown in labour market activity.

CPI inflation stayed at 2.2% in August, but services inflation rose from a two-year low of 5.2% in July to 5.6%, significantly above its long-run average of 3.5%. Food and fuel price inflation exerted some downward pressure on CPI inflation but these were offset by the upward effects from rising furniture/household equipment inflation, recreation/culture inflation and a surprisingly large rise in airfares inflation from -10.4% in July to +11.9% in August. As a result, core inflation crept back up from 3.3% to 3.6%. CPI inflation is also expected to rise in the coming months, potentially reaching 2.9% in November, before declining to around 2.0% by mid-2025.

The Bank initiated its loosening cycle in August with a 25bps rate cut, lowering rates from 5.25% to 5.0%. In its September meeting, the Bank, resembling the ECB more than the Fed, opted to hold rates steady at 5.0%, signalling a preference for a more gradual approach to rate cuts. Notably, one Monetary Policy Committee (MPC) member (Swati Dhingra) voted for a consecutive 25bps cut, while four members swung back to voting to leave rates unchanged. That meant the slim 5-4 vote in favour of a cut in August shifted to a solid 8-1 vote in favour of no change.

Looking ahead, CPI inflation will likely rise in the coming months before it falls back to its target of 2.0% in mid-2025. The increasing uncertainties of the Middle East may also exert an upward pressure on inflation, with oil prices rising in the aftermath of Iran's missile attack on Israel on 1 October. Our central forecast is for rates to fall to 4.5% by the end of 2024 with further cuts likely throughout 2025. This is in line with market expectations, however although a November rate cut still looks likely, December may be more problematic for the Bank if CPI inflation spikes towards 3%. In the second half of 2025, though, we think a more marked easing in inflation will prompt the Bank to speed up, resulting in rates eventually reaching 3.0%, rather than the 3.25-3.50% currently priced in by financial markets.

Looking at gilt movements in the first half of 2024/25, and you will note the 10-year gilt yield declined from 4.32% in May to 4.02% in August as the Bank's August rate cut signalled the start of its loosening cycle. Following the decision to hold the Bank Rate at 5.0% in September, the market response was muted, with the 10-year yield rising by only 5bps after the announcement. This likely reflected the fact that money markets had priced in a 25% chance of a rate cut prior to the meeting. The yield had already increased by about 10bps in the days leading up to the meeting, driven in part by the Fed's "hawkish cut" on 18 September. There is a possibility that gilt yields will rise near-term as UK policymakers remain cautious due to persistent inflation concerns, before declining in the longer term as rates fall to 3.0%.

The Council's appointed treasury advisors, Link Asset Services assist the Council to formulate a view on interest rates. The following table gives Link Asset Services central view on interest rates as at 28 May 2024:

Period	Bank Rate	PWLB Borrowing Rates % (including certainty rate adjustment)			
		5 year	10 year	25 year	50 year
Quarter ending	%				
Dec-24	4.50	4.50	4.60	5.00	4.80
Mar-25	4.00	4.30	4.40	4.80	4.60
Jun-25	3.50	4.10	4.30	4.70	4.50
Sep-25	3.25	4.00	4.10	4.50	4.30
Dec-25	3.25	3.90	4.10	4.50	4.30
Mar-26	3.25	3.90	4.10	4.40	4.20
Jun-26	3.25	3.90	4.00	4.40	4.20
Sep-26	3.00	3.90	4.00	4.40	4.20
Dec-26	3.00	3.90	4.00	4.30	4.10
Mar-27	3.00	3.80	3.90	4.30	4.10

See Appendix 2 for full economic review of 2023/24 financial year.

**11. PRUDENTIAL CODE INDICATORS**

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

**12. RISK**

The Treasury Risks have been reviewed and the changes since the last report are as follows:

Item 4 - Over reliance on key officers. The likelihood of this risk has increased due to absences of key staff within the team although steps have been taken to mitigate the impact this has. See Appendix 3 for detail.

**13. POLICY IMPLICATIONS**

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

**14. CONSULTATION**

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

**15. BACKGROUND PAPERS**

None.

**ROBERT EMMOTT**  
**EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

**1 NOVEMBER 2024**

## APPENDIX 1

## PRUDENTIAL CODE INDICATORS - TREASURY MANAGEMENT INDICATORS

Adoption of Revised CIPFA Treasury Management Code of Practice

Yes

## Upper limit for variable and fixed rate exposure

	Net principal re variable rate borrowing / investments	Net principal re fixed rate borrowing / investments
2023/24	30%	100%
2024/25	30%	100%
2025/26	30%	100%
2026/27	30%	100%
2027/28	30%	100%
2028/29	30%	100%

## Actual External Debt

	31/03/2023	31/03/2024
	£'000	£'000
Actual borrowing	516,161	592,019
Actual other long-term liabilities	164,096	159,104
<b>Actual external debt</b>	<b>680,257</b>	<b>751,123</b>

## Maturity structure of fixed rate borrowing 2023/24

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

## External debt, excluding investments, with limit for borrowing and other long-term liabilities separately identified

	Authorised Limit			Operational Boundary		
	Borrowing £000	Other £000	Total £000	Borrowing £000	Other £000	Total £000
2023/24	623,000	160,000	783,000	593,000	160,000	753,000
2024/25	679,000	154,000	833,000	649,000	154,000	803,000
2025/26	708,000	148,000	856,000	678,000	148,000	826,000
2026/27	721,000	142,000	863,000	691,000	142,000	833,000
2027/28	734,000	135,000	869,000	704,000	135,000	839,000
2028/29	733,000	129,000	862,000	703,000	129,000	832,000

## PRUDENTIAL CODE INDICATORS - PRUDENTIAL INDICATORS

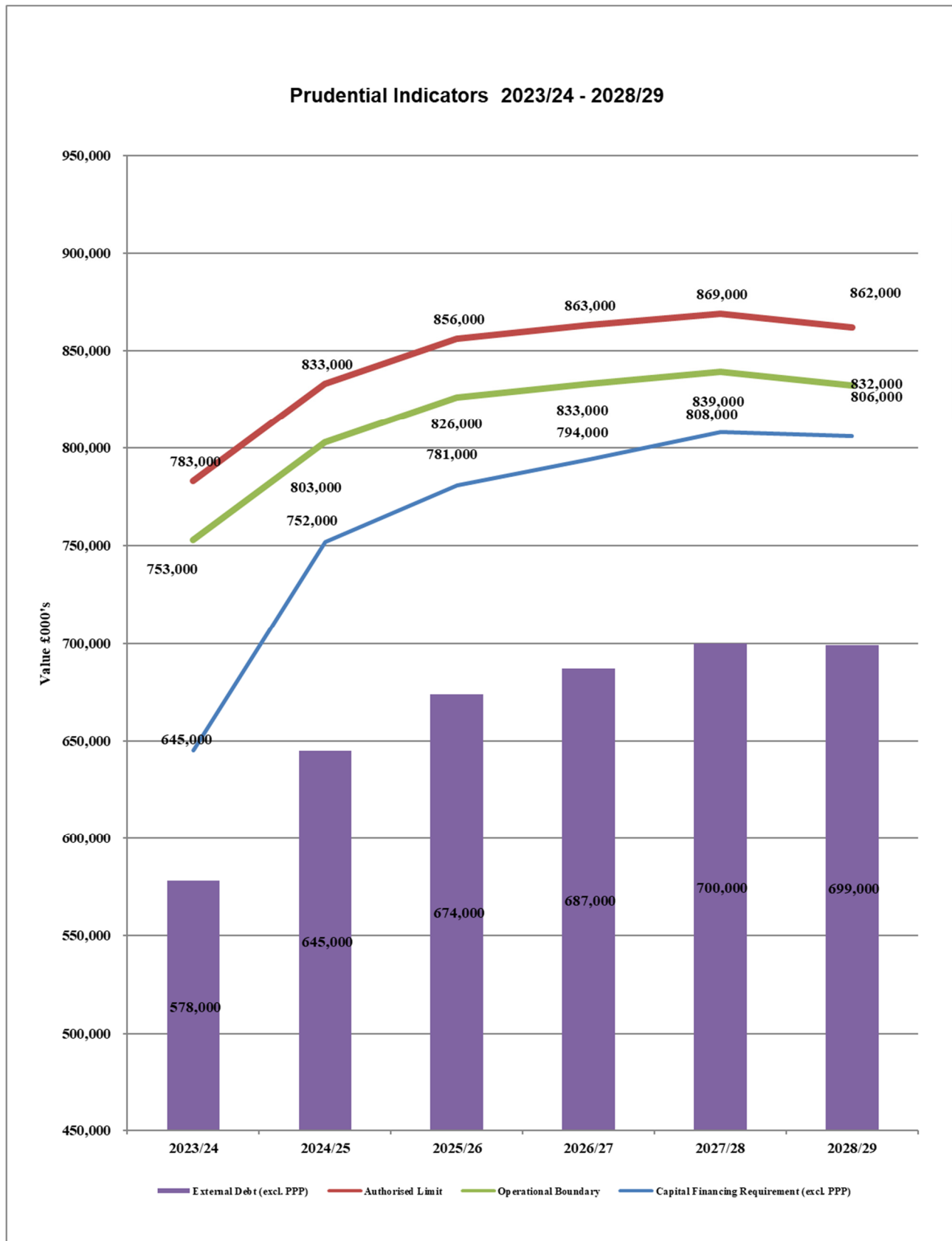
	Capital Expenditure			Ratio Commercial & Service Income to Net Revenue Stream	Ratio of financing costs to net revenue stream	
	Non-HRA £000	HRA £000	Total £000		Non-HRA %	HRA %
2023/24	73,454	12,175	85,629	1.6	5.1	34.8
2024/25	120,911	19,032	139,943	1.4	6.2	34.6
2025/26	63,944	28,206	92,150	1.4	7.7	34.4
2026/27	25,822	30,668	56,490	1.4	7.3	33.5
2027/28	31,750	21,282	53,032	1.4	7.4	34.9
2028/29	12,578	27,382	36,960	1.4	7.1	36.2

	Net Borrowing Requirement (NBR)			Capital Financing Requirement (CFR)			
	1 April £000	31 March £000	Movement £000	Non-HRA £000	HRA £000	Total £000	Movement £000
2023/24	504,439	577,677	73,238	468,029	175,857	643,886	28,944
2024/25	577,677	645,000	67,323	560,000	192,000	752,000	108,114
2025/26	645,000	674,000	29,000	581,000	200,000	781,000	29,000
2026/27	674,000	687,000	13,000	578,000	216,000	794,000	13,000
2027/28	687,000	701,000	14,000	585,000	223,000	808,000	14,000
2028/29	701,000	699,000	(2,000)	574,000	232,000	806,000	(2,000)

	NBR v CFR Difference
	Total £000
2023/24	66,209
2023/24	107,000
2024/25	107,000
2025/26	107,000
2026/27	107,000
2027/28	107,000



The following provides a graphical representation of the 5 year projection:



## THE ECONOMY AND INTEREST RATES

### UK Economy

Against a backdrop of stubborn inflationary pressures, the Russian invasion of Ukraine, and war in the Middle East, UK interest rates have continued to be volatile right across the curve, from Bank Rate through to 50-year gilt yields, for all of 2023/24.

Markets have sought an end to central banks' on-going phase of keeping restrictive monetary policy in place on at least one occasion during 2023/24 but to date only the Swiss National Bank has cut rates and that was at the end of March 2024.

UK, EZ and US 10-year yields have all stayed stubbornly high throughout 2023/24. The table below provides a snapshot of the conundrum facing central banks: inflation is easing, albeit gradually, but labour markets remain very tight by historical comparisons, making it an issue of fine judgment as to when rates can be cut.

	UK	Eurozone	US
<b>Bank Rate</b>	5.25%	4%	5.25%-5.5%
<b>GDP</b>	-0.3%q/q Q4 (-0.2%/y/y)	+0.0%q/q Q4 (0.1%/y/y)	2.0% Q1 Annualised
<b>Inflation</b>	3.4%/y/y (Feb)	2.4%/y/y (Mar)	3.2%/y/y (Feb)
<b>Unemployment Rate</b>	3.9% (Jan)	6.4% (Feb)	3.9% (Feb)

The Bank of England sprung no surprises in their March meeting, leaving interest rates at 5.25% for the fifth time in a row and, despite no MPC members no longer voting to raise interest rates, it retained its relatively hawkish guidance. The Bank's communications suggest the MPC is gaining confidence that inflation will fall sustainably back to the 2.0% target. However, although the MPC noted that "the restrictive stance of monetary policy is weighing on activity in the real economy, is leading to a looser labour market and is bearing down on inflationary pressures", conversely it noted that key indicators of inflation persistence remain elevated and policy will be "restrictive for sufficiently long" and "restrictive for an extended period".

Of course, the UK economy has started to perform a little better in Q1 2024 but is still recovering from a shallow recession through the second half of 2023. Indeed, Q4 2023 saw negative GDP growth of -0.3% while y/y growth was also negative at -0.2%.

But it was a strange recession. Unemployment is currently sub 4%, against a backdrop of still over 900k of job vacancies, and annual wage inflation is running at above 5%. With gas and electricity price caps falling in April 2024, the CPI measure of inflation - which peaked at 11.1% in October 2022 - is now due to slide below the 2% target rate in April and to remain below that Bank of England benchmark for the next couple of years, according to Capital Economics. The Bank of England still needs some convincing on that score, but upcoming inflation and employment releases will settle that argument shortly. It is noted that core CPI was still a heady 4.5% in February and, ideally, needs to fall further.

Shoppers largely shrugged off the unusually wet weather in February, whilst rising real household incomes should support retail activity throughout 2024. Furthermore, the impact of higher interest rates on household interest payments is getting close to its peak, even though fixed rate mortgage rates on new loans have shifted up a little since falling close to 4.5% in early 2024.

From a fiscal perspective, the further cuts to national insurance tax (from April) announced in the March Budget will boost real household disposable income by 0.5 - 1.0%. After real household disposable income rose by 1.9% in 2023, Capital Economics forecast it will rise by 1.7% in 2024 and by 2.4% in 2025. These rises in real household disposable income, combined with the earlier fading of the drag from previous rises in interest rates, means GDP growth of 0.5% is envisaged in 2024 and 1.5% in 2025. The Bank of England is less optimistic than that, seeing growth struggling to get near 1% over the next two to three years.

As for equity markets, the FTSE 100 has risen to nearly 8,000 and is now only 1% below the all-time high it reached in February 2023. The modest rise in UK equities in February was driven by strong performances in the cyclical industrials and consumer discretionary sectors, whilst communications and basic materials have fared poorly.

Despite its performance, the FTSE 100 is still lagging behind the S&P 500, which has been at an all-time high for several weeks.

### **USA Economy**

Despite the markets willing the FOMC to cut rates as soon as June 2024, the continued resilience of the economy, married to sticky inflation, is providing a significant headwind to a change in monetary policy. Markets currently anticipate three rate cuts this calendar year, but two or less would not be out of the question. Currently, policy remains flexible but primarily data driven.

In addition, the Fed will want to shrink its swollen \$16 trillion balance sheet at some point. Just because the \$ is the world's foremost reserve currency (China owns over \$1 trillion) does not mean the US can continually run a budget deficit. The mix of stubborn inflation and significant treasury issuance is keeping treasury yields high. The 10 year stands at 4.4%.

As for inflation, it is currently a little above 3%. The market is not expecting a recession, but whether rates staying high for longer is conducive to a soft landing for the economy is uncertain, hence why the consensus is for rate cuts this year and into 2025...but how many and when?

### **EZ Economy**

Although the Euro-zone inflation rate has fallen to 2.4%, the ECB will still be mindful that it has further work to do to dampen inflation expectations. However, with growth steadfastly in the slow lane (GDP flatlined in 2023), a June rate cut from the current 4% looks probable.

**Appendix 3 - Six Monthly Risk Report**

Treasury Risk Register Report

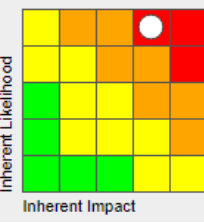
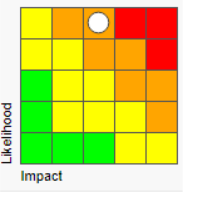
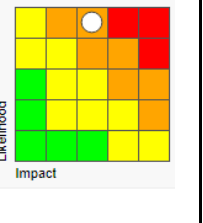
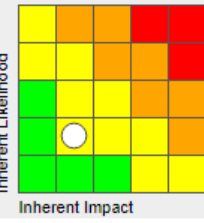
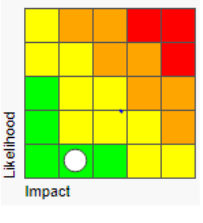
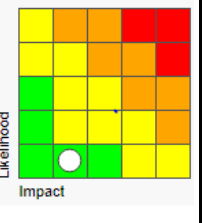
**Report Author:** Executive Director of Corporate Services

**Generated on:** 4 October 2024



Risk Title	Risk Factors	Potential Effect	Potential Outcome	Inherent Risk	Control Measures/Mitigation	Residual Risk (Prev Review)	Residual Risk at Oct 2024
1. Loss of capital due to counterparty collapse	The Council loses its principal investment or investment becomes impaired	Counterparty collapses or faces a financial crisis rendering it unable to repay investments	<ul style="list-style-type: none"> <li>. The Council may suffer financial loss</li> <li>. The repayment of funds from the counterparty could be significantly delayed or impaired</li> <li>Either of these outcomes could have an adverse impact on operational funding levels</li> </ul>	<p>Inherent Likelihood</p> <p>Inherent Impact</p>	<p>Per the Treasury Management Strategy:</p> <ul style="list-style-type: none"> <li>. Maximum investment value on approved counterparties in order to spread and reduce risk.</li> <li>. Controls and procedures are in place to ensure investment and durations limits with approved counterparties are not exceeded.</li> <li>. Counterparties are also monitored and reviewed on a weekly basis at least or more regularly if considered necessary to do so.</li> <li>. Limited threshold rating for approval of counterparties.</li> </ul>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>
2. Decline / rise in interest rates	The Council may not achieve its target level of interest payable / receivable for budgetary purposes.	Impact on revenue budget resulting in mandatory efficiencies affecting service delivery	<ul style="list-style-type: none"> <li>. Base rate rising affecting associated market borrowing rates.</li> <li>. Lower risk counterparties not offering competitive rates in low rate environment affecting deposits.</li> </ul>	<p>Inherent Likelihood</p> <p>Inherent Impact</p>	<ul style="list-style-type: none"> <li>. Arranging longer term investments where investment objectives and criteria allows in order to capitalise on higher rate of returns without risk of opportunity cost.</li> <li>. Offsetting the loss of interest income / cost of borrowing by undertaking refinancing loans at lower rates than previously undertaken as opportunities arise.</li> </ul> <p>The Council continually monitors base rate and rates being achieved</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>

Risk Title	Risk Factors	Potential Effect	Potential Outcome	Inherent Risk	Control Measures/Mitigation	Residual Risk (Prev Review)	Residual Risk at Oct 2024
					against budget to ensure it has secured the best value possible in the challenging economic climate.		
3. Fraudulent activity (now incorporating cybercrime)	<ul style="list-style-type: none"> <li>. Financial loss to the Council as a direct consequence of fraudulent activity</li> <li>. Loss of money for the Council</li> <li>. Disciplinary action for the staff involved</li> <li>. Reputational damage</li> </ul>	Potential fraud by staff	Fraudulent activity		<ul style="list-style-type: none"> <li>. Segregation of staff duties.</li> <li>. Review and monitor of internal controls to ensure the correct protocol across all relevant areas is being followed.</li> <li>. Ensure all insurance policies and relevant guarantees (Fidelity £2m per individual circumstance) are fully up to date.</li> </ul>		
4. Money laundering	<ul style="list-style-type: none"> <li>. Fine and/or imprisonment</li> <li>. Reputational damage</li> </ul>	Money laundering by external parties	External parties pay a transaction by cash and subsequently request a refund		<ul style="list-style-type: none"> <li>. Ensure the money laundering policy is reviewed and up to date.</li> <li>. Reconcile refunds back to source of income.</li> <li>. Raise awareness of this issue amongst staff</li> <li>. Review requirements of financial regulations.</li> </ul>		
5. Network Failure / banking system being inaccessible	Daily Treasury functions will not be carried out	The Council is unable to carry out its daily treasury functions due to a network failure	RBS Bankline is unavailable or the Council's network has failed		Invoke the business continuity plan to minimise the effects of a network issue.		

Risk Title	Risk Factors	Potential Effect	Potential Outcome	Inherent Risk	Control Measures/Mitigation	Residual Risk (Prev Review)	Residual Risk at Oct 2024
6. Revenue Budgets	The Council may not be able to execute some desired projects	Revenue budgets are unable to meet borrowing costs of capital schemes	Revenue budgets come under pressure from restricted government funding or non-delivery of programmed savings	 <p>Inherent Likelihood</p> <p>Inherent Impact</p>	<p>. Revenue budgets monitored on monthly basis and future year forecasts undertaken.</p> <p>. Reserve some capital receipts to cover borrowing costs in the short term.</p> <p>. Ensure monthly financial reports and Forecasts are produced and analysed</p> <p>. All borrowing decisions are made based on prudential indicators and are planned based on long term projections.</p> <p>. Capital Plans and borrowing is reviewed annually before the revenue budget is set to ensure that the costs are affordable.</p>	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>
7. Lack of suitable counterparties	Use of counterparties not paying best value rates.	The Council does not have enough "space" with approved counterparties to place investments/deposit surplus cash balances.	Rising cash balances and a restricted counterparty list	 <p>Inherent Likelihood</p> <p>Inherent Impact</p>	<p>The Council continually monitors its approved counterparty listing in conjunction with cash balances. Any potential new investment opportunities are discussed at Treasury Management performance meetings. The Council uses call accounts and money market funds to deposit surplus cash balances. However, there are also limits on the amounts deposited to such funds. The Council has a facility to deposit cash with the Debt Management Office should all other investment options be exhausted.</p>	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>

Risk Title	Risk Factors	Potential Effect	Potential Outcome	Inherent Risk	Control Measures/Mitigation	Residual Risk (Prev Review)	Residual Risk at Oct 2024
8. Lack of expertise of Committee or amongst officers	Financial consequence	Lack of training and continuous professional development.	Detrimental decisions made in relation to financial investment management.	<p>Inherent Likelihood</p> <p>Inherent Impact</p>	<ul style="list-style-type: none"> <li>. Provision of training</li> <li>. External investment advice</li> <li>. Consultation with peer groups.</li> </ul>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>
9. Over reliance on key officers	Detrimental decisions made in relation to financial investment management.	Specialist nature of work means there are relatively few experts in this field	If an officer leaves or falls ill knowledge gap may be difficult to fill.	<p>Inherent Likelihood</p> <p>Inherent Impact</p>	<ul style="list-style-type: none"> <li>. Key officers transfer specialist knowledge to colleagues.</li> <li>. Procedures &amp; guidance available.</li> <li>. In the short-term advice can be sought from external investment adviser and/or peer support.</li> </ul>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p> <p>Increased likelihood</p>



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**REPORT TO:** CITY GOVERNANCE COMMITTEE – 18 NOVEMBER 2024

**REPORT ON:** DUNDEE INTEGRATION JOINT BOARD – FINANCIAL RECOVERY PLAN 2024/25

**REPORT BY:** CHIEF OFFICER, DUNDEE INTEGRATION JOINT BOARD

**REPORT NO:** 334-2024

## **1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to share Dundee Integration Joint Board's 2024/25 financial recovery plan with Dundee City Council.

## **2.0 RECOMMENDATIONS**

It is recommended that Dundee City Council:

2.1 Notes Dundee Integration Joint Board's (IJB) financial recovery plan 2024/25 as approved by the IJB at its meeting of the 23<sup>rd</sup> October 2024.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 The latest financial position for Dundee Health and Social Care Partnership for the financial year to 31<sup>st</sup> March 2025 shows a projected operational overspend of £9,005k based on expenditure to 31 August 2024 of which £4,000k was anticipated as part of the IJB's 2024/25 financial plan however the additional £5,005k is as a result of unplanned and unanticipated cost pressures.

3.2 This overspend exceeds the parameters of the IJB's approved 2024/25 financial plan whereby up to £4m of IJB reserves has been identified to support the IJB's financial position at the year end. The content of this report highlights key reasons for the projected variance and ongoing actions by Officers and Senior Management to address these and improve the position.

## **4.0 MAIN TEXT**

### **4.1 Background**

4.1.1 As part of the IJB's financial governance arrangements, the Integration Scheme outlines that "The Chief Finance Officer will ensure routine financial reports are available to the Chief Officer and the Integration Joint Board on a timely basis and include, as a minimum, annual budget, full year outturn projection and commentary on material variances."

4.1.2 The IJB's final budget for delegated services was approved at the meeting of the IJB held on the 27 March 2024 (Article IV of the minute of the meeting of 27 March refers). This set out the cost pressures and funding available with a corresponding savings plan to ensure the IJB had a balanced budget position going into the 2024/25 financial year.

4.1.3 The principal reasons for the projected financial variance are detailed in the latest Financial Monitoring Report (DIJB41-2024 Article IV of the minute of meeting of 21<sup>st</sup> August 2024 refers)

4.1.4 The challenges faced by Dundee IJB are similar to those of other IJBs, as highlighted in the key messages of the Audit Scotland report on IJBs Finance and Performance 2024, published on 25 July 2024.

4.1.5 Under the IJB Scheme of Integration (DIJB88-2022, Article VI of the minute of meeting of 14 December 2022 refers), the Financial Recovery plan process is as follows –

- Where an unplanned year end overspend is projected, the Chief Officer and Chief Finance Officer to present a Recovery Plan to IJB and Partner Bodies to address the in-year overspend

- In the event the recovery plan is unsuccessful and an overspend is evident at year end, uncommitted reserves must firstly be used to address this
- If after the application of Reserves an overspend is still evident, a revised Strategic Plan must be developed to enable the overspend to be managed in subsequent years.
- Where an in-year overspend remains, this will be shared in proportion to the spending Direction for each Partner body for that financial year – these additional payments may be recoverable from the IJB over future years.

## 4.2 Actions to resolve Projected Financial Gap

4.2.1 With a projected unplanned overspend of £5.005m, the remaining General Reserves funding is insufficient to fully cover this.

4.2.2 A number of actions and options have been discussed at Senior and Extended Management meeting with actions being progressed to ensure both a robust understanding of financial drivers as well as implementing actions to improve the projected financial position and return this back towards Financial Plan. These actions include –

- Efficiencies in Care at Home spend to better manage and prioritise demand
- Enhanced process to maximise income recovery rates for chargeable social care services
- Specific plans from overspending services, with the aim of returning these to within budget where safe to do so
- Enhanced controls of ‘discretionary’ spend and supplementary staffing to minimise any non-essential or non-critical expenditure
- Adoption of Partner Body Financial Recovery tools and principles, including realistic medication and polypharmacy reviews to ensure efficient and cost-effective prescribing, and NHS Scotland’s 15 box grid self-assessment
- Continue progress to deliver current year agreed savings plans and transformation plans to deliver a sustainable annual financial position
- Ongoing review of earmarked Reserves and other non-recurring funding to maximise the benefit to the 2024/5 position

4.2.3 Spend on Care at Home has grown considerably in recent years with demand now exceeding available funding despite the IJB directing increased budgeted resources to these services. Underlying reasons include demographics due to the ageing population, system-wide pressures to ensure individuals return home from hospital as quickly as possible once clinically discharged (and minimise delayed discharge situations) or are appropriately supported at home to avoid unnecessary admissions, in addition to the national and local strategic shift to support people at home for as long as possible. Care at Home packages are provided via both in-house teams and externally commissioned services. Both service areas have been subject to review to ensure the spend is managed as effectively and efficiently as possible through, for example –

- Minimising downtime and maximising direct contact time with service users through efficient care run planning
- Considering adaptations or supporting equipment, especially where this might result in a single member of staff per visit rather than 2 staff being required
- Reviewing value for money, particularly for very small or very large packages, and whether an individual’s needs could be met in alternative ways
- Enhancing monitoring return information from external providers to ensure robust and timely information is available to support decision-making and financial monitoring
- Reviewing eligibility criteria to ensure placements are prioritised to those with greater assessed needs
- Considering limiting availability by placing a cap on total weekly hours

4.2.4 Income for chargeable services continues to be lower than projected. Income lowered during the pandemic when some services were unavailable and activity levels across a number of services have not fully returned to pre-pandemic levels. A robust end-to-end process review is ongoing to ensure that all chargeable services are billed accordingly and timeously and that bills

are affordable within an individual's eligible income where they have taken up the opportunity to complete a financial assessment.

- 4.2.5 Work is ongoing with all service areas across the health and social care partnership that are currently projecting an overspend to better understand the reasoning and support their return to spend being within budget. Service proposals along with analysis and risk implication reports have been submitted to senior management, with factors such as safety, demand, performance, strategic priority and whole system implications being considered before progressing the plans.
- 4.2.6 All budget holders have been directed to consider options and opportunities to minimise 'discretionary' spend on items such as supplies, travel, stationery, stock, etc. Similarly an ongoing review and management of recruitment requests continue to be undertaken to ensure only essential and critical posts are advertised and recruited to. Staff absence figures continue to be scrutinised with strategies and wellbeing supports in place to promote return to work. Where vacancies or absent posts are critical and need backfilled, managers are instructed to minimise the cost implication through avoiding expensive agency or locum costs as much as possible
- 4.2.7 Officers and senior management within Dundee HSCP continue to work with NHS Tayside and Dundee City Council colleagues to share best practice, enhance efficiencies and maximise capacity across the whole-system and pathways. This includes use of tools such as NHS Scotland's 15 box grid self-assessment questionnaire where many of the areas of focus are equally applicable to Health and Social Care Partnership teams, including Medicines of Low Clinical Value, Medicines Wastage, Polypharmacy Reviews, Nurse Agency and Medical Locum reduction, Sickness Absence Reduction, Outpatient Appointment efficiencies, Digital Letters and Benchmarking.
- 4.2.8 To support both the 2024/25 position and manage future year pressures, there is a continued focus to ensuring 24/25 recurring savings plans are delivered as anticipated, as well as progressing with Transformation projects and budget planning for 2025/26
- 4.2.9 Within Tayside-wide Lead Partner services, it is noted that GP Out of Hours service is projecting a significant overspend for 24/25. This service is operationally and strategically managed by Angus IJB. The financial implications of this overspend is resulting in an unexpected additional cost pressure of £848k for Dundee under the Risk Sharing Agreement. The service Financial Recovery Plan has been received from Angus Chief Finance Officer detailing the work undertaken to date and continuing to progress in terms of returning this service back to within budget. Discussions and monitoring with Angus HSCP colleagues will continue as the plan progresses.
- 4.2.10 Progress against these actions, along with any further evolving opportunities will be monitored and reported at future IJB meetings.

### **4.3 Actions to support future year sustainability**

- 4.3.1 The majority of actions detailed in 4.2 are primarily aimed to support and resolve the in-year financial pressures during 2024/25 to return the projected year-end position to within financial plan.
- 4.3.2 Some of the above actions will have a recurring benefit into future years – the anticipated extent of this continues to be reviewed and will be incorporated into 2025/26 Financial Planning and Budget Setting process.
- 4.3.3 The 5-year Financial Outlook report (DIJB32-2024, Article V of the minute of meeting of 21 August 2024 refers), indicated an anticipated financial gap of £13,257k in 2025/26. As the current year projected financial position has deteriorated through unexpected cost pressures and additional demand, it is now likely the gap facing the IJB in 2025/26 will have increased. As a result of the current year projected overspend, the Reserves held by the IJB are likely to be significantly diminished and therefore will no longer be fully available to support the Budget Planning process for the next financial year.

4.3.4 It is clear that further significant changes and strategic shifts are required to address the anticipated financial gap in future years through prioritisation, maximising capacity and efficiency across the whole system. However it is also likely that difficult decisions will be required to be taken ensure the spend levels are maintained within the available financial resources. Options are being considered and developed by the Health and Social Care Partnership Management Team and will be presented to the IJB at a future meeting as part of the IJB's budget development.

#### 4.4 Reserves Position

4.4.1 The IJB's reserves position was reduced at the year ended 31<sup>st</sup> March 2024 as a result of the operational overspend of £3,744k during 2023/24. This resulted in the IJB having total committed reserves of £11,024k and uncommitted reserves of £6,789k at the start of 2024/25 financial year. Following the IJB's approval to enhance Transformation Funding (report DIJB45-2024 Article VI of the minute of meeting of 21<sup>st</sup> August 2024 refers), the Reserves breakdown has been restated. The current reserves position is noted in Table 1 below:

Table 1

Reserve Purpose	Closing Reserves @ 31/3/24 (restated)
	£k
Mental Health	1,036
Primary Care	1,859
Drug & Alcohol	559
Strategic Developments	3,756
Revenue Budget Support	4,000
Service Specific	1,452
Other Staffing	362
<b>Total committed</b>	<b>13,024</b>
General	4,789
<b>TOTAL RESERVES</b>	<b>17,813</b>

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

4.4.3 The IJB's Reserves Policy seeks to retain Reserves of 2% of budget (approximately £6.4m) however it is recognised that this is particularly challenging to maintain within the current financial climate with many IJB's across the country having no reserves or below their respective reserves policies.

4.4.4 Ring-fenced Reserves balances continue to be reviewed with budget holders and officers to identify opportunities to ensure these continue to be used in-line with the original allocation letter but also to maximum benefit of the IJB's strategic and financial positions.

#### 5.0 POLICY IMPLICATIONS

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

**6.0 CONSULTATIONS**

6.1 The Chief Finance and the Clerk were consulted in the preparation of this report.

**7.0 BACKGROUND PAPERS**

7.1 None.

Dave Berry  
Acting Chief Officer

Date: 1 November 2024

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