

City Chambers
DUNDEE
DD1 3BY

9th August, 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 on Monday, 19th August, 2024 following the meetings of the City Council and Fair Work, Economic Growth and Infrastructure Committee called for 5.00pm.

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

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 UNISON'S END VIOLENCE AT WORK CHARTER

This item has been placed on the agenda at the request of Councillors Anderson and Flynn who will propose that the Council signs UNISON's End Violence at Work Charter.

The link to the Charter is : <https://www.unison.org.uk/unison-health-and-safety/violence-at-work/>

3 CAPITAL EXPENDITURE MONITORING 2024/2025 - Page 1

(Report No 207-2024 by the Executive Director of Corporate Services, copy attached).

4 REVENUE MONITORING 2024/2025 - Page 23

(Report No 202-2024 by the Executive Director of Corporate Services, copy attached).

**5 CHIEF EXECUTIVES SERVICE PLAN 2023/2028 – PROGRESS REPORT FOR 2023/2024
- Page 33**

(Report No 206-2024 by the Chief Executive, copy attached).

6 CHILDREN AND FAMILIES SERVICE PLAN 2023/2027 PROGRESS UPDATE - Page 61

(Report No 221-2024 by the Executive Director of Children and Families Service, copy attached).

**7 NEIGHBOURHOOD SERVICES SERVICE PLAN 2022/2027 – ANNUAL PROGRESS
REPORT 2023/2024 - Page 73**

(Report No 169-2024 by the Executive Director of Neighbourhood Services, copy attached).

8 SCRUTINY COMMITTEE ANNUAL REPORT - Page 97

(Report No 209-2024 by the Chief Internal Auditor, copy attached).

9 REDUCING HARM FROM DRUG AND ALCOHOL USE – UPDATE REPORT - Page 103

(Report No 229-2024 by the Independent Chair, Dundee Drug and Alcohol Partnership, copy attached).

**10 INTERNAL AUDIT REPORT - LEISURE AND CULTURE DUNDEE (LACD) – FINANCIAL
SUSTAINABILITY - Page 109**

(Report No 210 -2024 by the Chief Executive, copy attached).

11 M365 BACK UP AND SECURITY - Page 117

(Report No 220-2024 by the Executive Director of Corporate Services, copy attached).

REPORT TO: CITY GOVERNANCE COMMITTEE – 19 AUGUST 2024
REPORT ON: CAPITAL EXPENDITURE MONITORING 2024/25
REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES
REPORT NO: 207-2024

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 30th June 2024.

Appendix 1, which details the General Services position to the end of June 2024, shows a revised projected outturn for 2024/25 of £121.571m, a decrease of £14.733m since the Capital Plan 2024-29 was approved at City Governance Committee on 18th February 2024 (Report 18-2024, Article VII refers). The net movements that have contributed to this decrease are summarised in paragraph 5.1 of the report. The net movement in budget of £14.733m will be required in 2025/26 and future years 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 June 2024, shows a revised projected outturn for 2024/25 of £19.032m a decrease of £6.672m since the Capital Plan 2024-29 was approved at City Governance Committee on 18th February 2024 (Report 18-2024, Article VII refers).

An explanation of the major variances is shown in Sections 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.

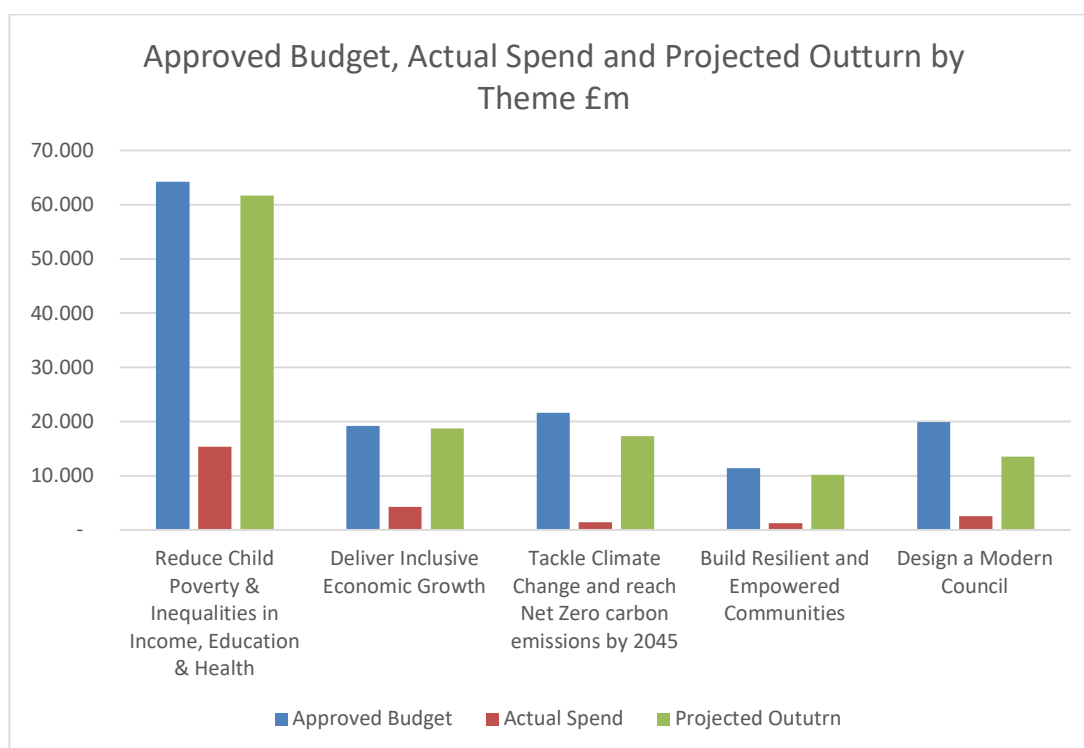
4.3 The Capital Monitoring report provides detailed information on major projects and programmes contained within the Capital Budget and the impact of expenditure movements on future financial years.

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 June is 20% of the Revised Budget 2024/25 compared to 7% for the same period last year.

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.

Increases in planned expenditure include:

- Projects carried forward from 2023/24 - £2.788m
- Active Travel Infrastructure Fund (formerly known as Cycling Walking & Safer Routes) - £0.432m

Reductions in planned expenditure include:

- Vehicle Fleet Infrastructure - (£1.600m)
- Sustainable Transport and Infrastructure – (£0.300m)
- City Improvement/Investment Fund – (£1.092m)
- Depot Rationalisation Programme - (£1.652m)
- Capitalisation of Borrowing Costs - (£0.280m)
- Parks & Open Spaces - (£0.488m)
- Flood Risk Management - (£0.599m)
- Property Lifecycle Development Programme - (£0.710m)
- Site 6 – South Side – Office Development - (£0.320m)
- School Estate Investment – East End Community Campus - (£1.150m)
- Baldovie Depot Redevelopment - (£2.091m)
- Demolition of Surplus Properties - (£0.312m)
- Vacant & Derelict Land Fund - (£0.331m)
- Low Carbon Transport (Green Transport Hub & Spokes-Bell St – (£2.607m)

5.2 2024/25 Expenditure Variations

Appendix 1, which details the General Services position to the end of June 2024, shows a revised projected outturn for 2024/25 of £121.571m, a decrease of £14.733m since the Capital Plan 2024-29 was approved at City Governance Committee on 18th February 2024 (Report 18-2024, Article VII refers). The main reason for the movement is detailed in points 5.2.1 to 5.2.16 below:

- 5.2.1 Additional expenditure of £2.788m on various projects across the Capital Programme to take account of slippage within the 2023/24 Capital Programme since the Capital Plan 2024-29 was approved in February 2024 (Report 18-2024, Article VII refers), and is required to be carried forward into 2024/25. This budgeted expenditure will be funded from a combination of borrowing and grants and contributions.
- 5.2.2 Tier 1 Active Travel Infrastructure Fund (formerly known as Cycling Walking & Safer Routes) (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045) – Additional expenditure of £0.432m in 2024/25. The expenditure is funded by a grant from the Scottish Government. The purpose of the grant is to be used for undertaking a programme of works for local cycling, walking and safer routes. There will be no impact on the Council's level of borrowing.
- 5.2.3 Vehicle Fleet & Infrastructure (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045) – Reduction in projected expenditure of £1.6m in 2024/25. This budget is required to be carried forward due to long lead in times. At present, there is a lead in time of at least 12-18 months on vehicles being built and delivered. Manufacturers are facing unprecedented circumstances such as supply chain disruptions and a worldwide shortage of parts. Officers are in regular contact with manufacture and sales teams for updates. 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 Sustainable Transport and Infrastructure (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045 – Other Projects) – Reduction in projected expenditure of £0.300m in 2024/25. The budget will be required in 2025/26 as match funding requirement to externally funded infrastructure projects. The budget has been rephased to reflect when the infrastructure programme development. There will be a decrease in borrowing in 2024/25 and a corresponding increase in 2025/26.
- 5.2.5 City Improvement/Investment Fund (Build Resilient & Empowered Communities) - Reduction in projected expenditure of £1.092m in 2024/25. In January 2024, the Fair Work, Economic Growth and Infrastructure Committee delegated the Executive Director of City Development to develop a masterplan for the Eastern Quarter of the city centre and to support a programme of investment in this area. This masterplan is currently being prepared and will identify capital projects for implementation in the short-term to support regeneration of this key part of the city centre. The budget will be required in 2025/26. In addition, the £0.500m Placed Based Investment capital grant from the Scottish Government has been removed as the Scottish Government has advised that that no new projects are currently being funded in 2024/25. There will be a decrease in borrowing and grants and contributions in 2024/25 and an increase in 2025/26 for the element funded from borrowing.

- 5.2.6 Depot Rationalisation Programme (Design a Modern Council) - Reduction in projected expenditure of £1.652m in 2024/25. The reduction in budget reflects the latest timescales for the programme of depot rationalisation. The budget will be required in future years. There will be a decrease in borrowing in 2024/25 and a corresponding increase in future years.
- 5.2.7 Capitalisation of Borrowing Costs (Design a Modern Council – Other Projects) - Reduction in projected expenditure of £0.280m in 2024/25. The Council have not revised its accounting policy in this area to date. This will continue to be reviewed and further updates provided to members as deemed necessary. The budget will be required in future years. There will be a decrease in borrowing in 2024/25 and a corresponding increase in future years.
- 5.2.8 Parks & Open Spaces (Build Resilient and Empowered Communities) - Reduction in projected expenditure of £0.488m in 2024/25, in the main, on Additional Improvements to Playparks and Play Equipment. The works are currently being designed and the works will be carried out during the second half of 2024/25 and spring /summer 2025/26. 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.
- 5.2.9 Flood Risk Management (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045 – Other Projects – Reduction in projected expenditure of £0.599m in 2024/25. The budget was reserved for match funding on Flood Protection projects. Large scale interventions are reliant on land take to create water storage in other local authorities which requires a significant process of identification and discussions. Engineers are also working through the feasibility of designing and implementing smaller interventions that can improve flood resilience. Flood protection projects are currently being developed to protect known flood risk areas. Design and river modelling works will delay any larger construction works until 2025/26. There will be reduction in borrowing in 2024/25 and a corresponding increase in 2025/26.
- 5.2.10 Property Lifecycle Development Programme (Design a Modern Council) – Reduction in projected expenditure of £0.710m in 2024/25. The scoping and development of the various projects has been impacted by the current economic climate and available resources. The budget will be required in 2025/26 when the projects will be progressed. There will be a decrease in borrowing in 2024/25 and a corresponding increase in 2025/26.
- 5.2.11 Site 6 South Side – Office Development (Deliver Inclusive Economic Growth) - Reduction in projected expenditure of £0.320m in 2024/25. The budget has been revised to reflect the latest cashflow from the contractor for carrying out the programme of works. The budget will be required in 2025/26. There will be a decrease in borrowing in 2024/25 and a corresponding increase in 25/26.
- 5.2.12 School Estate Investment – East End Community Campus (Reduce Child Poverty and Inequalities in Income, Education and Health) - Reduction in projected expenditure of £1.150m in 2024/25. The budget has been revised to reflect the latest cashflow from the contractor for carrying out the programme of works. The budget will be required in 2025/26. There will be a decrease in borrowing in 2024/25 and a corresponding increase in 25/26. The estimated completion date, for the campus, remains unchanged.
- 5.2.13 Baldovie Depot Redevelopment (Design a Modern Council) - Reduction in projected expenditure of £2.091m in 2024/25. The land acquisition, planning process and legal sale are progressing to a revised programme. After this has been concluded there is necessary procurement timelines to follow, which leads to an estimated construction start for spring 2025. The budget will be required in 2025/26. There will be a decrease in borrowing in 2024/25 and a corresponding increase in 25/26.
- 5.2.14 Demolition of Surplus Properties (Deliver Inclusive Economic Growth – Other Projects) - Reduction in projected expenditure of £0.312m in 2024/25. The Budget has been adjusted to reflect project delivery, aligned with Property Asset Management requirements. The budget will be required in future years. There will be a reduction in borrowing in 2024/25 and a corresponding increase in future years.
- 5.2.15 Vacant & Derelict Land Fund (Deliver Inclusive Economic Growth – Other Projects) – Reduction in projected expenditure of £0.331m in 2024/25. The scope of the programme of works required is currently being worked on. It is anticipated that these works will now be carried out in 2025/26. There will be a reduction in grants and contributions in 2024/25 and a corresponding increase in 2025/26.

5.2.16 Low Carbon Transport (Green Transport Hub & Spokes-Bell St) (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045) – Reduction in projected expenditure of £2.607m in 2024/25. The budget has been rephased to reflect the latest programme of works from the contractor. The project is funded from the UK Government’s Levelling Up Fund and borrowing. The budget will be required in 2025/26. There will be a reduction in borrowing and grants and contributions 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: -

	Approved Budget £m	Adjustments £m	Revised Budget £m	Projected Outturn £m	Variance £m
Borrowing	99.115	(6.691)	92.424	92.424	-
General Capital Grant	11.551	0.123	11.674	11.674	-
Capital Grants & Contributions	17.212	(2.165)	15.047	15.047	-
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>(8.733)</u>	<u>121.571</u>	<u>121.571</u>	<u>-</u>

5.3.1 Capital Grants & Contributions – the projected figure of £15.047m includes £1.769m from SUSTRANS funding for Broughty Ferry to Monifieth Active Travel Improvements (Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045). The funding for 2024/25 has yet to be confirmed by SUSTRANS as funding now requires formal Ministerial approval. Should this formal approval not been given, then alternative sources of funding will require to be identified or the scope of these works may require to be reviewed.

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

	£m
2020/21	39.537
2021/22	45.038
2022/23	44.086
2023/24	73.454
2024/25 (Projected)	121.571

5.4 Projected Total Cost Variations

There are no total cost variations to report since the previous capital monitoring report went to committee as this is the first Capital Monitoring report for 2024/25.

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 There are no completion date variations to report since the previous capital monitoring report went to committee as this is the first Capital Monitoring report for 2024/25.

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.

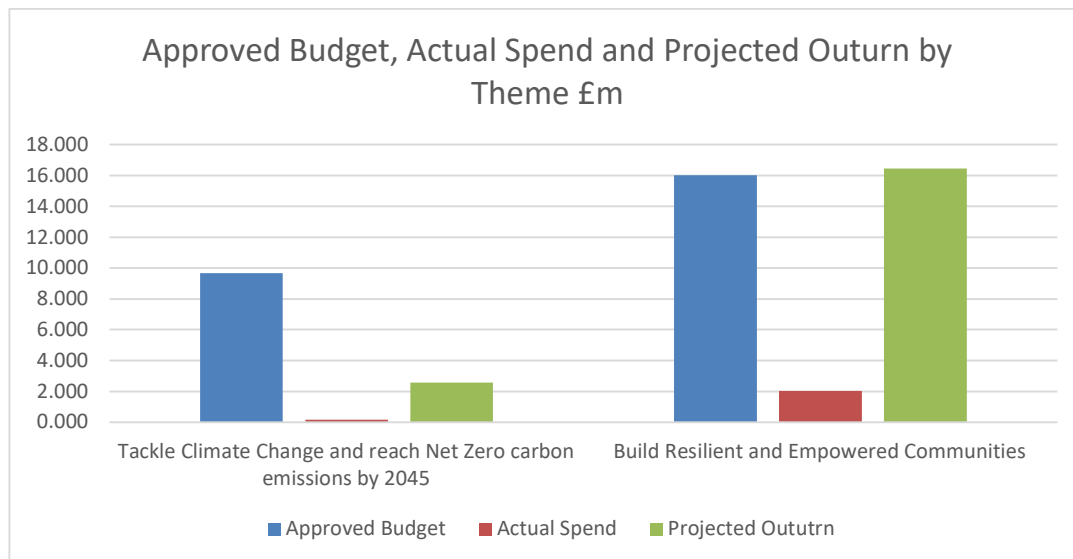
6 HOUSING HRA - CURRENT POSITION

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 June 2024 is 12% of the Revised Budget 2024/25 compared to 6% for the same period last year.

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 June 2024, shows a revised projected outturn for 2024/25 of £19.032m a decrease of £6.672m since the Capital Plan 2024-29 was approved at City Governance Committee on 18th February 2024 (Report 18-2024, Article VII refers). The main reason for the movement is detailed in points 6.2.1 to 6.2.8 below:

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 £7.100m in 2024/25. Protracted contract negotiations with the appointed supplier delayed the site start of the Fleming Gardens and Glenprosen/Lawton EWI projects. The supplier has since withdrawn from the market, and those projects will now be tendered competitively. Sourcing strategies will be presented to the September Neighbourhood Regeneration, Housing and Estate Management committee. A sourcing strategy for the Linlathen retrofit project was approved on 13th May 2024 at the Neighbourhood Regeneration, Housing and Estate Management committee (Report 128-2024, Article III refers) and is progressing towards tender but will not start on-site until Q3 2024/25. The Aberdour Place / Abernethy Road/Montgomerie Crescent retrofit project is progressing towards tender but will not start on-site until Q4 2024/25.

- 6.2.2 Increased Supply of Council Housing (Build Resilient and Empowered Communities) – The projected expenditure has decreased by £4.312m in 2024/25. Following the reduction in the Affordable Housing Supply Programme of 26%, the Strategic Housing Investment Programme is now over-subscribed for the remainder of 2024/25, therefore no further new-build projects or new-build acquisitions may be progressed this financial year.
- 6.2.3 Free from Serious Disrepair - Roofs - (Build Resilient and Empowered Communities) - The projected expenditure has increased by £1.400m in 2024/25. The programme of urgent roof replacement is proposed to increase to tackle all the roofs that need attention under this workstream. The programme of flat, felt, and membrane roof replacement is proposed to increase to use all the available resources at Construction Services.
- 6.2.4 Free from Serious Disrepair - Windows - (Build Resilient and Empowered Communities) - The projected expenditure has increased by £0.450m in 2024/25. The projection has increased to allow appointing a sub-contractor, managed by Construction Services, to increase the fitting capacity. Over time, Construction Services will recruit to fully take over this workstream. The actual achievable spend will depend on how quickly the sub-contractor can be appointed with the spend for 2025/26 targeted at £7.500m.
- 6.2.5 The Integrated Management System - (Build Resilient and Empowered Communities) - The projected expenditure has increased by £0.500m in 2024/25. The installation of the Integrated Management System has missed several milestones due to supplier issues; therefore, those milestone payments were not made in 2023/24 as previously anticipated. It is anticipated the expenditure will be incurred in 2024/25.
- 6.2.6 Environmental Improvements - (Build Resilient and Empowered Communities) - The projected expenditure has increased by £0.750m in 2024/25. This project has been added to the 2024/25 Capital Plan. The project has been in development and the projected expenditure has been updated to reflect the latest timescales of the project.
- 6.2.7 Improvement Plan - (Build Resilient and Empowered Communities) – The projected expenditure has increased by £0.900m. Staff Costs of £0.500m and £0.400m of property costs are to be recharged to the HRA Capital Budget as agreed at the Neighbourhood Regeneration, Housing and Estate Management committee on 19th May 2024 (Report 139-2024, Article II refers).
- 6.2.8 Modern Facilities and Services - (Build Resilient and Empowered Communities) – The projected expenditure has increased by £0.500m. The Kitchen and Bathroom upgrade programme will be brought forward from a 2026 start to a 2024/25 start. Electric Showers and flooring will be included for the first time.
- 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	(6.158)	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	450	-	450	450	-
	<u>25.704</u>	<u>(6.672)</u>	<u>19.032</u>	<u>19.032</u>	<u>-</u>

- 6.3.1 Capital Grants & Contributions – There is a projected decrease in capital grants of £0.514m in 2024/25. The decrease in projected grant funding relates to Scottish Government new build grants which have been updated to reflect the latest estimates of external funding available in 2024/25.

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

	£m
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 as this is the first Capital Monitoring report for 2024/25.

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 this is the first Capital Monitoring report for 2024/25.

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

08 AUGUST 2024

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

	<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 2024/25 £000</u>	<u>Projected Outturn 2024/25 £000</u>	<u>Variance £000</u>	<u>Actual Spend to 30.06.24 as a % of Revised Budget</u>
GENERAL SERVICES							
<u>Capital Expenditure</u>							
Reduce Child Poverty & Inequalities in Income, Education & Health	64,217	(2,491)	61,726	15,309	61,726	0	25%
Deliver Inclusive Economic Growth	19,232	(490)	18,742	4,236	18,742	0	23%
Tackle Climate Change and reach Net Zero carbon emissions by 2045	21,584	(4,222)	17,362	1,419	17,362	0	8%
Build Resilient and Empowered Communities	11,402	(1,231)	10,171	1,267	10,171	0	12%
Design a Modern Council	19,869	(6,299)	13,570	2,554	13,570	0	19%
Capital Expenditure 2024/25	136,304	(14,733)	121,571	24,785	121,571	0	20%
<u>Capital Resources</u>							
Expenditure Funded from Borrowing	99,115	(6,691)	92,424	21,785	92,424		
General Capital Grant	11,551	123	11,674	3,172	11,674		
Capital Grants & Contributions - project specific	17,212	(2,165)	15,047	(1,508)	15,047		
Capital Receipts - Sale of Assets	2,000		2,000	910	2,000		
Capital Fund	426		426	426	426		
Capital Resources 2024/25	130,304	(8,733)	121,571	24,785	121,571		
Capital Expenditure as % of Capital Resources	105%		100%		100%		

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REDUCE CHILD POVERTY AND INEQUALITIES IN INCOMES, EDUCATION AND HEALTH

Note 1

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 30/6/24 £'000	Projected Outturn 2024/25 £000	Actual Project Cost to 30/6/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS - Reduce Child Poverty and Inequalities										
Harris Academy Extension	200	(5)	195		195	4,629	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	15,309	61,100	45,428	100,800	100,800	Jul-25	Jul-25
OTHER PROJECTS - Reduce Child Poverty and Inequalities	360	71	431		431	3,559	4,571	4,492		
Net Expenditure	64,017	(2,486)	61,531	15,309	61,531	48,987	105,371	105,292		
Receipts	(200)	5	(195)		(195)	(4,629)	(5,174)	(4,824)		
Gross Expenditure	64,217	(2,491)	61,726	15,309	61,726	53,616	110,545	110,116		

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 30/6/24 £'000	Projected Outturn 2024/25 £000	Actual Project Cost to 30/6/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS - Deliver Inclusive Economic Growth										
Site 6 South Development - Offices	18,620	(162)	18,458	4,255	18,458	10,679	26,202	26,202	Feb-25	Apr-25
OTHER PROJECTS - Deliver Inclusive Economic Growth	612	(328)	284	(19)	284	1,894	2,652	2,568		
(Less External Funding)	(351)	321	(30)		(30)	(64)	(425)	(425)		
Net Expenditure	18,881	(169)	18,712	4,236	18,712	12,509	28,429	28,345		
Netted Off Receipts	(351)	321	(30)		(30)	(64)	(425)	(425)		
Gross Expenditure	19,232	(490)	18,742	4,236	18,742	12,573	28,854	28,770		

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 Adjusts	Revised Budget	Expenditure to	Projected	Note 1				
	2024/25			2024/25	30/6/24	Outturn	Actual Project Cost to	Current Approved	Projected Total	Approved Completion
	£000	£000	£000	£'000	£000	30/6/24	Project Cost	Cost	Date	Date
						£000	£000	£000		
MAJOR PROJECTS - Tackle Climate Change and Reach Net Zero Emissions by 2045										
Broughty Ferry to Monifieth Active Travel Improvements	2,580	(61)	2,519	241	2,519	15,700	9,067	18,031	Sep-24	Sep-24
(Less External Funding)	(1,830)	61	(1,769)	1,414	(1,769)	(14,045)	(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	132	1,005	1,002	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	(250)	250		250	66	4,550	4,550	Tender not yet approved	
Low Carbon Transport (Green Transport Hub & Spokes - Bell Street)	12,170	(2,125)	10,045	891	10,045	1,759	16,000	16,000	Main Tender not yet approved	
(Less External Funding)	(11,870)	1,825	(10,045)		(10,045)	(848)	(14,400)	(14,400)		
Vehicle Fleet & Infrastructure	2,828	(1,565)	1,263	3	1,263	1,128	2,388	2,388	Mar-25	Mar-25
(Less Sale of Vehicles & Equipment)				(2)		(192)	(190)	(190)	Mar-25	Mar-25
OTHER PROJECTS - Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045	2,854	(574)	2,280	152	2,280	21,090	23,952	23,847		
(Less External Funding)		(592)	(592)	(48)	(592)	(2,135)	(2,548)	(2,424)		
Net Expenditure	7,232	(3,281)	3,951	2,871	3,951	23,613	30,622	31,500		
Receipts	(14,352)	941	(13,411)	1,452	(13,411)	(17,132)	(27,210)	(35,191)		
Gross Expenditure	21,584	(4,222)	17,362	1,419	17,362	40,745	57,832	66,691		

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

BUILD RESILIENT AND EMPOWERED COMMUNITIES

Project/Nature of Expenditure	Approved	Total Adjusts	Revised	Expenditure	Projected	Note 1				
	Budget 2024/25 £000		Budget 2024/25 £000	to 30/6/24 £'000	Outturn 2024/25 £000	Actual Project Cost to 30/6/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
MAJOR PROJECTS - Build Resilient and Empowered Communities										
Road Maintenance Partnership	3,460	(94)	3,366	759	3,366	759	3,366	3,366	Mar-25	Mar-25
Street Lighting Renewal	1,117	(1)	1,116	181	1,116	181	1,116	1,116	Mar-25	Mar-25
City Improvement/Investment Fund	1,365	(1,183)	182		182		2,717	2,717	Mar-25	Mar-25
(Less External Funding)	(1,115)	1,115	0	0	0	(693)	(693)	(693)	Mar-25	Mar-25
Parks & Open Spaces	2,408	(267)	2,141	163	2,141	1,205	3,190	3,190	Mar-25	Mar-25
(Less External Funding)	(365)		(365)		(365)	(275)	(640)	(640)	Mar-25	Mar-25
OTHER PROJECTS/PROGRAMMES - Build Resilient and Empowered Communities	3,052	314	3,366	164	3,366	5,750	9,153	8,181		
(Less External Funding)	(829)	(216)	(1,045)	56	(1,045)	(746)	(1,473)	(1,473)		
Net Expenditure	9,093	(332)	8,761	1,323	8,761	6,181	16,736	15,764		
Receipts	(2,309)	899	(1,410)	56	(1,410)	(1,714)	(2,806)	(2,806)		
Gross Expenditure	11,402	(1,231)	10,171	1,267	10,171	7,895	19,542	18,570		

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 30/6/24 £'000	Projected Outturn 2024/25 £000
MAJOR PROJECTS/PROGRAMMES - Design a Modern Council					
Baldovie Depot Redevelopment	3,071	(2,071)	1,000	33	1,000
Depot Rationalisation Programme	2,092	(1,592)	500	6	500
Dundee Ice Arena Plant & Upgrade	577	(227)	350	(16)	350
Olympia Refurbishment Works		197	197	79	197
<u>Property Lifecycle Development Programme</u>	6,285	(211)	6,074	70	6,074
Purchase Computer Equipment	1,258	43	1,301	355	1,301
(Less External Funding)		(1)	(1)		(1)
Desktop Management Software	1,500	(1,104)	396		396
Schools Connectivity	1,100	474	1,574	1,232	1,574
OTHER PROJECTS/PROGRAMMES - Design a Modern Council					
	3,986	(1,808)	2,178	795	2,178
Net Expenditure	19,869	(6,300)	13,569	2,554	13,569
Netted Off Receipts		(1)	(1)		(1)
Gross Expenditure	19,869	(6,299)	13,570	2,554	13,570

Note 1

Actual Project Cost to 30/6/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
208	5,200	5,200	Tender not yet approved	
367	3,063	3,063	Tender not yet approved	
1,035	9,100	9,100	Main Tender not yet approved	
6,146	6,163	6,264	Oct-23	Dec-23
3,191	9,195	9,195	Mar-25	Mar-25
3,101	4,047	4,047	Mar-25	Mar-25
(648)	(650)	(648)	Mar-23	Mar-23
1,258	2,600	2,600		
4,387	6,461	7,415		
19,045	45,179	46,236		
(648)	(650)	(648)		
19,693	45,829	46,884		

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 30/06/2024	Projected Outturn 2024/25 £000
Energy Efficient	9,683	(7,100)	2,583	163	2,583
Net Expenditure	9,683	(7,100)	2,583	163	2,583
Receipts					
Gross Expenditure	9,683	(7,100)	2,583	163	2,583

Note 1				
Actual Project Cost to 30/06/2024 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
298	2,718	2,718	Mar-25	Mar-25
298	2,718	2,718		
298	2,718	2,718		

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 30/06/2024	Projected Outturn 2024/25 £000
Free from Serious Disrepair	4,550	1,850	6,400	228	6,400
Modern Facilities & Services	1,000	500	1,500		1,500
Healthy, Safe and Secure	2,710	804	3,514	172	3,514
Miscellaneous	1,437	686	2,123	191	2,123
Increased Supply of Council Housing	6,114	(4,312)	1,802	1,432	1,802
(Less External Funding)	(1,209)	514	(695)		(695)
Demolitions	10		10	6	10
Sheltered Lounge Upgrades	200		200	7	200
Improvement Plan		900	900		900
Net Expenditure	14,812	942	15,754	2,036	15,754
Receipts	(1,209)	514	(695)		(695)
Gross Expenditure	16,021	428	16,449	2,036	16,449

Note 1				
Actual Project Cost to 30/06/2024 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
1,546	7,184	7,634	Mar-25	Mar-25
17	1,050	1,517	Mar-25	Mar-25
6,775	9,298	9,298	Mar-25	Mar-25
1,242	3,174	3,174	Mar-25	Mar-25
2,831	3,201	3,201	Mar-25	Mar-25
	(1,824)	(1,824)	Mar-25	Mar-25
31	35	35	Mar-25	Mar-25
24	200	217	Mar-25	Mar-25
	900	900	Mar-25	Mar-25
12,466	23,218	24,152		
	(1,824)	(1,824)	45,747	45,747
12,466	25,042	25,976	(45,747)	(45,747)

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 JUNE 2024

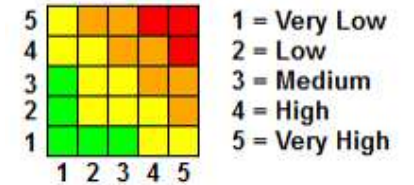
Appendix 3

	<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 Jun 2024 £000</u>	<u>Projected Outturn 2024/25 £000</u>	<u>Variance £000</u>	<u>Actual Spend to 30.6.2024 as a % of Revised Budget</u>
Capital Expenditure 2024/25							
Tackle Climate Change and reach Net Zero carbon emissions by 2045							
Energy Efficiency	9,683	(7,100)	2,583	163	2,583	-	6%
Build Resilient and Empowered Communities							
Free from Serious Disrepair	4,550	1,850	6,400	228	6,400	-	4%
Modern Facilities and Services	1,000	500	1,500		1,500	-	0%
Healthy, Safe & Secure	2,710	804	3,514	172	3,514	-	5%
Miscellaneous	1,437	686	2,123	191	2,123	-	9%
Increase Supply of Council Housing	6,114	(4,312)	1,802	1,432	1,802	-	79%
Demolitions	10		10	6	10	-	60%
Sheltered Lounge Upgrades	200		200	7	200	-	4%
Improvement Plan		900	900		900	-	0%
Capital Expenditure 2024/25	25,704	(6,672)	19,032	2,199	19,032	-	12%
Capital Resources 2023/24							
Expenditure Funded from Borrowing	22,864	(6,158)	16,706	2,199	16,706	-	
Capital Receipts, Grants & Contributions - project specific							
Scottish Government Grants	1,209	(514)	695		695	-	
Capital Funded from Current Revenue							
Council Tax discount reductions used to fund affordable housing	450		450		450	-	
Capital Receipts, Grants & Contributions							
Receipts from Owners	450		450		450	-	
Capital Receipts:-							
Sale of Assets - Land	731		731		731	-	
	25,704	(6,672)	19,032	2,199	19,032		
Capital Expenditure as % of Capital Resources	100%		100%		100%		

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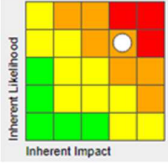
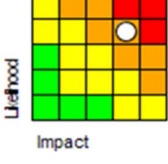
APPENDIX 4

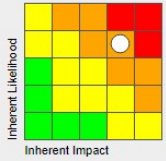
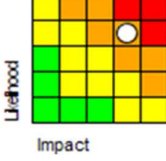
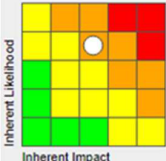
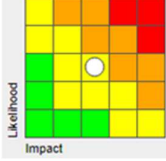
Pentana Risk Matrix



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

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"> Capital monitoring processes ensure overspends are highlighted as soon as known and corrective action taken. 	
<p>3.Estimated Completion date for the Project</p>	<ul style="list-style-type: none"> Extreme weather conditions can delay progress Unforeseen issues can arise once project starts e.g. ground conditions Under performance in the materials supply chain. 	<ul style="list-style-type: none"> Delay in the asset becoming operational. Negative press coverage for Council Service delivery impacted due to delays in completing works. 	<ul style="list-style-type: none"> Potential additional revenue costs as asset not operational and ready to be used, Delay In achieving revenue savings from the project. Knock on effect of not being able to progress subsequent projects, as staff engaged on delivery of current project. Potential additional capital costs where equipment has been hired. Potential claim from contractors for extension of time. 		<ul style="list-style-type: none"> 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. 	

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"> Uncertain market conditions, e.g. level of interest rates and inflation, means housing developers are not purchasing sites for development. Abnormals can reduce the value of the site being marketed. Brownfield sites have higher level of abnormals due to contamination etc. Uncertain economic/world means businesses are not expanding. 	<ul style="list-style-type: none"> Less funding available to fund current capital programme 	<ul style="list-style-type: none"> Alternate capital resources identified to compensate for the shortfall, if possible. Capital programme is reprioritised to take account of the funding shortfall 		<ul style="list-style-type: none"> Robust monitoring of the projected capital receipts by officers from City Development and Support services, means any shortfalls are identified and remedial action taken. 	
<p>5.Delays in Capital Receipts being Received</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Less funding available to fund current capital programme in the short term 	<ul style="list-style-type: none"> Capital programme is slipped to take account of the delays in receiving the capital receipts 		<ul style="list-style-type: none"> 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. The capital expenditure programme naturally slips due to external factors, so any delays in 	

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

REPORT TO: CITY GOVERNANCE COMMITTEE – 19 AUGUST 2024
REPORT ON: REVENUE MONITORING 2024/2025

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 202-2024

1 PURPOSE OF REPORT

1.1 To provide Elected Members with an analysis of the 2024/25 projected revenue outturn as at 31 May 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 May 2024 the General Fund is projecting an overall overspend of £5.084m 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 £3.658m and detailed in second column of Appendix A as virements to the previously approved Revenue Budget;
- (c) note that as at 31 May 2024 the Housing Revenue Account (HRA) is projecting an overspend of £0.400m 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 are developing financial recovery plans to bring expenditure within budget in the current financial year and these will be reported back to the Committee. In addition, officers 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 May 2024 is projecting an overspend of £5.084m against the adjusted 2024/25 Revenue Budget. The impact this would have on the Council's General Fund Balances is outlined below:

General Fund	Opening Balance 1 April 2024 £000	(Surplus) / Deficit for the Year £000	Projected Balance 31 March 2025 £000
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	1,982	720

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
Total earmarked funds	67,916	9,322	58,594
Unallocated Balance	9,815	5,084	4,731
Total General Fund	77,731	14,406	63,325

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

- 3.2 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 latest pay offer is 3.2%. 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 in excess of 3%. Officers will reflect in future reports the actual increase once pay negotiations are concluded.
- 3.3 Based on the financial information available as at 31 May 2024 the HRA outturn position for 2024/25 is projecting an overspend of £0.400m. 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 May 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.

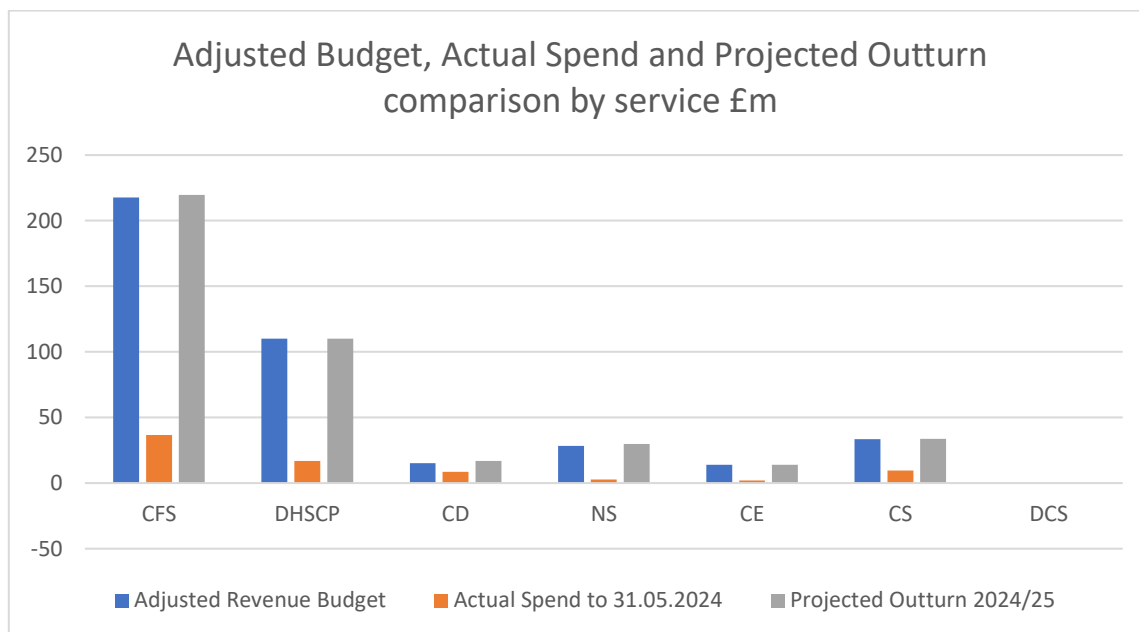
Appendix B lists the key strategic, operational and financial risks being faced by the Council.

5 GENERAL FUND SERVICES - MONITORING POSITION AS AT 31 MAY 2024

- 5.1 The forecast position as at 31 May 2024 for General Fund services is summarised below.

	(Under)/ Over Spend as at 31 May £m
Net Expenditure	5.227
Sources of Income	(0.143)
Net projected reduction uncommitted balances	5.084

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



6 DETAILED ANALYSIS

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

6.1 Children & Families Services: £2.039m overspend

	£m
Projected overspend in LGE mainly as result of demand for Additional Support Needs staff	1.326
Projected increase in Non-Domestic Rates payable due to the increase in poundage rate for properties with Intermediate and Higher rateable values	0.529

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 that teachers budget will break even.

6.2 Dundee Health & Social Care Partnership (DHSCP)

Under the risk sharing arrangement reflected in the Integration Scheme, the Integration Joint Board (IJB) retains any underspend within its reserve balances for investment in integrated health and social care services in future years. Any overspend is met from available reserves in the first instance. In accordance with the Integration Scheme, any projected overspend requires the development of a recovery plan with NHS Tayside and the DHSCP. The DHSCP is continuing to respond to changes in demand and demographics, and in particular staffing challenges, complexity of needs in community settings, and the wider impact of whole system pressures across health and social care sector. An overspend is expected in 2024/25 and details will be reported to the Integrated Joint Board on 21 August 2024. The Council will work with NHS Tayside and the DHSCP to establish a recovery plan. It is anticipated that there will be no additional contribution requirement from Dundee City Council in 2024/25 due to the current level of DHSCP reserves.

6.3 City Development: £1.697m overspend

	£m
Projected overspend in property mainly due to costs of unplanned and health and safety related repairs	1.370
Forecasted reduction in income relating to the decrease in off-street parking income	0.700
Funded by earmarked Covid earmarked 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

The Executive Director of City Development is reviewing whether 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 value of fines issued to 28 July 2024 amounted to £314k though it should be noted that there will be a degree of unrecoverable fines the extent of which is not yet known. This compares with an estimated cost of £230k for operating the LEZ in 2024/25.

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: £1.302m overspend

	£m
Projected underspend in staff costs due to vacancies	(0.497)
Projected overspend in waste management third party payments, mainly relating to increased MEB Gates Fees due to increased tonnage and forecasted lower additional income expected to be gained from excess revenue share for the waste to energy contract	1.012
Projected shortfall in income generated from trade waste and recyclables	0.249
Streetscene & Land Management: income mainly from projects, interment fees and ground maintenance activities are forecasted to be lower than budgeted	0.505

6.5 Corporate Services: £0.169m overspend

	£m
Projected underspend in staff costs due to various vacancies	(0.433)
Overspend in supplies and services relating to increased IT licence fees and expenditure on electoral registration activities	0.134
Projected deficit relating to Scientific Services as a result of other local authorities no longer participating in this arrangement. In addition, fees and charges are lower than budget due to reduced income for underground garage.	0.347

6.6 Council Tax: (£0.143m) underspend

	£m
There is a projected underspend on Council Tax Reduction if uptake continues at current levels. There has been a gradual reduction in caseload since April 2024.	(0.143)

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: £2.000m 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 outcome of this review 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 re-opened. 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. It is too early in the year to assess the likelihood or otherwise of this particular assumption and we will update likely outturns when we can. 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 MAY 2024

8.1 The forecast position as at 31 May 2024 for the HRA is summarised below:

	(Under)/ Over Spend as at 31 May £m
Net Expenditure	0.500
Sources of Income	(0.100)
Net over/ (underspend)	0.400

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 May position are shown in the table below. These figures reflect movements for the full year to date.

	£m
Additional void costs due to empty properties being let for longer than budgeted	0.500
Additional rental income	(0.100)

- 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

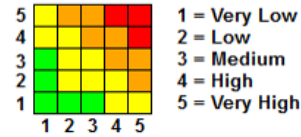
08 AUGUST 2024

DUNDEE CITY COUNCIL							
2024/2025 REVENUE OUTFURN MONITORING							
PERIOD 1 APRIL 2024 - 31 MAY 2024							
	Approved		Adjusted		Projected		Actual
	Revenue	Total	Revenue	Actual	Projected	Variance	31.05.2024
	Budget	Budget	Budget	Spend to	Outturn	Over/(under)	as a % of
	2024/25	Adjustments	2024/25	31.05.2024	2024/25	spend	Adjusted
	£m	£m	£m	£m	£m	£m	Budget
General Fund Services							
Children & Families	213.996	3.658	217.654	36.564	219.693	2.039	17%
Dundee Health & Social Care Partnership	110.180		110.180	16.925	110.180	0.000	15%
City Development	15.258		15.258	8.554	16.955	1.697	56%
Neighbourhood Services	28.439		28.439	2.672	29.741	1.302	9%
Chief Executive	13.835		13.835	1.904	13.835	0.000	14%
Corporate Services	33.568		33.568	9.471	33.737	0.169	28%
Construction Services	0.000		0.000	(0.184)	0.000	0.000	
	415.276	3.658	418.934	75.907	424.141	5.207	18%
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	(2.399)	10.879		10.879		
- New monies	0.599	1.790	2.389		0.599	(1.790)	
Tayside Contracts surplus	(0.343)		(0.343)		(0.343)		
Corporate Fleet	0.000		0.000		2.000	2.000	
Miscellaneous Items	(2.044)		(2.044)	(0.341)	(2.044)		17%
Discretionary Non Domestic Rates (NDR) Relief	0.392		0.392	0.483	0.392	0.000	123%
Supplementary Superannuation Costs	2.938		2.938	0.676	2.746	(0.192)	23%
Tayside Valuation Joint Board	0.945		0.945	0.155	0.945		16%
Empty Property Relief Devolution	1.048		1.048	0.175	1.048		17%
Total Expenditure	455.017	3.049	458.066	77.056	463.292	5.225	17%
Sources of Income							
General Revenue Funding	(304.241)	(3.049)	(307.290)	(74.607)	(307.290)		24%
Contribution from National Non Domestic Rates (NNDR) Pool	(73.695)		(73.695)	(12.283)	(73.695)		17%
Council Tax	(63.906)		(63.906)	(13.629)	(64.049)	(0.143)	21%
Assumed SPPA Teachers Superannuation Contrib	(2.280)		(2.280)	(0.380)	(2.280)	0.000	17%
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		
(Surplus)/Deficit for the year	0.000	0.000	0.000	(23.843)	5.084	5.084	
(Surplus)/Deficit for Housing Revenue Acct	0.000	0.000	0.000	(5.654)	0.400	0.400	

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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"> Government policies and regulations Poor economic conditions Impact of rising price rises e.g. energy 	<ul style="list-style-type: none"> Increased financial cost / rising prices Potential budget overspends Potential for interest rate rises through intervention measures 		<ul style="list-style-type: none"> Corporate Procurement strategy in place, including access to nationally tendered contracts for goods and services Fixed price contracts agreed for major commodities i.e. gas and electricity. Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements. 	n/a	
2. Capital Financing Costs - level of interest rates paid will be greater than anticipated.	<ul style="list-style-type: none"> Substantial decline of global financial market Economic factors impacting on interest rates 	<ul style="list-style-type: none"> Increased borrowing costs Greater return on investments / cash balances 		<ul style="list-style-type: none"> Treasury Management Strategy. Limited exposure to variable rate funding. Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible. 	n/a	
3. Unforeseen new cost pressures arising during the course of the financial year.	<ul style="list-style-type: none"> Financial constraints Demand pressures Cost of Living 	<ul style="list-style-type: none"> Potential overspends 		<ul style="list-style-type: none"> Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements. 	n/a	
4. Chargeable income budget not achieved.	<ul style="list-style-type: none"> Reduced demand for chargeable services, for example due to cost of living crisis Market competition 	<ul style="list-style-type: none"> Loss of income Revision of budgeted income collection levels required 		<ul style="list-style-type: none"> Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements. 	n/a	

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ITEM No ...5.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 19 AUGUST 2024

REPORT ON: CHIEF EXECUTIVE’S SERVICE PLAN 2023 - 2028 – PROGRESS REPORT FOR 2023-24

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 206-2024

1.0 PURPOSE OF REPORT

To update elected members on progress made in Quarters 3 and 4 during financial year 2023/24 in relation to the Chief Executive’s Service Plan for 2023 - 2028.

2.0 RECOMMENDATIONS

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

3.0 FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4.0 BACKGROUND

4.1 In March 2021, elected members endorsed the Council’s Performance Management Framework (Article V of the minute of the meeting of Policy & Resources Committee on 8 March 2021, Report No: 66-2021, refers). This framework was reviewed following the 2020 Best Value Assurance Report and sets out the arrangements for performance management across the Council. It also sets out how local priorities for managers and employees at individual, team, service, and directorate level are identified and connected through the strategic objectives of the Council and the Dundee Partnership to the National Performance Framework and to the UN Sustainable Development Goals.

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

4.3 The Chief Executive’s Service Plan (Article IV of the City Governance Committee on 21 August Report No: [119-2023](#)) sets out the strategic direction for the service for the next five years (financial years 2023/24 to 2027/28) and outlines the key priorities and improvements which the service intends to deliver, based on the financial and employee resources which are expected to be available. It also sets out in more detail the service’s key responsibilities and identifies the key actions to be undertaken to meet these priorities, as well as the performance indicators which will be used to monitor progress.

5.0 PROGRESS SUMMARY

5.1 The report attached as Appendix 1 is the second mid-year progress report in relation to this Service Plan and it covers performance for Quarters 3 and 4 of financial year 2023/24. It provides an update on the performance indicators and actions under each priority theme in the plan and, where required, identifies further improvement activity to achieve the targets and actions in the plan. The Service Plan Improvement Action Plan can be found on page 25.

5.2 14 out of the 18 (78%) indicators in the plan have improved or maintained since the last progress report and 12 of the 18 (67%) are on target or within the target threshold.

5.3 The service has made good progress towards the key priorities during the first year of the plan with 30 of the 32 actions on schedule for completion by the due date. This includes 6 actions which have completed in the year 2023/24. Action has been taken to address progress with the two actions which are currently behind schedule, and these are due to be completed during 2024/25.

6.0 POLICY IMPLICATIONS

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

7.0 CONSULTATIONS

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

8.0 BACKGROUND PAPERS

None.

GREGORY COLGAN
CHIEF EXECUTIVE

7 AUGUST 2024

ANDREA CALDER
HEAD OF CHIEF EXECUTIVE'S SERVICE

Chief Executive's Service

Service Plan 2023-2028



Dundee City Council
www.dundeecc.gov.uk **CHANGING FOR THE FUTURE**

Chief Executive's Service

Performance Report June 2024

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Executive Summary by Head of Chief Executive's Service

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

Strategic Planning

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

The second annual report was prepared on the **Council Plan** setting out progress during 2023/24 and considered by the City Governance Committee in June 2024. The first six monthly progress report for 2024/25 (Year 3) will be considered by Committee in December 2024.

The second annual report on the City Plan is also being prepared and will be considered by the Dundee Partnership in September 2024. This will subsequently be reported to the City Governance Committee in October 2024.

Best Value

A report by the Accounts Commission on their findings on best value in Dundee City Council stated "It is clear that the effective leadership provided by officers and elected members is an area of strength for the council. This is demonstrated in the clarity and coherence of the council's vision and planning, its alignment of resources with its priorities, and its fair and balanced public performance reporting" It also noted they "welcome the council's commitment to continuous improvement, and commend the council for the progress it has made since the Best Value Assurance Report in September 2020, and are pleased to note that it has implemented all our recommendations". There were five further recommendations made in the Best Value audit three of which were already included in this Council Plan in relation to Community Asset Transfer, Participatory Budgeting and the Long-Term Financial Strategy. Significant progress has been made on these actions, with the action to 'Increase community ownership of Council owned assets' 70% complete, the action to 'Maximise participatory budgeting in all forms' 90% complete, and the action to 'update the Long-Term Financial Strategy to reflect new Council Plan priorities' 100% complete.

Fairness

Dundee's fifth **Fairness and Local Child Poverty Action Report (LCPAR)** was prepared and considered by the Dundee Partnership, Fairness Leadership Panel and City Governance Committee. The report reflected the work undertaken by the Dundee Partnership aimed at addressing poverty and its wider societal impacts on our communities. The report provided an update on progress and developments for the whole of 2022/2023 and gave a comprehensive picture of the expansive ways that Dundee is attempting to reduce child and household poverty. The subsequent report for 2023/24 was approved in June 2024.

Efforts continue to support communities who are experiencing the worst impacts of the ongoing cost-of-living crisis that is exacerbating all aspects of poverty in our disadvantaged communities. Work continues. This includes the Local Fairness Initiatives in Linlathen and Stobswell West. The presence of the joint Child Poverty Pathfinder in Linlathen is continuing to promote improved employability opportunities and outcomes. While the process in Stobswell West is not as fully developed, support from the Scottish Government allowed staff from the Dundee International Women's Centre to begin outreach to identify and support priority families.

The **Fairness Leadership Panel** held its second Annual Conference on 9 November 2023. The conference looked at the work required to address the cost-of-living crisis, the new employability approach in the city and the local fairness initiatives. Progress was presented on the annual Fairness and Child Poverty Report and a user-friendly summary was launched. A report on the discussions and proposals emerging from the conference was published by the end of 2023. Key actions from the

conference will be developed by the Fairness Leadership Panel during 2024. Topics agreed for additional investigation during 2024 include mental health, housing and in the last year, the Panel has influenced policies and services relating to employability, public debt and customer services.

There are now 128 Living Wage accredited employers headquartered in Dundee representing a modest increase from 122 in 2022/23. New targets have been set for achieving 160 **Living Wage** companies and organisations in Dundee by 2025. Dundee University is the most recent anchor organisation to accredit. Overall, 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. It is notable that the rate of increase in accreditations is slowing and there are emerging signs of employers struggling to maintain their commitment.

The work emerging from the Cost-of-Living summits in 2022 continued in 2023/24 with additional funding pledged to address the impacts of rising costs on households. In addition to £500,000 allocated for emergency food distributed through the Dundee Community Food Network, further community food grants totalling £46,650 were given to small projects in Lochee, Strathmartine, North East, East End and Maryfield wards.

Annual consultations with residents of the city have taken place since implementation of the Access to Free Period Product Act in 2021, the most recent being in March 2024. Residents were asked for feedback on whether and how they have accessed free period products, what they accessed and how their experience was. Questions were also asked about any obstacles they faced and what improvements could be made. The most popular methods of access in the community were at GP practices and community centres and nearly 70% of respondents felt comfortable accessing products. Single use products were the most popular. There remains scope to improve community awareness about eligibility criteria for accessing free products and where they can be found.

The Dundee Partnership Team (DPT) continues to coordinate and administer the Community Regeneration Fund, working closely with Neighbourhood Services' Community Empowerment Team (CET). The DPT receive all new applications and ensure that these are held securely, separating any applicant data from the main application.

In 2023/24, a total of £804,531 was allocated, with £107,524 remaining (these figures include a £138,000 carry forward of funds from 2023-24). The allocations from March 2023 to March 2024 are made up of:

- 117 Small Grants totalling £232,910.
- 41 Youth Inclusion grants totalling £223,086.
- 18 Physical / Environmental Improvement grants totalling £348,535.

Equalities

Following the launch of the Scottish Government's new **national British Sign Language (BSL) Plan** in November 2023, Dundee City Council developed their new BSL Local Plan for 2024-30 and this was published April 2024. It was produced in partnership with Angus Council, Perth and Kinross Council and NHS Tayside. Several consultation events were held involving the Deaf BSL user community and their representative organisations. The plan also highlighted significant achievements over the last six-year plan period including better access and support to children and young people, development for young BSL users employed by the council and the production of a series of videos on how to access Dundee City Council services.

Over the last few months, the Community Planning Team have carried out several actions to support services with **Integrated Impact Assessment (IIA)**. These include development and delivery of enhanced training workshops for senior officers and managers, and provision of refresher information sessions and workshops for relevant officers. Further revisions will address legislative changes e.g. the Human Rights Act 1988, the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024, and the forthcoming duty relating to the Consumer Scotland Act 2020.

Communications

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

A digital-first approach means that corporate social media channels highlighting services, disseminating information in impactful ways, and providing immediate feedback now reach over 86,000 users – a 10% increase in the past year. Over half a million pages are viewed on the corporate website every month. The latest phase of the tourism focused 'Put Dundee on Your Map' delivered excellent, cost-effective visibility. It resulted in around 1.8million impressions and 375,000 video views. Engagement (not including video views) has also grown over the past year and has surpassed expectations and industry standards. Planning is now under way for phases two and three of this year's campaign, with an increased focus on radio, Spotify, web display and video channels.

Good progress has been made on inclusive communications. A session with Fairness Leadership Panel was held in May 2024, and feedback from this is being embedded in regular communications. Plans were put in place for inclusive pre-election communications and the Leisure and Culture services consultations.

Other major communications campaigns included raising awareness of the Low Emission Zone, promoting take-up of the new MyBins app and signposting to ongoing Cost of Living support. The page set up as a single source of Cost of Living help has now been viewed 34,537 times.

There has also been a significant focus on growing the use of OneDundee as an employee communications tool, including the On The Move version which can be accessed by all colleagues from any device. Use of the On The Move Version has grown significantly in recent months, reaching numbers of employees not seen since the early days of the Covid pandemic.

Transformation

The service continues to promote the Transformation Programme in several ways. Awareness raising sessions are taking place across the Council with service leadership teams and other groups of staff. Existing leaders and potential future leaders attending the Leading Team Dundee event in June 2024 learned more about the challenges we face as a council, the themes and projects contained within the Transformation Programme and the work of the Transformation Team.

A recent internal audit report regarding 'Service Design and Business Improvement' was approved at the Scrutiny Committee in June 2024 (report 171-24 appendix A refers). The recommendations from this report have been included as part of an overall Transformation Team Action Plan with responsible officers and timescales identified. These actions include reviewing our approach to project management, including the development of a project life cycle and a review of our approach to benefits identification and realisation and how resource transformation projects moving forward, including training.

National Entitlement Card

There are currently 83,409 citizens in Dundee with an NEC smartcard. An increase of almost 5,000 from last year. 84% of Under 22s have their NEC card for free bus travel and in our annual survey of Dundee young people the same proportion said they are doing more because of free travel. Coupled with the 963 young people with disabilities that already had a free bus NEC card this is close to 86% of this age group can take advantage of the free bus concession.

A National Fraud Initiative exercise was completed by NECPO in partnership with Audit Scotland, Transport Scotland and 30 of the 32 Scottish local authorities. This was aimed at identifying any National Entitlement Card being used for concessionary travel and comparing the NEC record against those of deceased persons. A follow up exercise is planned in the coming months.

NECPO continue to identify new business development opportunities for the card. Discussions are ongoing with Strathclyde Partnership for Transport (SPT) for the card to be used for the Strathclyde local ferry concession and Galashiels Academy for door and barrier access.

The NEC Team worked with The Improvement Service, Young Scot and Citizen Card to pilot a proof of age verification app at TRNSMT festival in July to reduce the risk of fake Young ScotNEC cards being used to gain access to the festival.

The team continued to chair the monthly National Entitlement Card stakeholder forum. This online meeting is well attended with often 60+ participants from all 32 Scottish local authorities, The Improvement Service, Transport Scotland, Young Scot and SPT.

Scottish Cities Alliance

The Alliance team are hosted by Dundee City Council but have separate funding and governance arrangements and are committed to fostering local and national collaboration, ensuring Scotland's cities are globally competitive destinations for investment. For noting their annual report for 2023/24 has been published and is available [SCA-Annual-Report-2023-2024.pdf \(scottishcities.org.uk\)](#)

Chief Executive’s Service Overview

Service Priorities are aligned to the Council Plan priorities below:



Key Performance Indicators Summary 2023/24

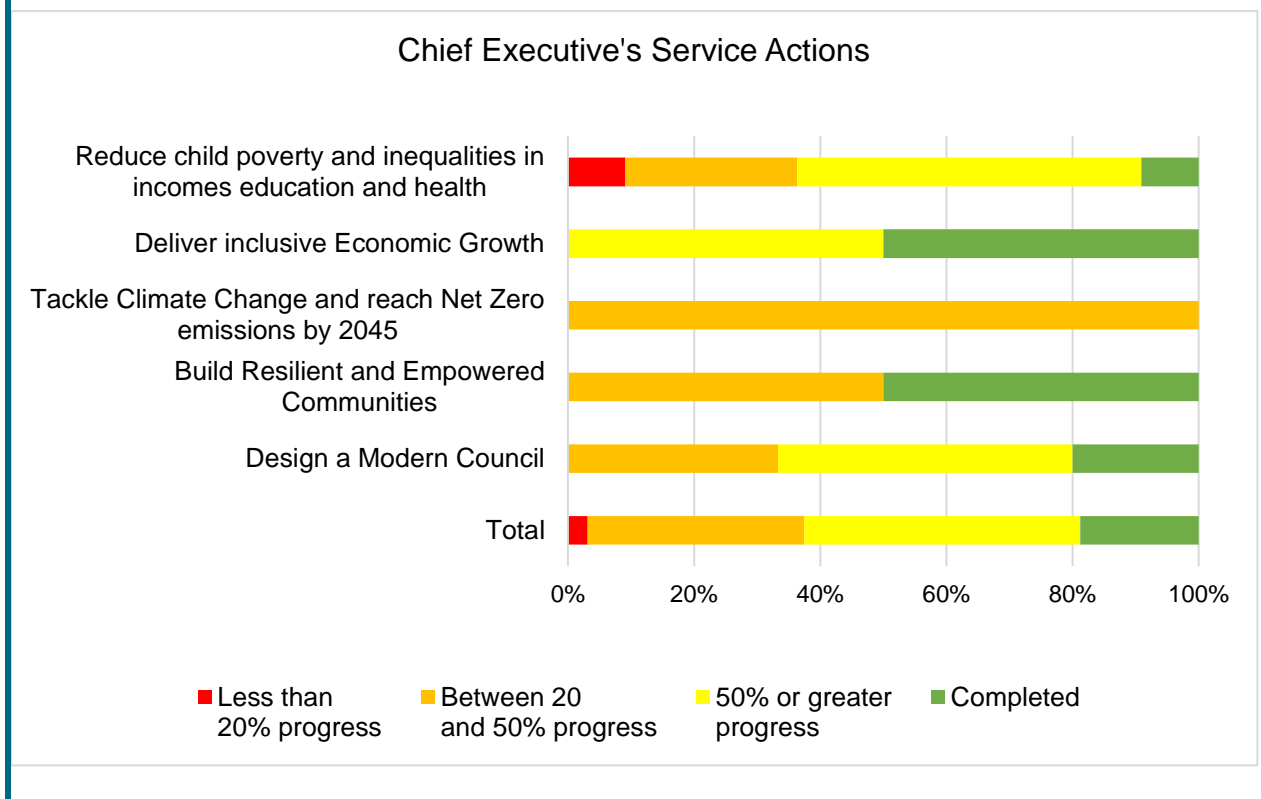


Annual Trend of Performance Indicators

14 Improving and Maintaining ↑
 4 Deteriorating ↓

Most Improved PI's ↑	Most Deteriorated PI's ↓
% of equality outcome actions completed (↑53.8%)	% of stage 1 complaints responded to within target or agreed extended timescales (Council) (↓27.8%)
Percentage of under 22s saying they did more as result of the free bus scheme (attended educational, healthy, or social activity) (↑43.9%)	% City Plan indicators improving or maintained (↓15.0%) NB: see page 20 for further detail
Percentage of Council Plan Performance Indicators that are maintained and improving (↑41.6%)	Average number of working days lost through sickness absence per FTE employee in CEXs (↑2.94 days)

What Action Will We Take?



Actions which have been completed in the year 2023/24:

- Improve access for BSL users in Dundee.
- Implement the next phase of the city marketing campaign.
- Complete, review and implement changes to the structure and operation of the Dundee Partnership
- Embed the culture of regular performance reporting and use of Pentana across the Council.
- Improve inclusivity in our corporate communications.
- Develop real time monitoring data e.g., active travel and city centre foot fall.

Actions which are currently overdue:

- Ensure new software is developed and implemented to manage the complaint handling procedures and reporting requirements.
- Review our workforce data and ensure that succession planning arrangements to ensure that sufficient resources are in place to work on Council and our service priorities.


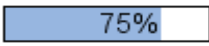
The tables below provide an update on progress towards targets and the actions being taken within each theme of the Service Plan. The following legends are used within the tables.

Performance Indicators Status Explained -

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

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

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

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

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Update on Progress on previously highlighted areas for improvement

The performance indicators below were highlighted as areas for improvement in the [Mid-year Progress Report](#) which was approved at the City Governance Committee on 8 January 2024. The table outlines the progress made on each highlighted indicator.




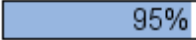

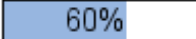

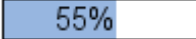
Performance Indicator to be Improved	Progress Made	Target Completion Date
Level of engagement with City Marketing Campaigns	At the end of Q2, this indicator was slightly short of the annual target by 3.4%. Engagement rose from 31,839 in Q1 & 2 to 57,486 in Q3 &4, a level which evidences satisfactory improvement.	June 2024 Complete
Quality Conversations	66.7% of Chief Executives Service employees have had Quality Conversation reviews. This indicator is improving, however is still short of the annual target of 100%. Now that the process has been adopted across the service, it is expected the target will be met during 2024/25.	June 2024 Carried forward to 2024/25 improvement plan
% of stage 1 complaints responded to within target or agreed extended timescales (Council)	This indicator has improved since this was highlighted as an area for improvement in the mid-year progress update (50.6% in Q1&2 to 59.5% in Q3&4). An improvement plan to set out further actions services can take to further increase performance will be considered by Council Leadership Team in September.	June 2024 Carried forward to 2024/25 improvement plan
Average number of working days lost through sickness absence per FTE employee in CEXs	The average number of working days lost has consistently decreased since the Q2 average of 6.62 days which was highlighted in the mid-year progress report. The Q4 average for this indicator was 3.17 days. The average days lost has fallen month by month from 6.75 days in October 2023 to 2.25 days in March 2024, below the target of 3 days. The service will continue to monitor and ensure any supports needed are in place to reduce the number of days lost through sickness absence as much as possible.	June 2024 Complete


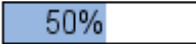

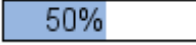

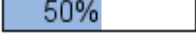

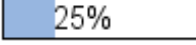
Detailed Updates by Priority Theme


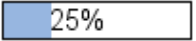

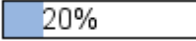




Reduce Child Poverty and Inequalities in Incomes, Health, and Education

	PI Short Name	2021/22	2022/23	2023/24 Mid-Year	2023/24	2023/24 Target	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Value				
	% of the Fairness and Child Poverty Plan indicators improving	0%	40%	44%	52%	42%			The performance indicators contained in the Fairness Action Plan are reported on an annual basis. 13 of the 25 indicators (52%) have improved from the previous year.
	Uptake of period products	135,274	561,715	388,578	532,212	567,332			There has been an increase in uptake of products within community settings this year, particularly across the third sector, food larders etc. There has been a slight reduction in those provided via the home delivery service.
	Percentage of age 5-22 population provided with an NEC Card	42%	73%	72%	82%	75%			There are now 25,898 under 5–21-year-olds with an NEC card which includes free bus travel. This equates to 84% of the Dundee under 5-21 population.
	Percentage of under 22s saying they did more as result of the free bus scheme (attended educational, healthy, or social activity)	-	57%	n/a	82%	60%		n/a	82% of respondents who currently have an NEC for free bus travel agree that they are now able to do more things since receiving their cards.
	% of equality outcome actions completed	-	39%	44%	60%	50%		n/a	Progress continues to be made in completion of actions by all services. The Corporate Equality & Diversity Steering Group assists this process by reviewing progress made at each meeting and group members encourage and support Officers within their service area to complete their actions.

	Action Title	Progress Bar	Due Date	Latest Update
	Improve access for BSL users in Dundee		30-Sep-2024	<p>The BSL (Scotland) Act 2015 requires each public body in Scotland to develop and publish a local 6-year plan which demonstrates how they will work towards implementing the national plan. A new 6-year Plan has been developed which sets out the goals and actions for Dundee City Council from 2024-2030. The local plan is framed around the goals in the national plan.</p> <p>The Dundee plan has been developed through an extensive engagement and consultation process over a six-month period involving both local and national partners. These include the Scottish Government, The British Deaf Association (BDA), Deaf Links, the Council's Corporate Equality & Diversity Steering Group, BSL users from our local deaf community, North East Sensory Services (NESS), as well as input from local deaf children & young people from Craigie High School and Claypotts Castle Primary School. Four local BSL Stakeholder events were held across the city with between 15 and 25 BSL users in attendance at each event; thus, ensuring the voices of local people with lived experience were provided with the opportunity to help shape this plan. In addition, feedback and information from national Scottish Government and BDA events and workshops has been included in the plan.</p> <p>The BSL Plan also aims to achieve equal access to services and support for services by BSL users. The latest available data indicates that there are more than 400 people in Dundee who use BSL at home. A priority in this plan is to ensure that BSL users throughout the city have equal access to services that are welcoming, inclusive, fair and focused on their needs.</p>
	Take up of National Entitlement – Under 22s NEC card for free bus travel		30-Apr-2026	There are now 25,898 under 5–21-year-olds with an NEC card with the free bus travel on it. That is 84% of the Dundee under 5-21 population. Coupled with the 963 young people with disabilities that already had a free bus NEC card this is close to 86% of this age group can take advantage of the free bus concession.
	Monitor progress of the Local Fairness Initiatives to ensure support and engagement across council services, as well as implementing changes to services or policies, as appropriate		31-Mar-2027	<p>Progress reports on progress for the Local Fairness Initiatives in Linlathen and Stobswell West were presented to the Council Leadership Team and the Dundee Partnership Management Group in January and March 2024 respectively. These reported on additional advice and benefit support, community engagement and employability efforts.</p> <p>Strategic 'asks' were identified in relation to phase 2 of the LFI and these are being further developed with strategic partners.</p>
	Promote uptake of free period products		31-Mar-2028	Consultation took place in March/April 2024 to gather feedback on current provision.

	Action Title	Progress Bar	Due Date	Latest Update
	Implement identified areas for improvement of the Integrated Impact Assessment procedures and carry out regular reviews of IIAs		01-Apr-2026	<p>Following the 2023 review of the IIA process, several actions were taken forward. These included:</p> <ul style="list-style-type: none"> Email updates on changes to the guidance and a reminder of good practice to all trained officers and managers. Refresher training sessions were held during November 2023. These also included several officers who were either new in post or missed the previous training sessions. Advanced IIA training sessions were held in November 2023 and January 2024. These focussed on the importance of carrying out thorough IIAs where difficult decisions had to be considered. Committee Services staff had a specific session as their November 2023 team meeting, dedicated to covering their role in the process. The Chief Executive's Services also had a dedicated session on IIAs in January 2024. The IIA Guidance document was updated in December 2023, with all trained officers receiving notification of this. <p>Ongoing work for 2024 will look at incorporation of further criteria around Human Rights, the Consumer Duty which has recently come into force and a Health impact assessment.</p>
	Deliver on the Mainstreaming Equalities Report Action Plan		31-Mar-2025	As at May 2024, 45 (52%) of the 87 individual actions contained in the Mainstreaming Equalities Plan have been completed. The remaining actions within the plan are progressing.
	Jointly facilitate the work of the Dundee Fairness Leadership Panel and convene annual Fairness Leadership Panel conferences.		31-Mar-2028	The Panel has agreed its priorities for the year ahead. Three sub-groups will focus on housing, mental health and pressures on frontline projects in the third sector. Members of the Panel influenced the content of the recently approved Fairness and Child Poverty annual report and are soon to co-produce the subsequent easy-access summary.
	Develop a longer-term emergency food approach based on the Cash First principles to promote financial security to prevent ongoing food need		31-Mar-2025	<p>In order to address future sustainability of emergency food provision, several steps have been taken over this past year, and are continuing to be developed:</p> <p>1. Addressing the underlying need: Local food providers in Dundee play a role in implementing cash-first solutions. A growing number of community-based projects enable households routes into advice services and access to cash alternatives to food bank referrals. Faith in Community Dundee, partnering with Statutory and Third sector advice agencies, are working to embed the cash first approach across the Network to increase households' disposable incomes. 17 people attended Community Guiders training across 2</p>

	Action Title	Progress Bar	Due Date	Latest Update
				<p>different cohorts (October 2023 and March 2024), and we now have Community Guider trained volunteers and staff from a range of community projects. Plans are now in motion to start rolling the training out to frontline services both within Dundee City Council and third sector services to promote and implement the Cash First strategy as widely as possible.</p> <p>2. Locality approach: ward meetings are taking place with Community Empowerment Team and food projects based within specific wards to look at availability of emergency food provision across the locality, to avoid duplication and maximise access for residents throughout the week.</p>
	<p>Conduct an annual impact survey in Dundee on increased inclusion of children and young people and their families from free travel (per year up to 2026)</p>		<p>01-Apr-2026</p>	<p>The survey results show that the free bus pass for under 22s has had a positive impact on young people's lives. It has removed the barrier of cost for many young people and their families, and as a result it has improved young people's ability to travel, socialise, and take part in a new wide range of activities.</p> <p>Out of 1,292 Responses, 81% currently have an NEC for free bus travel. Of the 19% who don't, or are not sure if they do, 68% are planning to apply for one. The proportion of responses by age group were:</p> <ul style="list-style-type: none"> • 41% were under 12 years of age. • 41% were 12-15 years of age. • 18% were 16-21 years of age. <p>94% agree that they can save money by using an NEC for free bus travel, and 92% agree that the free bus card policy will make a difference on helping with the cost of living for families.</p> <p>76% agree that the free bus card policy will have a significant positive impact on the environment, and 55% of respondents told us they would have to rely on a car for transport without their NEC for free bus travel. 53% disagree that the free bus card policy has a negative impact on their community area while only 17% agreed and 30% were neutral. 83% agree that they have used the bus more since getting an NEC for free bus travel. 82% agree that they are now able to do more things since getting an NEC for free bus travel.</p>
	<p>Produce annual Fairness and Child Poverty progress reports</p>		<p>31-Mar-2028</p>	<p>The annual Fairness and Child Poverty Action Progress Report for 2023/24 for Dundee was approved by the City Governance Committee on 24 June 2024. Progress on the performance indicators included in the action plan are measured as a performance indicator within this Service Plan Report (see pages 11 and 12).</p>
	<p>Publish Community Profiles using Census and related data</p>		<p>31-Oct-2024</p>	<p>Census data started being released monthly in May 2024. Data is released by topic and is due to be complete by September 2024. Profiles are currently being prepared at a City and Ward level, these will be done by topics as available and About Dundee will be completed once all data is available.</p>



Delivering Inclusive Growth and Community Wealth Building

	PI Short Name	2021/22	2022/23	2023/24 Mid-Year	2023/24	2023/24 Target	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Value				
	Level of engagement with city marketing campaigns	58,545	88,021	31,839	89,325	92,422			Reflects the Put Dundee On Your Map city marketing campaign plus engagement with native content on One City Many Discoveries social media channels. The focus of the Put Dundee on your Map campaign this year has switched to video views which are not recorded as "engagements" under this measure. The campaign has more than surpassed expectations and industry standards.
	Number of living wage accredited employers based or headquartered in Dundee	100	122	130	128	120			In Q4 of 2023/24 there were 5 closures of accreditations, reducing the total number of Living Wage employers based or with Headquarters in Dundee from 133 to 128. Some closures were due to the businesses ceasing their operations, others due to the financial burden on companies because of cost increases and ongoing budget pressures.

	Action Title	Progress Bar	Due Date	Latest Update
	Implement the next phase of the city marketing campaign	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2024	The last phase of city marketing campaign was procured and developed in conjunction with BrightSignals and the tourism leadership group.
	Increase the impact of the Dundee Living Wage City campaign	<div style="width: 80%;"><div style="width: 80%; background-color: #4f81bd; color: white; text-align: center;">80%</div></div>	31-Mar-2028	A conference was held in Michelin Scotland Innovation Parc to celebrate the 5th anniversary of Dundee's accreditation as the UK's first Living Wage City. Discussions focused on maintaining momentum and promoting the Living Wage Hours approach. Preparations are underway for Living Wage Week in November 2024.



Tackle Climate Change and Reach Net Zero Emissions by 2045

	PI Short Name	2021/22	2022/23	2023/24 Mid-Year	2023/24	2023/24 Target	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Value				
	Number of Citizens with NEC smartcard	75,605	78,613	80,928	83,204	84,417			The number of Dundee citizens with an NEC card has increased by almost 5,000 over the past year.


	Action Title	Progress Bar	Due Date	Latest Update
	Work with partners to explore a digital NEC	<div style="width: 30%;"><div style="background-color: #0070C0; width: 30%;"></div></div> 30%	01-Apr-2025	Plans for a digital Young Scot National Entitlement Card (YSNEC) are progressing well. An app is being developed to work alongside the physical card and will allow YS cardholders to access location-based services. The aim is to look at a wider digital NEC once the YS project is launched.
	Promote take up of free bus travel on the NEC for all eligible groups	<div style="width: 25%;"><div style="background-color: #0070C0; width: 25%;"></div></div> 25%	01-Apr-2025	Nationally the NEC Local Authority Stakeholder Group meets regular to share best practice to ensure increase uptake of free bus travel. Local authorities also continue to expand the use of the NEC.



Building Resilient and Empowered Communities

	Action Title	Progress Bar	Due Date	Latest Update
	Improve inclusivity in our corporate communications.	<div style="width: 100%;"><div style="background-color: #0070C0; width: 100%;"></div></div> 100%	31-Mar-2024	<p>Inclusive communication is now embedded in our regular activity, although we will continue to monitor changes in the legislative framework. Below is a summary of the inclusive communication work being undertaken:</p> <p>The Communication Strategy approved by the Policy and Resources Committee on 31 October 2022 commits the Council to continue its longstanding approach of “digital by default” corporate communications, in keeping with the Council’s Digital Strategy. However, it also notes the importance of inclusive communication, reaching those who don’t have ready digital access or skills.</p>









			<p>The Communications team meets regularly with the city's Fairness Commissioners to discuss inclusive communications. This invaluable dialogue, which began during the Covid-19 pandemic, has helped to both shape the language used in public communications and the channels used to reach as many people as possible.</p> <p>Below are examples of how this inclusive approach has been adopted in practice:</p> <p>Radio: Commissioners identified radio as being a very effective channel for reaching diverse audiences. It was used regularly during the pandemic to provide citizens with updates on current restrictions and help available. Since then, it has also been adopted as a key part of the Cost of Living support communications strategy and supported several other key campaigns. It will also be central to the activity to raise awareness of Dundee's Low Emission Zone in, implemented in May 2024.</p> <p>Print and broadcast media: The Council continues to engage with the local press to raise awareness of policies and services. Over the last year, local journalists have received 188 news releases from the Council, while over 600 media inquiries were handled. Paid advertising has also supported some awareness-raising campaigns, including the Low Emission Zone and the Christmas in Dundee offering.</p> <p>Bus stops digital adverts: The Council has secured an agreement with Clearchannel, the operators of the many digital bus stop screens in Dundee, to use unsold advertising slots at zero cost. This was invaluable during the Covid pandemic and continues to this day. While the amount of advert "plays" varies and is out with the Council's control, it is often tens of thousands per week, located not just in the city centre but on key bus routes throughout the city. Up to three adverts are played "on rotation" at any given time, and recent messages promoted in this way have included 16 Days of Activism Against Gender-based Violence, the Council's budget consultation, Cost of Living support, awareness of the Council Plan and many more.</p> <p>Adverts on buses: The Council has used physical adverts inside buses and on the backs of buses to raise awareness of key campaigns. This was also recommended by the Fairness Commissioners as a way of reaching diverse audiences.</p> <p>TV advertising: Although used sparingly due to cost, TV advertising is an effective means of reaching citizens. Due to the importance of ensuring awareness of the impending Low Emission Zone restrictions, a campaign was deployed on STV during spring/summer 2023 with funding provided by Transport Scotland.</p> <p>Inclusive digital communications: The corporate website and the social media channels that support it are powerful tools in reaching citizens, with well over 100,000 individual users visiting the site every month. In line with legislation, the Council's IT department has been leading a project to ensure documents on the corporate</p>
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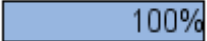






			<p>website are accessible to all users, including people with disabilities. The website also allows information to be translated into many different languages, and features BSL videos to help with accessing a range of Dundee City Council services.</p> <p>Printed materials: The Council continues to produce a wide range of printed materials, including posters and leaflets. These are designed to be accessible (e.g., for those with disabilities) and are widely distributed including community centres and libraries. During the recent Cost of Living campaign, business cards signposting people to help (including a dedicated telephone line) were created. Open Doors leaflets and posters were also distributed. Costs are low which makes this an effective form of communicating with citizens.</p> <p>The below is feedback from Dundee Fighting for Fairness, representing Dundee Fairness Leadership Panel, about the Cost of Living campaign:</p> <p><i>Communication around cost of living support was excellent. The Council's Communications Team really listened to people with lived experience, meeting with us before the campaign started and reviewing it throughout. They took on board our advice about the name, the visuals and the language used to make it more accessible. They also heard what we said about how this information was shared and used channels that made sure everyone could access the information. Getting the information where people go – bus stops and on the buses. Sharing the information where people listen – on the radio. And making sure no-one is digitally excluded, printing posters and leaflets and getting these delivered to people's homes. We think the team should be commended for their work and for making sure everyone in Dundee could access information that would help them through this time".</i></p>	
	Co-ordinate and administer the Community Regeneration Fund	40%	31-Mar-2028	The Dundee Partnership and Community Empowerment Teams work closely with the Forums to ensure applications meets the Council's priorities. In 2023/24, at total of £804,531 was allocated, with £107,524 remaining (these figures include a £138,000 carry forward of funds from 2023-24).


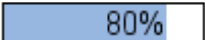

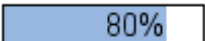

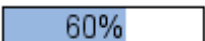

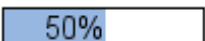


Designing a Modern Council and Transformation

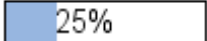
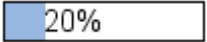
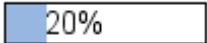
	PI Short Name	2021/22	2022/23	2023/24 Mid-Year	2023/24	2023/24 Target	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Value				
	Average daily website page view numbers		13,299	17,339	16,843	14,662		n/a	Website visitor numbers have exceeded the target for the previous 2 years.
	Number of engagements on Facebook per month		19,203	23,849	20,800	21,171		n/a	Although the average engagements per month for 2023/24 appears to be lower than was reported in the Q1 & 2 mid-year report, the number of times facebook analytics change is raising some concern about the validity of this measure and another way of measuring engagement in the future may need to be identified.
	Percentage of Council Plan Performance Indicators that are maintained and improving	50%	54.55%	68.18%	77.27%	66%			The Council Plan Annual Report 2023/24 was approved by the City Governance Committee on 24 th June 2024.
	Number of Social Media Followers	67,154	76,348	80,843	86,970	45,000			The number of followers on social media continues to increase year on year.
	% City Plan indicators improving or maintained	70%	63%	63%	53%	66%			At the time of preparing this report, the annual City Plan progress report is also being drafted. The position being reported within this report may change once all City Plan indicators have been updated. Any change will be reflected retrospectively in the next service plan progress report for Q1 & Q2 2024/25.
	% of FOI requests where response sent to Information Governance within 10 days (CEXs)	100%	85.29%	94.1%	95.06%	100%			In 2023/24 there were a total of 69 FOISA requests for the Chief Executive's Service. We fell short of the 100% target to respond within 10 days in the months of July 2023 (75%), January 2024 (80%) and March 2024 (85.7%). Response rates continue to improve.
	% of stage 1 complaints responded to within target or	82.96%	82.4%	50.6%	59.5%	100%			Work has continued through discussion at Council Leadership Team, emails to Directors, training sessions for officers, and discussion at the Complaints Review Group, to reinforce the

	PI Short Name	2021/22	2022/23	2023/24 Mid-Year	2023/24	2023/24 Target	Short Term Trend	Long Term Trend	Latest Update
		Value	Value	Value	Value				
	agreed extended timescales (Council)								importance of dealing promptly with complaints, as well as to a high standard.
	% of stage 1 complaints responded to within target or agreed extended timescale (CEXs)	100%	100%	100%	100%	95%			There were no complaints for the service during this period.
	Average number of working days lost through sickness absence per FTE employee in CEXs	0.79	2.7	6.62	5.64	3			<p>Although the annual average number of working days lost through sickness absence was 5.64, which is a deterioration on last year's position, this indicator improved throughout Q4 of 2023/24 and is continuing to improve through Q1 of 2024/25:</p> <p>Jan 4.17 days Feb 3.08 days Mar 2.25 days</p> <p>NB: as of June 2024, this had improved to 1.63 days and now sits well below the target of 3 days.</p>
	% of employees who have had 'Quality Conversation' reviews		0%	35.9%	66.7%	100%		n/a	This is the first year of the new annual process being deployed across services.

	Action Title	Progress Bar	Due Date	Latest Update
	Complete review and implement changes to the structure and operation of the Dundee Partnership	 100%	31-Dec-2023	The restructuring has been agreed with relevant Executive Boards disbanded and others streamlined.
	Embed the culture of regular performance reporting and use of Pentana across the Council	 100%	30-Jun-2025	A strong and effective culture now exists across the Council. Service and Council wide performance is regularly monitored and reported to City Governance Committee 6 monthly. Council Leadership Team has Performance as a standing item on the agenda for its monthly meetings and are appraised of key positives and possible areas of concern in relation to Council Plan, relevant service priorities and wider benchmarking data.
	Develop real time monitoring data e.g., active travel and city centre footfall	 100%	01-Apr-2024	The Briefcam data capture system has been collating data for over 6 months. Data is being extracted monthly and uploaded to the Open Data platform. Tailored requests in relation to footfall over event weekends such as the Food Festival has been provided to City Development.
	Provide training and quality assurance for the corporate complaints system.	 90%	31-Mar-2027	This action will never be entirely completed, as there will always be new staff or staff in new roles who need to attend training, as well as people who need refresher training. However, the online training sessions have been widely advertised since they started in early 2022, and so far, there have been 14 two-hour sessions delivered to over 160 employees. A further three in-person sessions covering the same materials have been delivered to a total of 26 employees. The latest online sessions were delivered in February 2024.
	Organise the Council's Outstanding Service and Commitment Awards (the OSCAs) and promote applications for national awards (in particular, the	 90%	30-Jun-2028	This action is an ongoing task so has not been marked as completed. The Council's own OSCAs were successfully run in 2022 and 2023 but were paused in 2024 due to key staffing changes. Teams have been encouraged to apply for the external awards.

	Action Title	Progress Bar	Due Date	Latest Update
	COSLA Excellence Awards and Scottish Public Service Awards)			
	Review our workforce data and ensure that succession planning arrangements to ensure that sufficient resources are in place to work on Council and our service priorities		31-Mar-2024	<p>An early priority was to review of each service to ensure continuity risk was reduced where we had very specialist or singleton roles. In the last 12 months, a particular focus was on development and knowledge transfer as there were changes in senior roles given the current age profile.</p> <p>Ongoing work now includes reviewing the structure, job roles and training plan to ensure there is resource to maintain the specialist skills and knowledge, report writing, and data analysis needed and to plan for succession and transformation of the service.</p>
	Ensure new software is developed and implemented to manage the complaint handling procedures and reporting requirements		31-Mar-2024	<p>Progress continues to be made developing a new system using the Firmstep/Granicus software, especially in relation to management of individual cases. However, further work needs to be done to complete the case management aspects and to develop the reporting function which is an integral part of the system. Progress has been complicated by the retirement of the officer who was working on this project and the need to decide on the best reporting tool to use. Other officers in IT have been tasked with completing the project and regular progress meetings are now taking place to monitor progress. A date for implementation has still to be confirmed, but the anticipated launch date of 1 April 2024 was not achievable. A revised project plan has been developed with a target completion date of 1 April 2025. This new target and progress made on this project will be reported in the next service plan progress report for Q1 and Q2 2024/25.</p>
	Ensure service budgets are actively monitored and agreed savings delivered		31-Mar-2028	<p>Regular monitoring meetings are in place within the service and with the accountant. Variances are reviewed and any pressures are being managed within the overall budget. The required savings for 2024/25 have been delivered.</p>
	Continue to monitor financial impacts on cultural organisations, we support financially		31-Mar-2028	<p>An annual process is in place for information gathering on financials, visitors, funding and recovery plans. Meetings are held as appropriate. The Tourism Leadership Group continue to work collaboratively around priorities for the city marketing budget.</p>

	Action Title	Progress Bar	Due Date	Latest Update
▶	Promote the use of the new Local Government Benchmarking Framework dashboard across the Council	50%	31-Mar-2026	The Performance Team continues to promote the use of the LGBF dashboard and provides demonstrations, updates and analysis to relevant officers on the release of new data from the Improvement Service.
▶	Update and publish a new Performance Management Framework	40%	31-Oct-2024	The revision of the Performance Management Framework has been rescheduled to later in 2024. The revision will take account of the outcome and any recommendations from a project currently being undertaken in relation to performance management activities across the Council.
▶	Lead the next phase of the Transformation Plan to Design a Modern Council.	30%	31-Mar-2027	<p>It is the intention to raise the profile of the Transformation Programme, and this will be carried out in several ways:</p> <p>Awareness raising has already started with an input to the Leading Team Dundee event in June 2024. As well as raising awareness, the purpose of the input was to help inform existing and potential future leaders as to the challenges we face as a council, the themes and projects contained within the Transformation Programme and the work of the Transformation Team.</p> <p>Work to create a transformation Sharepoint that will provide a 'one stop shop' for all information related to transformation including updates, toolkits and guides.</p> <p>Meetings with Service Management Teams have been scheduled to further promote the programme and consult on the draft Transformation Strategy.</p> <p>Work is underway to review our approach to project management, including the development of a project life cycle and a review of the templates and our approach to benefits identification, monitoring, delivery and reporting. It is also imperative that consideration is given to how we resource transformation projects moving forward and those colleagues who have undertaken project management, service design and/or Engage Modeller training have recently been surveyed to determine what scope there is to resource transformation activity moving forward.</p> <p>The internal audit report regarding 'Service Design and Business Improvement' was approved at the Scrutiny Committee on 26 June 2024 (report 171-24 appendix A refers). The recommendations have been included as part of an overall Transformation Team action plan with responsible officers and</p>

	Action Title	Progress Bar	Due Date	Latest Update
				timescales identified and much of this work is underway. Progress will be reported via the Chief Executives Services Service Plan Reports and to the Transformation board as appropriate.
▶	Administer the Change Fund to grow the number of successful ideas to generate efficiency savings and projects that deliver efficiencies	 25%	30-Apr-2026	The Transformation Team has recently been reviewing the change fund bid process and related application form. Improvements include the updating of the web page, specific inclusion of the criteria and associated guidance notes to ensure that applicants are providing the right information in support of their bid.
▶	Publish a new About Dundee using the latest Census data and launch with census briefings and training	 20%	31-Dec-2024	Census data started being released in May 2024, this is being released monthly by topic and is due to be complete by September 2024. Profiles are being prepared and About Dundee will be completed once all data is available.
▶	Expand the use of Power BI across the Council	 20%	31-Mar-2025	Several licences have been allocated to those wishing to use Power Bi for data analytics. Informal training has been carried with new users.

Service Plan Improvement Action Plan for 2024/25

Action/PI to be Improved	Planned improvement activity	Target Completion Date
% of stage 1 complaints responded to within target or agreed extended timescales (Council)	An improvement plan for the complaints handling process will be presented to Council Leadership Team in September 2024.	March 2025
% of employees who have had 'Quality Conversation' reviews	During the first year of launch, transition from other processes has impacted on the number of quality conversations recorded. Now that the quality conversation process has been adopted across the service, the number of completions will increase. Chief Executives Services is above the Council average for the number of employees within the service completing this process.	March 2025
% City Plan indicators improving or maintained	Planned improvement action will be detailed in the City Plan Annual Progress Report to City Governance Committee in October 2024.	March 2025*
Number of living wage accredited employers based or headquartered in Dundee	The CLES action plan includes an action to 'Progress a targeted approach to Fair Work across Dundee', including to support companies to become living wage accredited.	March 2025

*At the time of preparing this report, the annual City Plan progress report is also being drafted and indicator data has not been finalised. The position being reported within this report regarding the performance of City Plan indicators may therefore change once all City Plan indicators have been updated.

ITEM No ...6.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 19 AUGUST 2024

REPORT ON: CHILDREN AND FAMILIES SERVICE PLAN 2023-27 PROGRESS UPDATE

REPORT BY: AUDREY MAY, EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE

REPORT NO: 221-2024

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDATIONS

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

3.0 FINANCIAL IMPLICATIONS

3.1 There are no financial implications associated with this report.

4.0 BACKGROUND

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

4.2 Since the plan was approved by Elected Members in September 2023, the service has worked both internally with partners and with children, young people and families to progress a range of associated actions. Some key developments include:

4.2.1 **Actively listening and flexibly responding** - all but one secondary school now has a Champions Board for care experienced children and young people, with young people at the other school having access to Boards. At their request, the young people have participated in Columba 1400 Leadership Academies, where a facilitator said: 'Your hopes for this week were to become better leaders and make friendships . . . you have achieved this with flying colours'. The positive impact on young people's outlook has been noted by Education and Social Work teams. To enhance 1:1 engagement, the Mind of My Own (MOMO) app has been rolled out across the service, with an average of 18 Social Workers using the technology each month. A review of advocacy services led by a partnership of Dundee Independent Advocacy Support (DIAS), Partners in Advocacy (PIA), Advocating Together and Who Cares? has commenced. Initial work has clarified eligibility/referral criteria before making proposals on how shared resources can be maximised and reporting arrangements streamlined. Over the next 6 months, priorities include supporting all schools to achieve at least a Bronze Award in Rights Respecting Schools in 2024-25. The service will also use MOMO to conduct surveys of children and young people's experiences in Child Protection processes to inform improvements. The service will actively engage with the Champions Boards and City-Wide Pupil Voice group about what matters to young people in our city and respond appropriately.

- 4.2.2 **Improving children and young people's health and wellbeing** - the service continues to directly deliver or commission a range of services to promote health and wellbeing, details of which were provided, Article IV of the Minute of Meeting of the Children, Families & Communities Committee of 4 December 2023, Report No 359-2023 refers. A further report will be submitted in late 2025. In addition, a School Age Childcare Early Adopter Project has so far involved 76 families and 96 children receiving additional support to reduce barriers to access. A Welfare Officer will now be co-located in 4 Secondary Schools. To build the capacity of family-based support for care experienced children and young people, actions progressed over the last 9 months have included a focus on children and young people in Kinship Care, such as enhanced support from the What Matters to You initiative and Place2B parenting support sessions. A review of Foster Care recruitment, retention and support facilitated by The Lens has led to the development of a new website, increased out of hours support to carers and group support sessions for carers. A review of approaches towards vulnerable adolescents will lead to the development of a co-located multi-agency service in April 2025. The balance of family-based versus residential care for care experienced children and young people has increased to 90.3% above the national average of 89.2% and there have been no new admissions to secure care for 18 months.
- 4.2.3 As outlined in the Annual Report on Our Promise on 23 October 2023 (report number 295-2023), the service has also been coordinating the allocation of Scottish Government Whole Family Wellbeing Funding (WFWF) with the Children's Service Planning Partnership (CSPP). This funding was provided to CSPPs by the Scottish Government as part of its response to the Independent Care Review to promote transformational change in the design and delivery of services. Locally, the CSPP received £894k per year up to March 2026 and supported stakeholders to develop bids which met the criteria in the context of key city-wide challenges and priorities. A third tranche of allocations was finalised in March 2024 and a total of 16 organisations have now been awarded funding for initiatives which include a focus on streamlining access to early support, early years, child healthy weight, vulnerable women, adolescents, children with a disability, school attendance and literacy and numeracy. In conjunction with partners, the service is supporting organisations to deliver against agreed input, throughput and outcomes. Further detail on all bids and their relationship with City, Council and Service Plan priorities are attached as Appendix 1.
- 4.2.4 **Improving educational outcomes for all** - work to extend or modernise the learning estate has focused on the East End Community Campus, the Harris Academy Extension and funding arrangements for a Western Gateway Primary School. Maintenance and upgrading works across other sites have resulted in the highest level of condition and suitability in recent years. In respect of care experienced children and young people, Craigie Cottage was opened in late August 2023, Reid Square was commissioned as a Supported Accommodation facility for older care experienced young people and care leavers in January 2024 and Fairbairn Street Young People's House was re-provisioned as a Supported Accommodation facility in May 2024. Within Primary and Secondary Schools, over half have now achieved the Digital Schools Scotland Award; a Pedagogy Team has provided 10 schools with intensive support and another 16 with additional support; there has been a focus on improving confidence and consistency in the moderation and assessment of literacy and numeracy; work on a review of Additional Support Needs provision has commenced and is informing a new Inclusion Strategy; and a Strategic Equity Fund Plan for 2024-26 has been developed to promote effective use of all Scottish Attainment Challenge (SAC) funding over the next 2 years. St Ninian's Primary School were graded 'very good' by His Majesty's Inspectors of Education for 'raising attainment and achievement' (published May 2024).
- 4.2.5 **Improving sustained positive destinations for all young people** – the service contributed towards the Council-wide review of Youth Participation which was approved by the City Governance Committee on 22 April 2024. This review led to an agreed Action Plan under the 6 themes of Early Identification; Tracking and Monitoring; Integrated Approaches Towards Data; Post School Opportunities; Engagement with Communities and Families; and Additional

Support Needs. Both Heads of Service in the Children and Families Service are leading aspects of the plan and full updates will be provided in spring 2025. Some interim work has involved work with Career Education Scotland, Skills Development Scotland (SDS) and Education Scotland. It has included a re-designing of My World of Work, work with SDS to offer individual, group and whole class engagement and a targeted approach towards promoting the improved engagement of some young people with SDS. New Developing the Young Workforce (DYW) coordinators have been appointed to 7 schools. The latest data on positive (initial leaver) destinations published in February 2024 shows that nationally the proportion of young people in a positive destination has increased from 95.7% to 95.9%. Locally, there has been a steeper increase of 1.7% to 95.6%, just 0.3% behind the Scottish average and the highest on record for the city. In April 2024, 92.4% of Dundee's 2022/23 school leavers were still in a positive post-school destination. This is an increase of 0.8% from the previous year and is the highest-level to date. A focus of the Youth Participation plan is to ensure initial positive destinations are increasingly sustained.

- 4.2.6 **Improving early intervention and community support in the justice system** - the service continued to work with partners to establish an approach which involves people who commit offences receiving proportionate supervision and/or punishment across different parts of the justice system. In 2023-24, 92 people were Diverted from Prosecution by the Crown Office Procurator Fiscal Service as an alternative to a Court sentence. This was an increase of 15 from the year before. The service also provided voluntary support to 122 people on their release from a short-term prison sentence, an increase of 11 from the year before. Over the last 3-4 months, the service also worked with the Scottish Prison Service, Police Scotland, Health and Social Care Partnership and other partners to successfully implement the Scottish Government Early Release Scheme. Locally, this involved 20 short-term prisoners released a few months before the due date to reduce population pressures in prisons. Eligibility criteria excluded sexual offenders and perpetrators of domestic abuse. A Governor veto for any other person considered to present a high risk of harm also applied. Further information on the Community Justice Outcome Improvement Plan in general will be provided to the City Governance Committee on 18 November 2024.
- 4.2.7 **Supporting workforce and families to feel valued, confident, and competent** - this has continued to be a key priority, and service-wide forums have promoted an integrated approach between Education and Social Work teams. The service has held cross-service Leadership Learning Together Days. These days have been welcomed by staff and led to key work being progressed. For example, Education and Social Work leaders have contributed towards a new Cluster School/Social Work team approach; joint planning and support to children and young people on return from external residential care; and the current development of a joint response to requirements under the United Nations Convention on the Rights of the Child (UNCRC) (Scotland) Act 2024. Across the service, Quality Conversations are being implemented and Trauma Informed Practice training has been rolled out to all staff. Staff in all sectors continue to have access to quality Career Long Professional Learning which is impacting positively on their practice. Nursery and school leaders continue to work closely with senior leaders in the centre and the Robert Owen Centre for Educational Change to develop and implement Every Dundee Learner Matters collaborative improvement strategy; across Social Work, an action plan to implement a new national Newly Qualified Social Worker Scheme (NQSW) from October 2024 has been developed; and within specific Social Work teams, new Risk Assessment training to strengthen support to vulnerable adolescents has been rolled out.
- 4.3 Some further highlights from the last 9 months include Millview Cottage Children's House being awarded the Outstanding Residential Care Service in the Scottish Social Services Awards in November 2023 and 100% of all Dundee City Council nurseries being graded Good or higher across all quality indicators inspected by the Care Inspectorate during the 2023/24 inspections.
- 4.4 In April 2024, the service was also shortlisted as a finalist in the UK-wide Local Government Chronicle (LGC) Awards 2024 for its approach towards supporting care experienced children and young people under Our Promise.

- 4.5 The plan includes 36 performance indicators and in 16 progress is already being made or remained at 100%; 3 remain the same; 14 have declined; and information is not yet available for the remaining 3. Some indicators will be updated following the Insight (national benchmarking tool) update scheduled to take place late September 2024. A full analysis of all indicators will be provided in the next 6-monthly report.
- 4.6 Over the next 6 months, the service will maintain a focus on the plan and key priorities include leading on the development of a UNCRC Action Plan, taking part in Wave 3 of the National Improving Writing Programme, with in and a review of Foster Carer fees/allowances fees/allowances.

5.0 POLICY IMPLICATIONS

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

6.0 CONSULTATIONS

- 6.1 The Council Leadership Team have been consulted in the preparation of this report and agree with its content.

7.0 BACKGROUND PAPERS

- 7.1 None

Audrey May
Executive Director
Children and Families Service

July 2024

APPENDIX 1

WFWF AWARDED BIDS						
Organisation	Phase 1	Phase 2	Phase 3	Local Priority	Bid Focus	Impact
Alternatives Counselling	✓			Early Years, Emotional Health and Wellbeing	£88K – new mental health support to vulnerable expectant women who will struggle during pregnancy and possibly afterwards, mirroring priorities on early years, vulnerable women and CP.	O-5's on Child Protection Register and in care
Advice Infrastructure			✓	Inequalities and families at risk of harm	£108K – to reinstate the Fast Online Referral Tracking (FORT) triage function for a coordinated partnership system and to accelerate access to services.	Maximising resources and swifter access
Dundee Bairns		✓		Inequalities, Child Poverty, Child Healthy Weight	£238k – for a capacity building approach towards child healthy weight and expansion of tea clubs in Primary Schools.	Reduce or mitigate poverty
DCC and partners		✓		Inequalities, Vulnerable Adolescents	£442k – for renovation and running costs for the co-location of a multi-disciplinary team at Crichton Street. This was the largest bid and has both CSPP commitment and SG approval.	Child protection; balance of care
DCC Discover Work			✓	School Attendance, Vulnerable Adolescents	£205k – to support coordination of approaches towards Youth Participation, by integrating into senior education leader's approach to post-school transition.	Positive Destinations/Youth Participation
DCC and Partners	✓			Child Poverty, Inequalities, School Holidays	£281K – widened, targeted and enhanced school holiday activities for children and young people in the 6 Child Poverty priority groups, mirroring priorities relating to child poverty and child protection. New partnership approach with The Yard.	Poverty and child protection

Dundee Theatre	REP		✓	Early Years, Inequalities	£156k – a new early intervention Creative Family Wellbeing Service offering out-of-hours wellbeing workshops, dramatherapy sessions and psychoeducational support for those experiencing trauma.	Poverty
DVVA (Alliance)		✓		Inequalities, School Attendance, Vulnerable Adolescents	£154k – for the coordination and maximisation of multiple volunteer services across the city, with a view to consistent volunteer development, career pathways and targeting of support.	Maximising Resources
DIAS and Partners		✓		Inequalities, School Attendance, Vulnerable Adolescents	£219k – for the coordination and maximisation of multiple advocacy services across the city. This reflects the Inequalities and Advocacy priorities and anticipates pending Human Rights requirements.	Maximising Resources
Mental Health Foundation		✓		Inequalities, Emotional Health and Wellbeing	£314K – a capacity building Together to Thrive model with NHST CAMHS and DCC to build the confidence and competence of key staff when responding to concerns in primary aged children.	Primary Age
National Literacy Trust Dundee and Partners		✓		Inequalities, Literacy	£135K – a whole family Talk and Play Together literacy initiative which builds literacy skills and strengthens family relationships, mirroring priorities on literacy, family support and transitions to secondary school.	Primary Age
TCA		✓		Early Years and vulnerable women	£662K – extended holistic support to women at risk of pregnancy and having a child removed from their care and support to their partners, mirroring priorities relating to early years, vulnerable women and child protection.	Child protection and number of children in care
The Yard and Partners		✓		Child poverty, children with a disability	£133K – new support for families with disabled children during school holidays, mirroring priorities relating to children and young people with additional support needs and a disproportionate number of children with a disability requiring alternative care.	Disability and ASN

					New partnership approach with DCC (Holiday Programme Partnership).	
The Yard and Partners		✓		Inequalities, children with a disability	£98k – for additional support provided to pupils with ASN transitioning from Primary to Secondary school, with an initial focus on the Baldragon Academy cluster.	Disability and ASN
Total Mobile			✓	Inequalities, child protection	£84k – to support DCC Children and Families Service to review shift patterns and models of working to focus support when needed most, such as evenings and weekends.	Maximising Resources
What Matters to You		✓		Child Poverty, Inequalities, School Attendance, Vulnerable Adolescents, Child Healthy Weight	£44k – for a 12-month post to support data collation, analysis and learning in the 2 pilot sites of Strathmartine and Lochee, feeding into both LCPPs. A total place whole family approach.	Maximising Resources

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APPENDIX 2

Performance Indicators

Indicators/ Measures	2021/22 Baseline	Target	Latest Data	Improve ?
% of primary 1 children classified as obese or overweight	26.6%	21.2% (2025)	23.8% (2023)	✓
% attendance of all children and young people living in SIMD Quintile 1	87%	95% (2025)	87% (2024)	-
% point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5	3.6	3.1 (2025)	4.3 (2024)	✗
% take up of free school meals.	62%	71% (2025)	66% (2024)	✓
% P1,4,7 pupils achieving expected CfE Level in Literacy	70.0%	75% (2023)	73.2%* (2024)	✓
% point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas	19.9	10.3 (2025)	17.2* (2024)	✓
% P1,4,7 pupils achieving expected CfE Level in Numeracy	77%	81% (2023)	79.6%* (2024)	✓
% point gap in numeracy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas	13.6	13.2 (2023)	13.9* (2024)	✗
% S3 pupils achieving CfE 3 rd Level or better in Literacy	83.6%	90% (2023)	79.2%* (2024)	✗
% S3 pupils achieving CfE 3 rd Level or better in Numeracy	80.9%	87% (2023)	76.2%* (2024)	✗
Average Total Tariff for SIMD 1	637	660 (2025)	568 (2023)	✗
% Gap in Attainment Tariff Average scores between school leavers living in SIMD 1 areas and in SIMD 5 areas	47%	43% (2025)	49% (2023)	✗
% care experienced school leavers entering positive destinations	83.3%	95% (2025)	71% (2023)	✗
% of 16-19 Years olds participating in education, employment or training	89.4%	92% (2025)	90% (2024)	✓
% of 16-19 Year olds participating in education, employment or training from SIMD1	84.8%	94.1% (2025)	87% (2024)	✓
% of care experienced children and young people in care settings within Dundee postcodes	58%	60% (2023)	61% (2024)	✓
Number of children and young people placed in external foster or external residential placements	132	125 (2023)	97 (2024)	✓
School attendance rate for care experienced children and young people at home or in kinship care	84.5%	88%	72%**	✗

% of care-leavers receiving aftercare up to the age of 26 years who are in education, training or employment	60%	70%	40% (2023)	X
Child protection re-registrations within 24 months	6%	4% (2025)	2% (2024)	✓
% of children and young people in more than 1 care placement in the past 12 months	18%	15% (2025)	26%*** (2023)	X
Total number of children in care at any one time	436	410 (2025)	379 (2024)	✓
% of case files audited rated overall as good or better	63%	85%	94%	✓
% of Young People's Houses inspected with good or better indicators in all areas of inspection	82%	100% (2024)	83% (2024)	✓
% of care experienced children and young people giving positive responses about where they live	86%	90%	TBC	TBC
% of child's plans where the voice of children was recorded	n/a	80%	64%	-
% where the child's views that were sought were meaningful to the Plan's development	n/a	70%	TBC	TBC
% of Community Payback Orders successfully completed	72%	80% (2026)	70% (up from 65% last year)	X
% of adult short-term prisoners commencing Voluntary Assistance	57%	70%	79%	✓
% of 16-20 year-old short-term prisoners taking up Voluntary Assistance	100%	100%	86% (6 out of 7)	X
% of Community Justice Social Work reports resulting in a custodial sentence	16%	8%	17% (2023)	X
% of Diversion from Prosecution cases successfully completed	77%	80%	68% (2023)	X
% of recipients satisfied with Unpaid Work placements	100%	100%	100% (2023)	✓
% of people in Unpaid Work satisfied with the support provided	92% (2019/20)	95%	100% (2021)	✓
Reconviction Rate	26.2% (2018/19)	29.5%	TBC	TBC
Average number of reconvictions per offender	0.47 (2018/19)	0.49	0.47**** (2022)	-

* Interim data – will be finalised by September 2024

** This compares with care experienced children and young people in internal Foster Care with an average 92.2% attendance and in external Foster Care an 87% attendance rate.

*** The national average for more than 1 move in the last 12 months is 17% and neighbouring local authorities are 25% and 30%. Whilst placement stability is essential moves can also be positive such as repatriating brothers/sisters and the service is carrying out a detailed analysis to inform any improvement actions.

**** Most reliable figures that are currently available relate to the pre-pandemic period in 2018-19

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ITEM No ...7.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 19 AUGUST 2024

REPORT ON: NEIGHBOURHOOD SERVICES PLAN 2022-2027 - ANNUAL PROGRESS REPORT 2023/24

REPORT BY: EXECUTIVE DIRECTOR OF NEIGHBOURHOOD SERVICES

REPORT NO: 169-2024

1.0 PURPOSE OF REPORT

1.1 To provide Committee with an annual update showing progress as of 31st March 2024 for the Neighbourhood Services Plan which was agreed by the Council in June 2023.

2.0 RECOMMENDATIONS

2.1 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

3.1 None.

4.0 BACKGROUND**Overview of the Service**

- 4.1 Neighbourhood Services is responsible for the management and maintenance of housing and the environment, waste management, supporting people to develop their communities and keeping people safe and healthy. Quality of life for the citizens of Dundee is one of our key priorities and Neighbourhood Services has overseen the transformation of communities with new housing, schools, community facilities and building a strong sense of pride and satisfaction across the city.
- 4.2 Neighbourhood Services provides a professional integrated service that brings together a wide range of services. They include management and maintenance of housing and the environment, waste management, supporting people to develop their communities and keeping people safe and healthy.
- 4.3 Neighbourhood Services has the most diverse and wide-ranging contact with citizens of all Council Services with significant amount of direct customer contact. With nearly 1,000 employees and gross revenue expenditure of over 90 million pounds per year Neighbourhood Services:
- collects domestic waste from over 76,000 householders,
 - provides housing and associated services to over 12,000 tenants;
 - approximately 3,000 young people take part in community learning and development youth learning programmes space
 - Maintains the city's various publicly accessible greenspaces which comprises 41% of Dundee overall.

- 4.4 The Council Plan 2022-2027 was agreed by the Policy and Resources Committee on 5 December 2022 (Article II of the Minute of Meeting of this committee refers). The Neighbourhood Services Plan 2023-2027 sets out how Neighbourhood Services will contribute to the Delivery of the Council Plan in addition to meeting its own service priorities.
- 4.5 Committee agreed the Neighbourhood Services Plan on 12th June 2023 (Article III of the Minute of Meeting of the Neighbourhood Services Committee refers). The Council's Performance Management Framework sets out that Committee will receive a six-month progress report also (Article III of the Policy and Resources Committee of 20 August 2018 refers).
- 4.6 This annual progress report for 2023/24 provides elected members with:
- an appraisal of progress in dealing with the priority areas of concern highlighted in previous updates; and
 - updates the Committee on any newly completed actions in the plan, any becoming overdue since the half yearly report or falling due in the next six-month period.

Overview of Progress against the Service Plan

- 4.7 Most PI's are meeting their targets and remedial action is being taken to address areas of concern. The Neighbourhood Services Plan actions have due dates up to April 2027. 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 June 2023: 73% of actions are already noting 50% or more progress.

Highlights of Significant Progress and Notification of Areas for Concern

- 4.8 Areas where Neighbourhood Services have made significant progress against targets and actions in the Service Plan include:
- There has been widespread involvement across council service in citizen involvement in setting priorities and deciding on spend. Our Participatory Budgeting work is inclusive of the following three key principles of Partnership: partnership, delegated power or citizen control. There has been involvement at community level through the disbursement of the Community Regeneration Fund (CRF). There has been a focused approach on key areas of the city such as the city centre, schools' streets and a wide programme of community involvement around environment and green space which were highlighted as a priority in the development of Dundee's locality plans.
 - Overall, there has been involvement from 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.
 - The Dundee Low Emission Scheme was introduced on 31 May 2022 after receiving Scottish Ministerial approval. The two-year grace period from enforcement of the Scheme ended on 30 May 2024 with Penalty Charge Notices for driving a non-compliant vehicle in the LEZ have been enforced from that date.
 - The number attending community centres continues to be high in part due to an emergence of family focussed 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 Community Empowerment Team continue to involve and engage the citizens of Dundee in issues of importance in their community including consultations such as Engage Dundee and the Rent Consultation but also including events about what would improve life in Ardler, St Marys and Kirkton, consultation on active travel in Lochee and community safety in Stobswell.
- The transformation of organic materials processing at Riverside composting facility during 2023/2024 with the service taking delivery of a green waste shredder. This has allowed a revenue saving to be realised of £50k per annum from 2024/25.
- During 23/24, the implementation of Dundee's Biodiversity Action Plan has progressed significantly with the award of £171,000 from the Scottish Government's Nature Restoration Fund. This and additional revenue funding have supported the implementation of projects which improve biodiversity on nature conservation sites.
- Dundee successfully retained all 7 Green Flag Awards in 2023/24 for; Barnhill Rock Garden, Slessor Gardens and Waterfront Place, Dundee Law, Templeton Woods, Baxter Park, Trottick Mill Ponds LNR and Riverside Nature Park. The Council are working with the Friends of Magdalen Green to submit a future application for an 8th Green Flag.
- The 'Bonnie Dundee' entry into the City category of Beautiful Scotland 2023 successfully retained a Gold Medal and was announced as category winner. In addition, Dundee City Council was awarded the Wright Sustainability Award which is a judges' discretionary award presented to the local authority that demonstrates best practice in sustainability, relating to the Beautiful Scotland campaign aims. Following this success, Dundee was nominated by Keep Scotland Beautiful, as Scotland's representative, to take part in the RHS Britain in Bloom 2024 UK Finals.
- Broughty Ferry Beach retained its Scotland's Beach Award, award for the 2023 bathing season. In addition, the Designated Bathing Water retained an "Excellent" classification.
- Overall, the LEAMS street cleanliness score increased by 0.2% to 86.4% from 2022/23, Neighbourhood Services will continue to strive to improve this score throughout 2024/25, supported by the £200,000 additional revenue funding to support street cleaning across the city. This includes a range of activities that will positively contribute to the City's environment including the recruitment of additional seasonal environment staff and supporting ongoing community clean up works.
- Council officers have attended Water Safety Scotland workshops to share best practice on water safety and in progressing the development of a Water Safety Policy. In addition, linking with the Tay Estuary Water Sports Hub via the Beach Management Group to engage with water users as required and continue a successful working relationship with the RNLI Lifeguard team.
- Continued support for community litter picks and promotion of initiatives such as Clean Up Scotland, Upstream Battle, Source 2 Sea Week, and the Great British Beach Clean. Dundee hosted the launch of Source-2-Sea Week in September outside the V&A Dundee. During 2023/24 a total of 68 litter picks happened which is an increase on 2022/23 which was 59. The figure provided is for known litter picks registered with DCC Environment and Keep Scotland Beautiful and does not include litter picking by groups or individuals who carry out work without engaging with DCC or Keep Scotland Beautiful. Therefore, the actual figure is likely to be higher.

- 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 to 2030 Action Plan. The overall recycling rate continues to improve and now included 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.
- Completions for social rented house building were 264 in 2023/4 (194 Housing Association, 70 Dundee City Council) which is the highest since 2008/9.. This is well in excess of the target of 200 and will contribute positively to meet housing need in Dundee. This will improve access to social housing in the city and a number of new houses have been provided to suit clients with particular housing needs.
- Within Housing and Construction, during 2023/24:
 - 2842 emergency jobs were completed.
 - 47026 response repairs were completed.
 - 1215 relet jobs were completed.
- Housing and Construction have completed an Energy Efficiency and Net Zero Strategy with the aim to ensure that our housing stock meets, or can be treated as meeting: EPC band B (Energy Efficiency rating), or is as energy efficient as practically possible; by the end of December 2045 within the limits of cost, technology. This will involve exploring all options and where viable, install alternative heat solutions with a view to decarbonising heat sources across the Housing portfolio, ensuring best value for the Council and tenants.
- During the 23/24 Intake year, Construction Services provided Apprenticeship opportunities for twelve young persons and adopted five trade apprentices who had been made redundant from their previous employers. Ten apprentices completed their apprenticeship and progressed to full time employment with Construction Services.

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

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







7.0 BACKGROUND PAPERS



7.1 None.




Tony Boyle
Executive Director of Neighbourhood Services










Date: 24 July 2024













Appendix1 - The Neighbourhood Services Plan Progress report










Performance Indicator Legend			
	On target		Improving
	Within 5% or close to Target		Deteriorating
	More than 5% away from target		No Change







Action Indicator Legend	
	The green arrow indicates that the action has started and at the point of assessment is expected to be completed within timescale.
	The amber spot indicates that the Action is behind schedule.
% Progress	This is an assessment made by the lead officer of the amount of progress of the action toward completion.

Status	Performance Indicator	23/24 Value	23/24 Target	Short Term Trend	Long Term Trend	Notes
Communities, Safety and Protection Indicators						
	Number of attendances by young people engaged in Diversionary Learning Programmes.	40,069	40,000			Diversionary programmes are mainly delivered in the evening out-with school hours and provide constructive learning and engagement opportunities for young people, that are free and within their own communities. They take place Monday – Friday across communities that have high levels of poverty or anti-social behaviour. Programmes are far more than just activities providing young people with something to do, they are often the first place young people encounter Youth Workers. In the last year there were 40,069 attendances by 2,269 young people highlighting the growing need for young people to have access to free, local opportunities, particularly in areas of high deprivation.



	Number of targeted groupwork sessions	6,056	8,000			<p>Targets set previously were Covid recovery (2,000) the target for 23/24 was a ambitious stretch target (8,000) with a 300% increase. We are on track to meet this in 24/25.</p> <p>This targeted group work is supporting community groups to operate as lead partners in our locality approach to meeting our city plan ambitions including the reduction of inequalities in income and health and our net zero targets. It would include supporting food larders, local substance misuse and recovery groups and community gardens.</p> <p>The targeted group work with young people is supporting closing the poverty related attainment gap by supporting school curriculum in community settings and supporting young people to stay in education by working on their mental health and relationships with their peers and educators</p>
	Number of learners receiving individualised support to reduce risk and support positive outcomes	972	630			<p>Across the service we are seeing high numbers of local people looking for support on a one-to-one basis - whether that is help with reading, writing, numbers or digital skills or young people requiring support outside the classroom or local activists who require support for their role as a local leader. One to one support when given is always time limited with the focus of helping the CLD participant to build their capacity to engage in group activities in their own community.</p>
	Number of Recovery & Resilience Sessions (Capacity Building)	2,585	1,900			<p>We are supporting families to articulate and work on the most important issues to them through our partnership with What Matters 2 You. Successful pilots have taken place in Kirkton and Charleston which will be extended to Whitfield, Linlathen, Ardler and St Marys in 2024. Participants report life changing impacts due to their</p>




						participation in the work which is improving family relationships and has given them the confidence to run their own provision for other families in the community.
	Number of people attending community centres	460,110	333,000			The number attending community centres continues to be high in part to an emergence of family focussed 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 remains high.
	Number of people consulted on Community Planning issues	10,729	4000			The Community Empowerment Team continue to involve and engage the citizens of Dundee in issues of importance in their community and city wide. There was an increase of above 250% in the number of citizens engaged in community planning activity. This was in part due to city wide consultations such as Engage Dundee and the Rent Consultation but also locally including events about what would improve life in Ardler, St Marys and Kirkton, consultation on active travel in Lochee and community safety in Stobswell.
	Number of Dundee Citizens engaged in CLD Programmes	4861	5000			Targets set previously were Covid recovery (3,000) the target for 23/24 was a stretch target (5,000) with a 40% increase. While we have not met the target (4,861), we have an improvement plan in place and are on track to meet this in 24/25.
	Percentage of Dundee Citizens from SIMD 1&2 (20% SIMD Rank) engaged in CLD learning programmed activities	56.8%	60%			The CLD service targets its resources to Dundee's priority communities, with a target that 60% of CLD participants be from SIMD1 & 2 communities. While we have not met the target (57.8%) we will continue to focus our work in 24-25.










						A number of factors affect this figure, for example, in 23-24 the ESOL team continued to support a high number of displaced Ukrainian people living in city centre hotels and the community health team target their work to people affected by health inequalities, regardless of where they live.
	% of communicable disease cases and outbreaks investigated within 48 hours of being brought to our attention	100%	100%			Fifty-five Communicable disease notifications were received within the last period up to 17/04/24 where contact was made or attempted and an investigation was then carried out within 48 Hours of being brought to our attention. There was one notifiable outbreak recorded in this period of time. Due to a change in investigation procedures, we also received an additional 6 notifications which were investigated by Tayside Health Board rather than ourselves due to the nature of the reported communicable disease.
	Number of antisocial behaviour complaints	1,302	1,587			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.
	Percentage of food safety inspections completed for risk rated food premises, as per the Food Safety Scotland's Food Law Code of Practice (Scotland).	97%	87%			817 Food Law Rating System programmed inspections were carried out this year. 22 of these were inspections that were carried out after the due date therefore the inspection rate was 97%.










	Percentage of serious health & safety accidents receiving a response within 48 hours	100%	97%			Neighbourhood Services – Environmental Health is the enforcing authority for health and safety legislation for a range of sectors including offices, retail, hospitality and leisure premises. Notification of 65 notifiable accidents were received in 2023/24. 63 were responded to within 48 hours of being notified to the team.
	Percentage of registered private sector properties managed by an Accredited Landlord or Letting Agent	31%	25%			This figure represents a slight increase of from the previous year. The PSSU team will continue to encourage landlords and agents to achieve the criteria for Accreditation and to register.
















Communities, Safety and Protection Actions













Status	Action	% Progress	Due Date	Notes
	Establish a Low Emission Zone in Dundee to contribute to the broader city objectives and the vision to create a healthy, vibrant and attractive city by protecting public health through improving air quality.	100%	Completed	This action was confirmed as complete on the 30 th of May
	Increase community use and ownership of Council owned assets	70%	March 2027	This work has now been embedded in the Land & Asset Pillar of Community Wealth Building. A trial "quick win" process has resulted in two recommendations for transfer in 3 months as opposed to 0 in the previous 3 years.




	Develop youth activities via CLD youth workers teams	75%	March 2025	CLD Youth Work teams have continued to develop youth activities in all areas of the city. We will review position going forward to ensure we are delivering relevant youth work programmes that meet the needs of young people and the communities in which they live.
	Target work to the most disadvantaged communities including focused local fairness initiatives in Linlathen and Stobswell West	85%	March 2025	<p>The Linlathen Fairness Initiative is now well embedded with a detailed action plan for improvement and a community group having been established. Funding has been awarded to allow participants to attend a value Based Leadership Experience course.</p> <p>In Stobswell the initial engagement is now complete. Initial work has been started to target housing repairs and other issues in a specific close.</p>
	Maximise participatory budgeting in all forms	90%	March 2027	<p>There has been widespread involvement across council services in citizen involvement in setting priorities and influencing/deciding on spend. Our Participatory Budgeting work has been inclusive of the three key principles of Partnership: delegated power or citizen control. There has been involvement at community level though community control over the disbursement of the Community Regeneration Fund (CRF). There has been a focused approach on key areas of the city such as the city centre, schools' streets, environmental and green space which were highlighted as a priority area improvement in the development of Dundee's locality plans. The Drugs and Alcohol partnership tested the allocation of a devolved locality budget to each of the eight-ward based Local Community Planning Partnerships. This was very positively evaluated and is being continued in 2024/25</p> <p>Overall, there has been involvement from 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.</p>

Housing Indicators						
Status	Performance Indicator	2023/24 Value	2023/24 Target	Short Term Trend	Long Term Trend	Notes
	Number of Council and Registered Social Landlord new housing completions	264	200			Completions for social rented house building were the highest since 2008/9. This is well in excess of the target of 200 and will contribute positively to meet housing need in Dundee. This will improve access to social housing in the city and a number of new houses have been provided to suit clients with particular housing needs.
	% of gas safety certificates obtained within 12 months	99%	100%			Through our checks we identified that a gas safety check had been missed. As a result, we carried out a full audit on all gas safety checks from March 23, when the original one was identified, until November 23. We also carried out a full review of our gas safety processes across both Housing and Construction.
	% of reactive repairs carried out within timescales	79.29%	93%			A Service Improvement Plan has recently been introduced for repairs and voids, Service managers from both Housing and Construction Services have been working together to implement this. There is a distinct shift in resources from Construction Services to concentrate resources to housing repairs, this increased resource will see a drop in jobs already in the system and in turn will show improved performance in the average time to complete non-emergency repairs.



	% of lets to statutory homeless households	59%	55%			The majority of Lets continue to be to homeless applicants. The number of lets to homeless applicants increased on last year and maintaining the target will achieve a balance of lets across different housing needs. Note that we have been working to the target set in the Rapid Rehousing Transition Plan target which was 55% for 2024/2025
	Average length of time taken to complete emergency repairs	4.4	6			A Service Improvement Plan has recently been introduced for repairs and voids, Service managers from both Housing and Construction Services have been working together to implement this. There is a distinct shift in resources from Construction Services to concentrate resources to housing repairs, this increased resource will see a drop in jobs already in the system and in turn will show improved performance in the average time to complete non-emergency repairs. this will also have a bearing on the emergency repairs, it should be noted that although emergency repairs at present satisfactory, there should be a notable improvement in the future.
	% of reactive repair jobs completed right first time	79%	85%			This measure is of jobs completed on time and without subsequent complaint or rework. A Service Improvement Plan has recently been introduced for repairs and voids, Service managers from both Housing and Construction Services have been working together to implement this. There is a distinct shift in resources from Construction Services to concentrate resources to housing repairs, this increased resource will see a drop in jobs already in the system and in turn will show improved performance going forward in the average time to complete non-emergency repairs.





	Average number of days taken to re-let properties	96.06	45			Days to let considerably higher than target due to backlog of voids. This causes both a delay in new voids being relet and average rising as long-term voids are relet. Void improvements plan approved in May 2024 to provide additional resources to address backlog.
	% of lets to BME groups (Quarterly and Yearly)	2.1%	3.3%			The ethnicity question on the housing application form is not mandatory and many applicants do not indicate their ethnicity which suggests an element of under recording. There were 19 lets to known minority ethnic applicants from a total of 990 lets.
	% of tenancy offers refused during the year	37.5%	47%			The percentage of tenancy offers refused has bettered the target. Every effort is made to minimise refusals through a housing options approach and regular reviews of applications.
	Percentage of new tenancies sustained for more than one year	88.9%	90%			To improve performance in tenancy sustainment, the Tenancy and Estates Services is in the process of a Service redesign. The Service redesign will result in smaller and more manageable area housing patches that will allow Tenancy Officers to support tenants to sustain their tenancies.
	% Gross rent arrears	10.7%	6.4%			Corporate Services are responsible for collecting arrears and the Neighbourhood Services continue work together with them. We do this by focusing on ensuring tenants are supported to maintain on going rent charges by promoting Discretionary Housing Payments and Tenant Hardship Fund alongside collaborative working with advice services to maximise income.













	<p>Average time taken to complete non-emergency repairs</p>	<p>13.79</p>	<p>9</p>			<p>A Service Improvement Plan has recently been introduced for repairs and voids, Service managers from both Housing and Construction Services have been working together to implement this. There is a distinct shift in resources from Construction Services to concentrate resources to housing repairs, this increased resource will see a drop in jobs already in the system and in turn will show improved performance going forward in the average time to complete non-emergency repairs.</p>
	<p>Percentage of tenants satisfied with the overall service provided by their landlord</p>	<p>83.2%</p>	<p>90%</p>			<p>Satisfaction has improved since the last STAR Survey (Survey of Tenants and Residents) which is independently commissioned every three years. We compare well with our peer group (medium sized local authorities) which was 81.8% for 2022/23. Comparison figures are not yet available for 23/24 as the regulator does not publish the full figures until late August</p>
	<p>Percentage of tenants satisfied with the overall quality of home</p>	<p>83.2%</p>	<p>88%</p>			<p>Satisfaction has improved since the last STAR Survey (Survey of Tenants and Residents) which is independently commissioned every three years. We compare well with our peer group (medium sized local authorities) which was 79.6% for 2022/23 Comparison figures are not yet available for 23/24 as the regulator does not publish the full figures until August Tenancy officers will be carrying out satisfaction surveys at new tenant visits which will give a more regular satisfaction information for the service to focus action upon.</p>
	<p>% of Rent due lost through properties being empty</p>	<p>2.16%</p>	<p>1.5%</p>			<p>A Relets and Recovery Plan was approved in May 2024. This proposes various service improvements and increased resources for Housing and Construction Service to address the backlog of voids. It is intended this will reduce void levels back to pre-covid levels.</p>







	Percentage of council dwellings that are energy efficient (EESH)	89.8%	95%			Due to the number of void properties being processed, the number of energy performance certificates carried out at void stage has increased, reducing the number of assumed fails and instances of missing data
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Housing Actions


Status	Action	% Progress	Due Date	Notes
	Maintain momentum in energy efficiency and wall insulation programmes to reduce fuel poverty for children and families	60%	March 2027	As reported to committee on 13 May (sourcing strategy report 128-2024), 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 affordable houses that meet community needs	45%	March 2027	Completions for social rented house building were the highest since 2008/9. This is well in excess of the target of 200 and will contribute positively to meet housing need in Dundee. This will improve access to social housing in the city and a number of new houses have been provided to suit clients with particular housing needs. (This equates to 45% progress toward the target of 1000 houses over five years set in the Council Plan).




	Integrated Housing Management System (IHMS)	50%	December 2024	A review of progress to date is in the process of being commissioned.
	Modernisation of Construction Services	65%	December 2024	A review of progress to date and integration with the Integrated Housing Management System is being taken forward.
	Complete the annual rent consultation exercise	50%	March 2027	The rent consultation for the increase in rents in 2024 has been completed on schedule with a response rate of 18.6%. (This action is marked as 50% complete as it is an annual event measured over the four years of the Council Plan)
	Review Not Just a Roof Housing Options and Homelessness Strategic Plan 2016 – 2021	100%	Completed	This action has now been completed and we have now moved on to the Rapid Rehousing Transition Plan. Since the end date of the plan, together with the Dundee health and Social Care Partnership we have been working within the parameters of the Rapid Rehousing Transition Plan which is taken to Committee annually.

Environment Indicators						
Status	Performance Indicator	2023/24 Value	2023/24 Target	Short Term Trend	Long Term Trend	Notes
	Number of clean ups /litter picks recorded citywide (maintain/increase)	68	52			Litter picks are supported and encouraged city wide as part of the Council's Take Pride in Your City campaign, the 2023/24 total of 68 litter picks is an increase on 2022/23 which was 59. The figure provided is for known litter picks registered with DCC Environment and Keep Scotland Beautiful, this does not include litter picking by groups or individuals who carry out work without engaging with DCC or KSB so the actual figure is likely to be higher.
	Number of 'Friends of Parks Groups' (maintain / increase)	9	9			In 2023/24, there were 9 Friends of Parks groups. The Council will continue to support existing groups and to encourage the development of new groups where appropriate.
	Maintain or increase the number of Keep Scotland Beautiful (KSB) Green Flag awards achieved	7	7			Green Flag Awards are awarded every summer. Dundee successfully retained all 7 Green Flags in 2023/24 for; Barnhill Rock Garden, Slessor Gardens and Waterfront Place, Dundee Law, Templeton Woods, Baxter Park, Trottick Mill Ponds LNR and Riverside Nature Park. The Council are working with the Friends of Magdalen Green to submit a future application for an 8th Green Flag.
	Number of KSB, 'It's Your Neighbourhood' groups reaching the outstanding level (maintain / increase)	12	12			<u>It's Your Neighbourhood</u> is a community environmental improvement initiative managed by Keep Scotland Beautiful in partnership with the RHS. The volunteer-led community groups which enter are awarded one of five







						certificate levels, the highest being Outstanding level. 12 groups from Dundee entered in 2023/24, all received an outstanding level certificate. 10 of these groups also received a Certificate of Distinction which are awarded to groups who have consistently grown and improved over the years of taking part.
	Street Cleanliness Score - Streets cleaned to an acceptable standard	86.4%	94%			A dedicated plan was progressed throughout 2023/24 which targeted priority locations, hotspots and routes across the city. While Dundee's overall LEAMS score increased by 0.2% to 86.4% from 2022/23. Environment will continue to strive to improve this score throughout 2024/25, supported by the £200,000 additional revenue funding to support street cleaning across the city. Additional monitoring/ development work will be undertaken this year to ensure all street scene activity is fully co-ordinated including community litter picks. Under the strategic theme of Local Environmental Quality, litter management will be a focus within the new Take Pride in Your City Action Plan 2024-26, which will be reported later in 2024.
	Retain the Keep Scotland Beautiful Beach Award (Broughty Ferry)	1	1			Scotland's Beach Award, administered by Keep Scotland Beautiful, is awarded in May each year. Broughty Ferry beach successfully maintained its award in 2023/24.





	Retain the Keep Scotland Beautiful (KSB) City Category	1	1			<p>The 'Bonnie Dundee' entry into the City category of Beautiful Scotland 2023 successfully retained a Gold Medal and was announced as category winner. In addition, Dundee City Council was awarded the Wright Sustainability Award which is a judges' discretionary award presented to the local authority that demonstrates best practice in sustainability, relating to the Beautiful Scotland campaign aims. Following this success, Dundee was nominated by Keep Scotland Beautiful to take part in the RHS Britain in Bloom 2024 UK Finals.</p>
	% of household waste landfilled	1.5%	7%			<p>These figures are subject to final validation by SEPA, therefore figures may be subject to change.</p>
	Percentage of household waste recycled or composted	36.6%	36.4%			<p>These figures are subject to final validation by SEPA, therefore figures may be subject to change.</p>

Environment Actions				
Status	Action	% Progress	Due Date	Notes
	Manage waste sustainably by reducing, reusing, recycling and recovering waste to improve resource efficiency whilst working towards a circular economy.	50%	March 2032	<p>The Waste Team continues to work on a range of activities of to help reduce waste and increase recycling.</p> <p>The Mobile App has now been launched and is freely available to all residents across the city with an initial uptake of over 5,500 users, the App will help householders identify what goes in each bin as well as setting reminders for collections and signposting them to information and advice in relation to recycling and re-use.</p> <p>The team have provided responses to the consultations and requests for additional information in relation to the Circular Economy Bill.</p>

	<p>Provide further opportunities for pedestrianised areas, pocket-parks and support empowered communities to be partners and leaders on local plans and initiatives to develop biodiversity, local food growing and community spaces.</p>	<p>40%</p>	<p>March 2027</p>	<p>This action promotes further development of pedestrianised areas (former roads now restricted to pedestrians) alongside other initiatives that transform spaces from car to community, social and biodiversity use. The transformation of Union Street into a welcoming and vibrant pedestrianised area continues to be led by Unesco City of Design, who are currently encouraging further engagement in the codesign process. In addition, elected members recently agreed environmental improvements at three locations along Perth Road at Sinderins, Pennycook Lane and Millers Wynd. Working with LACD and V&A Dundee, the Council is progressing plans for a COVID19 memorial garden at the junction of Moncur Crescent. In addition to the above, the action recognises the ability of supported communities to be partners and leaders on local plans and initiatives which diversify greenspaces. To that extent Local Community Planning Partnerships (LCPP) 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. All LCPP areas are in the process of making a focus of this by bringing together local people, organisations and council officers to share good practice and further the actions in their local plans. The Dundee Community Food plan continues to be drafted. Organisations in Dundee's Community Growing Network have benefitted from the Dundee Climate Fund, further expanding their reach and impact in the city.</p>
	<p>Review revised Waste Charter Code of Practice once published & conduct impact/cost-benefit analysis</p>	<p>25%</p>	<p>December 2026</p>	<p>The Circular Economy Bill was approved on the 26th of June 2024 and development of the secondary legislation that will bring forward the Waste Route map and the associated revised Waste Charter will shortly commence. This action will be progressed once the details of the revised waste charter are published, although no date for this has been set.</p>
	<p>Deliver the action plan to reduce waste, and reuse or recycle more</p>	<p>55%</p>	<p>March 2027</p>	<p>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 to 2030 Action Plan.</p>

				<p>The overall recycling rate continues to improve and now included outputs from the residual waste treatment facility.</p> <p>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>
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Status	Performance Indicator	2023/24 Value	2023/24 Target	Short Term Trend	Long Term Trend	Notes
Indicators common across Neighbourhood Services						
	Average FTE sick days lost per FTE Employee in Neighbourhood Services	15.99	10			Focus group meetings are scheduled by Human Resources with Neighbourhood Services to discuss areas of absence, and hopefully give us a greater understanding of supports which can be provided. Also, within Construction, a post of Attendance Support Adviser has been created for a period of 18 months to support managers in tackling absences timeously and ensure early intervention.
	Reduce the number of occupational health surveillance appointments not attended	103	48			Line to line reporting information is now being more frequently updated with our Occupational Health provider to ensure that alerts for upcoming appointments are highlighted to the appropriate manager, to allow them to confirm these with employees and schedule the required time away from work activities.

	Health & Safety – Reduction in number of days lost due to health & safety incidents	259	218			The underlying trend is generally in line with levels experienced in previous years but has been affected by ongoing long-term absences. Interventions are ongoing to manage this across Neighbourhood Services.
Actions common across Neighbourhood Services						
Status	Action	% Progress	Due Date	Notes		
	Review management of risk assessment process including development of inventory and completion of Annual Assurance statements	82%	December 2024	Work to review the risk assessment process across Neighbourhood Services continues and indeed will be an ongoing action, kept under constant review. Work to develop and implement RAMS for Regulatory, Construction and Community Safety Resilience service areas is being progressed by service management, advised and supported by Health & Safety colleagues.		

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ITEM No ...8.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 19 AUGUST 2024

REPORT ON: SCRUTINY COMMITTEE ANNUAL REPORT

REPORT BY: CHIEF INTERNAL AUDITOR

REPORT NO: 209-2024

1.0 PURPOSE OF REPORT

To present the Scrutiny Committee Annual Report for 2023/24 for noting.

2.0 RECOMMENDATIONS

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

3.0 FINANCIAL IMPLICATIONS

None

4.0 MAIN TEXT

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

4.2 The annual report at Appendix 1 has been prepared to inform Dundee City Council of the work undertaken by the Scrutiny Committee during 2023/24. The Scrutiny Committee undertakes the role of the Audit Committee for the Council. The report concludes:

"The Scrutiny Committee is satisfied that the Committee complies significantly with the Cipfa Position Statement and this will be improved following the update of the Committee remit planned for after the recess. The work undertaken by the Committee during 2023/24 fulfils the Committee remit and provides reasonable assurance that the Council's control environment, risk management arrangements, and governance framework operated effectively and efficiently during 2023/24. Actions have been put in place to address any weaknesses identified and the Committee will continue to monitor completion of these actions. Significant weaknesses identified have been included in the Annual Governance Statement and Corporate Governance action plan as appropriate."

5.0 POLICY IMPLICATIONS

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

6.0 CONSULTATIONS

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

7.0 BACKGROUND PAPERS

None.

CATHIE WYLLIE, CHIEF INTERNAL AUDITOR

22 JULY 2024

Scrutiny Committee Report to Dundee City Council 2023/24

Introduction

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

This report has been prepared to inform Dundee City Council of the work carried out by, and the impact of, the Scrutiny Committee during the period April 2023 to March 2024 and for the year to 31 March 2024. It also provides details of the Committee’s membership and attendance.

Scrutiny & Audit Committee remit

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

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

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

During 2023/24 the Committee meetings remained on-line.

All elements of the Committee’s remit, as detailed in the Standing Orders, have been fulfilled if applicable during the year. This has been achieved through information received from internal audit, external audit, other external scrutiny and inspection agencies, and assurances from management. Assurances about and from internal and external audit are summarised below. Other sources of information provided good assurance over the areas in the remit. Minutes of the Committee meetings were presented to Council. One report on Cyber Security was referred to the City Governance Committee and the Policy and Resources and City Governance Committees referred several reports to the Scrutiny Committee during the year.

Membership and Attendance

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

The Committee met formally on six occasions during 2023/24 and all meetings were quorate (at least three members in attendance including a representative from the Administration and the Major Opposition Group).

Scrutiny Committee Attendance 2023/24

Member	Expected attendances	No. of meetings attended	Nominated substitute attended
Depute Lord Provost Kevin Cordell	6	6	
Bailie Kevin Keenan	6	6	
Bailie Helen Wright	6	5	Councillor Charlie Malone
Bailie Willie Sawers	2	2	

Bailie Christina Roberts	4	4	
Bailie Fraser Macpherson	6	6	
Bailie Derek Scott	6	5	
Councillor Nadia El-Nakla	6	5	Councillor Ken Lynn
Councillor Lynne Short	6	5	

At the meeting of the Recess Sub Committee held on 10th July 2023 it was agreed that Bailie Christina Roberts be appointed as a member of the Committee as replacement for Bailie Willie Sawers.

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

Training

A range of briefings and other training was offered to elected members during 2023/24. A training record is kept by Committee Services.

Internal Audit

There was a reduction in resource capacity within the Internal Audit team during 2023/24. This was due primarily to vacant posts in the Internal Audit Team, and reduced capacity within the Risk and Insurance teams which impacted on the time available for audit work of the Principal Auditor.

The arrangement to share the time of the Service Leader Internal Audit from Angus Council with Dundee City Council was in place throughout 2023/24. The arrangement was reviewed in September 2023 and the decision made to continue. The time split was amended to 50:50 from 1 January 2024. It was previously 40:60 Dundee City and Angus.

The Scrutiny Committee takes assurance from Internal Audit on a wide range of issues and an update report from the Chief Internal Auditor is considered at every Committee meeting. Completed audit reports for 2023/24 provided substantial or comprehensive assurance with three exceptions. There were no critical audit actions outstanding at May 2024, and three agreed in June 2024. Reports concluded with Limited Assurance were:

- General Ledger. At May 2024 five actions were in progress. One medium priority action that is past its original due date is estimated to be 25% complete. Four other actions (two High Priority and two Low Priority) have not yet reached their implementation dates.
- Adaptations for People with Disabilities. This was agreed in June 2024 and has seven High priority actions and two Low priority actions addressing client safety, reputational and compliance risks.
- Financial Sustainability LACD. This was agreed in June 2024. There are three critical, four high and one medium priority recommendations covering the Council and LACD and addressing completion of a review of the Service Agreement between the Council and LACD, and development thereafter of plans to deliver this and monitor results.

Last year three audits fell into Limited and no assurance categories. Only one still has open actions at May 2024. School Funds income collection and reconciliations (no assurance). At May 2024 there were two low priority recommendations still in progress, both estimated by management to be 80% complete.

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

External Audit

External Audit is another key provider of assurance to the Committee. The external auditors, Audit Scotland, are appointed by the Accounts Commission, who also monitor audit quality. The results from

external audit reports during 2022/23 have been positive, including the results from the 2022/23 audit (Article II Report 313-2023 Scrutiny Committee 27 September 2023 refers), and the thematic Best Value report for 2022/23 (Article IX, Report 241-2023 Scrutiny Committee 6 December 2023 refers), and the Accounts Commission comments thereon reported to City Governance Committee (Article IX, Report 37-2024 19 February 2024 meeting refers). Audit Scotland recognised several areas of strength and the Accounts Commission commended the Council for progress since the last Best Value audit and sound financial management and planning.

Assurances

Good assurance was received throughout the year from a number of sources in addition to internal and external audit, including the Care Inspectorate and Education Scotland. The majority of areas covered by these inspection agencies were assessed as “good”, “very good” or “very effective”. One school was assessed as having weak and unsatisfactory areas in an inspection published in June 2023 (Article III, Report 280-2023 from June 2023 Scrutiny committee refers). Follow up work published in March 2024 and reported to Scrutiny committee in April 2024 recognised progress in implementing agreed improvement actions. (Report 126-2024 refers). Scrutiny Committee members visited the school and were pleased to see the progress that has been made.

Self-assessment and action plan

A self-assessment for 2023/24 was undertaken using the questionnaire provided in Cipfa’s 2022 Guidance for Audit Committees, supplemented with questions about Committee members’ knowledge and skills. Scoring was from 0 to 4 as follows, allowing for a maximum score of 224 per person.

Score	Operation of the Committee	Skills and Knowledge
0	Does not comply - Major improvement require	Little Knowledge
1	Partially complies - Significant improvement required	Some Knowledge
2	Partially complies - Moderate improvement required	Good Knowledge
3	Partially complies - Minor improvement required	Advanced Knowledge
4	Fully complies - No further improvement required	Expert Knowledge

Results from the self-assessment questionnaire showed an average score of 77% in terms of effectiveness and compliance with the principles set out in the Cipfa guidance. As this is the first time this self-assessment has taken place the areas scored 0 to 2 will be considered by officers and further action proposed as required. Undertaking the self-assessment and preparing this report address some of the low scores. Planned updates to the committee’s terms of reference to comply with the 2022 Cipfa guidance will also address some of these.

The two questions about knowledge and skills covered 17 topics about core and specialist areas of knowledge and skills required by members of the Committee. Scores for these ranged from 2 to 4. The specific topics where further training needs were identified will be addressed by officers in the coming year and included in the action plan to be developed.

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

Conclusion

The Scrutiny Committee is satisfied that the Committee complies significantly with the Cipfa Position Statement and this will be improved following the update of the Committee remit planned for after the recess. The work undertaken by the Committee during 2023/24 fulfils the Committee remit and provides reasonable assurance that the Council’s control environment, risk management arrangements, and governance framework operated effectively and efficiently during 2023/24. Actions have been put in place to address any weaknesses identified and the Committee will continue to monitor completion of these actions. Significant weaknesses identified have been included in the Annual Governance Statement and Corporate Governance action plan as appropriate.

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REPORT TO: CITY GOVERNANCE COMMITTEE - 19TH AUGUST 2024

REPORT ON: REDUCING HARM FROM DRUG AND ALCOHOL USE – UPDATE REPORT

REPORT BY: INDEPENDENT CHAIR, DUNDEE DRUG AND ALCOHOL PARTNERSHIP

REPORT NO: 229-2024

1.0 PURPOSE OF REPORT

To provide the City Governance Committee with a summary overview of progress made during the first year of the Dundee Alcohol and Drug Partnership's Strategic Framework 2023-2028 and inform them of priorities for the second year of delivery.

2.0 RECOMMENDATIONS

It is recommended that the Committee:

- 2.1 Note the content of this report and the progress toward implementation of the Dundee Alcohol and Drug Partnership's (ADP) delivery plan (section 4.2) and the draft ADP annual report (attached as appendix 1 to this report).
- 2.2 Note the priority areas for year two of delivery (2024/25) identified by the ADP and approved by the Chief Officers Group (section 4.3).
- 2.3 Note the ADP's Delivery Plan will be submitted to the IJB on 21st August for approval.

3.0 FINANCIAL IMPLICATIONS

- 3.1 Delegated resources to the Dundee Integration Joint Board (IJB) provide funding for statutory and commissioned drug and alcohol services. These resources are managed within the overall Dundee IJB Financial position. Additional funding is allocated annually from the Scottish Government to manage developments to support national drug and alcohol priorities. The specific utilisation of these funds is managed via Dundee Alcohol and Drug Partnership to meet local priorities within these national guidelines.
- 3.2 The value of additional Scottish Government allocation funding for drug and alcohol services in Dundee is approximately £2.4m in 2024/25. The totality of this funding will be used to support the implementation of the delivery plan with direction of spend provided through the publication of the Alcohol and Drug Partnership's Strategic Framework.

4.0 MAIN TEXT

4.1 BACKGROUND

- 4.1.1 The Alcohol and Drug Partnership's (ADP) strategic framework and delivery plan were published in January 2023 and sets out the vision that *"People in Dundee thrive within safe, nurturing and inclusive communities, supported by accessible and effective alcohol and drug services that focus on prevention, protection, harm-reduction, resilience and recovery."* This vision is underpinned by 5 key priorities:
 - Reducing significant harms linked to drug and alcohol use by delivering the right care in the right place at the right time.
 - Reducing the enduring impact of drug and alcohol use through an increased focus on prevention.

- Empowering people with lived experience to participate in and influence decision-making, commissioning, planning and improvement.
- Promoting cultures of kindness, compassion and hope, tackling stigma and discrimination and embedding trauma-informed approaches.
- Ensuring appropriate and effective governance arrangements and strengthening communications with stakeholders.

The whole framework is underpinned by a statement of values informing the work of the ADP at every stage as they move forward with implementation: human rights; person-centred; trauma-informed; gendered-based; kindness and compassion; innovation; collaboration; transparency and evidence-based.






4.1.2 The work of the ADP continues to be informed by the wider planning context that recognises poverty, deprivation, the range of trauma and adversities present across the population that contribute to high levels of drug and alcohol related harm. The implementation of the delivery plan reflects the high priority given by all local partner agencies to tackling harm caused by drugs and alcohol and recognise the need to continue to work at pace to improve responses to people currently affected alongside preventing future harm. Significant progress has been made during the first year of the strategic framework (2023/24) towards achieving the 5 key priorities, key achievements are summarised in section 4.2 of this report.

4.2 YEAR ONE – PROGRESS AND KEY ACHIEVEMENTS

4.2.1 The implementation of the national Medication Assisted Treatment (MAT) Standards has been a key aspect of the work of all ADPs across Scotland during 2023/24. The national 2024 benchmarking report on MAT implementation was published on 9 July 2024 (see [MAT Benchmarking 2024](#) for full report). The 2024 report demonstrated considerable progress made in Dundee:

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 Amber	Provisional Amber	Provisional Amber	N/A	N/A	N/A	N/A	N/A	N/A
2023	Amber	Provisional Green	Provisional Green	Provisional Green	Provisional Green	Amber	N/A	Provisional Amber	Provisional Amber	Amber	Provisional Amber
2024	Green	Green	Green	Green	Green	N/A	Green	Green	Green	Green	N/A

	Red	2022	MAT 6 to MAT 10 were not assessed
	Provisional Amber	2023	MAT 6 and MAT 10 were assessed separately
	Amber	2024	MAT 6 and MAT 10 were assessed jointly
	Provisional Green		
	Green		

Except for two ADP areas (Dumfries & Galloway and Greater Glasgow) these are the highest scores achieved at this at this stage. Dundee’s results demonstrate year-on-year improvement and consistency in standards of care across the city. This reflects the innovation, hard work, dedication and development of good practice by frontline staff; the ADP is currently planning an event to acknowledge their contribution to this area of work.

4.2.2 It is now the case that 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. Of particular note, during 2023/24 Dundee achieved:

- 0 days from date of engagement with services to date of first MAT assessment.
- 75% of those people experiencing a high-risk event were contacted within 24 hours.
- 97.3% of the individual caseloads in Dundee were retained in treatment for six months or more.
- During 2023-24 18 people from Dundee accessed residential rehab establishments. This has included more women accessing residential rehabilitation than ever before, and almost all people embarking on residential support completing their full treatment.
- Increased participation of GP Practices in Shared Care and increased uptake by individuals, supported by input from Third Sector keyworkers, DDARS staff, Community Pharmacy and Dundee Independent Advocacy Service (DIAS). During 2023/24 there were 18 people referred for keyworker support under the Shared Care arrangements (of whom 3 did not engage)

At a national level 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. In Dundee the ADP has allocated funding to local organisations to develop trauma-informed spaces and the Trauma Steering Group are continuing to lead multi-agency work to develop both trauma informed leadership and practice. There has also been significant improvement, via the establishment of Dundee Women's Hub, in providing safe and supportive services to women.

4.2.3 Looking beyond the implementation of the MAT Standards, other notable developments in drug and alcohol services during 2023/24 included:

- Dundee's Recovery Network was established, the Lived Experience Framework developed, and a robust system for gathering evidence from those receiving MAT established.
- Collaborative work with Scottish Drugs Forum is ensuring dedicated support is available for those in recovery to gain employability skills, qualifications and employment.
- Independent Advocacy (IA) is available to all individuals accessing specialist substance use services. Individuals with living experience report that this support has been key to help them remain in services and have access to all the support they need.
- Long-term funding for assertive outreach has been allocated to Positive Steps, this includes joint work with DDARS to support individuals in crisis to access treatment services.
- A Non-Opioid Pathway is being developed and implemented, led by third sector organisations.
- Hope Point has opened and accommodates the delivery of a range of services, including a joint approach to substance use and mental health. The Hub also offers out of hours support. The Multi-Agency Consultation Hub (MACH) has been set up to facilitate joint decision-making and supporting individuals affected by substance use and mental health.
- Dundee had continued to develop the Whole Family Approach through a joint project with Scottish Families focusing on a sustained development of a family-focused

approach. Dedicated support continued, to both statutory and third sector organisations, for Kinship Families, including specific support around bereavement.

- 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. A co-ordinator was appointed to lead the 'Year of Kindness' project, starting April 2024.
- The Planet Youth project was progressed, with 2 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.

4.2.4 In addition to developments within services, the ADP has also undertaken a range of activities to further strengthen their governance arrangements. This has included: publishing its first Investment and Commissioning Plan (see: [ADP Investment and Commissioning Plan 23.pdf \(dundeeadp.co.uk\)](#)); launching the ADP website (see [dundeeadp.co.uk](#)); and, developing a performance framework (currently being prepared for publication). Dundee Chief Officers Group recently appointed Pam Dudek (OBE) as the new Independent Chair of the ADP, with Dr Emma Fletcher (Director of Public Health) taking up the position of Vice-Chair until the end of 2024.

4.2.5 Throughout 2023/24 the ADP has worked with partners to resolve a number of challenges that have arisen to progressing the priorities within the strategic framework. The operation of the ADP's strategic risk register is increasingly effective in supporting members to identify and manage risks to delivery at an earlier stage. Examples of challenges addressed during the year include:

- A short life group was established in response to reports of increased ketamine related harm in local areas. Through the group, there has been awareness raising amongst Primary Care colleagues, and opportunities for additional training of relevant staff and improving young people's awareness of ketamine related risks are being explored.
- There have been some delays to the planned review of the alcohol pathway, however a dedicated member of staff is now in place and is progressing this as part of the wider programme of work on the non-opioids pathway.
- Due to significant challenges relating to property portfolios across partner organisations and the availability of capital funding, Constitution House remains as a site for service delivery. However, significant progress has been made in ensuring that DDARS service are delivered from 10 alternative sites, including Hillbank, Wishart Centre, the Women's Hub and Lochee.
- Sustainability of funding remains a strategic risk for the ADP, with some key areas of service delivery being funded from non-recurring budgets (including those that support elements of MAT). The ADPs Commissioning Group is providing a strong leadership role in terms of oversight and effective management of ADP financial allocations in this challenging context.
- Throughout 2023/24 Dundee waiting times performance has been in compliance with national standards. However, during the first quarter of 2024/25 this has changed, with Dundee experiencing a small (but potentially growing) number of longer waits, all of which have been for individuals presenting to alcohol services. This will continue to be closely monitored during 2024/25 (including via regular Drug and Alcohol Service performance reports to the Performance and Audit Committee), with a range of

mitigating actions already being progressed and an enhanced focus on alcohol with the Year 2 Delivery Plan (see section 4.3).

4.3 YEAR TWO COMMITMENTS

4.3.1 The ADP has recently undertaken a comprehensive review of progress achieved against their Year 1 Delivery Plan and has subsequently developed a revised Year 2 Delivery Plan. This plan was approved by the Dundee Chief Officers Group in June 2024, and will guide the work of the ADP throughout 2024/25. As well as continuing to progress several areas where progress has been made during 2023/24 into the next stage of delivery, year two will include a focus on evidencing the impact of MAT standard implementation on people who have drug and alcohol related needs, priority areas from the Scottish Government's National Mission (e.g. access to residential rehabilitation, near-fatal overdose response and assertive outreach). The ADP has also committed to ensuring that during year two there is an increased focus on responding to alcohol harms, and on shifting the balance towards prevention approaches. Other areas of priority within the Year 2 Delivery Plan are:

- Gendered and whole-family approaches are now recognised as two additional underpinning principles that must be considered across all action commitments.
- A focus on responding to ongoing and historical trauma, with targeted and specific actions around trauma work delivered as part of a broader Protecting People approach.
- Additional actions to prevent drug deaths agreed following the publication of the Tayside drug deaths annual report and the multi-agency event to discuss this report.

4.3.2 The delivery landscape for year two will be challenging, with high levels of need and demand across the local population and public sector finance and workforce pressures. The ADP recognises the significant resource that will be required to sustain MAT Standard implementation. In key areas of service provision, including Independent Advocacy and support to develop residential rehabilitation pathways, short-term funding risks will require to be addressed via the Commissioning Group. Although progress is being made, shifting focus and resources to prevention projects remains a challenge, especially in the context of current pressures on frontline treatment and care services. There is also the need for the ADP to develop more effective approaches to monitoring outcomes for people that are achieved over longer period of time as they more through their recovery journey.

4.3.3 Given the progress already made with the implementation of commitments within year one of the delivery plan, and Dundee's success at complying with national expectations for improvement, moving forward the Dundee Chief Officers Group will continue to be the primary site for monitoring progress with the ADP delivery plan. The IJB will continue to receive supports specific to delegated drug and alcohol services where appropriate, including the six-monthly report to their Performance and Audit Committee on service performance (next report to be submitted in September 2024).

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.

5.2 As described at section 4.1.2, please note that the strategic framework and delivery plan were subject to a full Integrated Impact Assessment at the point of consideration and approval by the Chief Officers Group.

6.0 CONSULTATIONS

Members of the Dundee Partnership, members of the Chief Officers (Public Protection) Strategic Group (COG), members of the Alcohol and Drug Partnership, Dundee City Council Leadership Team, the Acting Chief Finance Officer, Heads of Service, Health and Community Care and the Clerk and Standards Officer have been consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

None.

DATE: 30 July 2024

Pamela Dudek
Independent Chair, Dundee Alcohol and Drug
Partnership

ITEM No ...10.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 19 AUGUST 2024

REPORT ON: INTERNAL AUDIT REPORT - LEISURE AND CULTURE DUNDEE (LACD) FINANCIAL SUSTAINABILITY

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 210 - 2024

1. PURPOSE OF REPORT

- 1.1 To review the summary of the Internal Audit Report on Leisure and Culture Dundee – Financial Sustainability referred from the Scrutiny Committee of 26 June 2024 and agree the recommendations in this report.

2. RECOMMENDATIONS

- 2.1 It is recommended that members:
- (i) note the summary (Appendix 1) considered by Scrutiny Committee on 26 June 2024; and
 - (ii) consider the additional context set out in this report and working with Leisure and Culture Dundee remit the Chief Executive to undertake a fuller review of agreements, priorities, funding and options for Leisure and Culture Dundee.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications as a result of this report. Any cost incurred in undertaking the review will be met by the Transformation Change Fund.

4. MAIN TEXT

- 4.1 Following consideration of report 171-2024 at the meeting on 26 June 2024 of the Scrutiny Committee, the Convener agreed to refer the executive summary of the internal audit report on LACD Financial Sustainability (within report 171-2024) to the City Governance Committee for review by all elected members.
- 4.2 The summary attached as Appendix 1 notes that:
- i) LACD remains in a period of transition following the Covid-19 pandemic. Services and facilities have reopened; however, visitor numbers are still stabilising, and their distribution across services and facilities has changed. This altered profile of demand is still developing, meaning that the services required, and their mode of delivery may differ now.
 - ii) The current economic landscape that the Council and LACD are operating in impacts what services can be delivered for the available budget. Since the period of the pandemic the Council have provided LACD an additional £4.236m of Covid support mainly to address income shortfalls.
- 4.3 The audit set the Assurance level as – Limited. A range of recommendations and actions to address this were agreed by both the Council and LACD.

5.0 ADDITIONAL CONTEXT

- 5.1 City Governance Committee on 19 February 2024 considered the annual LACD – Performance and Impact report for 2022/23 (Report 51-2024), this highlighted:
- There was increased attendance to facilities operated, but this was still much lower than pre-pandemic levels, an average of 28% lower.

- Fuller details on the financial agreements for 2022/23 totalling £ 18,224,735, being the annual management fee of £8,476,000, additional support (re COVID recovery) of £1,298,974, further fees for a range of services provided of £1,149,761 and £7.3m support for support property and buildings maintenance, IT and support costs, and loan charges in relation to facilities managed by Leisure & Culture Dundee
- Local Government Benchmarking data comparing costs per visit for museums, leisure, and libraries. Although varying at times they have shown that our costs have been consistently higher than the family group average over a number of years, in particular for libraries and leisure services.

- 5.2 Report 202-2024, Revenue Monitoring 2024/25, sets out pressures of circa £5m within the 2024/25 budget and that Executive Directors are developing financial recovery plans to bring expenditure within budget. It also notes that the additional support that was provided to LACD since 2020 ended on 30 June 2024 and any additional support in the future would have to be met from reserves.
- 5.3 City Governance Committee on 29 February 2024, Report 71-2024 – Consultation Process: Leisure and Culture Dundee, was agreed setting out actions based on proposals made by the Board of LACD as follows and to be reported back to future committees:
- Consultation to take place regarding the future of Caird Park golf course, Mills Observatory and Broughty Ferry Castle.
 - A review of library services by LACD to identify ways of ensuring the service delivers a sustainable model across the City for the longer term.
- 5.4 It is also recognised that unless there is substantial change realising recurring savings and/or more revenue generated, additional financial support from the Council would be required. This would potentially mean further savings or changes to Council run services being required to continue to deliver balanced budgets.
- 5.5 Having considered all of the work underway and context set out in this report, it is proposed that a fuller review of agreements, priorities, funding and options for Leisure and Culture takes place to ensure that sustainable services can be maintained for our citizens in the longer term. External support to undertake this review would be sought and reported back to Committee.

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, 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 Management Team was consulted in the preparation of this report.

8. BACKGROUND PAPERS

- 8.1 None.

INTERNAL AUDIT REPORT 2022/04

Client	Leisure and Culture Dundee
Subject	Financial Sustainability

Executive Summary

Conclusion

Limited Assurance

At the time of the audit in 2023 significant weaknesses or gaps existed in the system of control, resulting in areas of unmanaged risk. In the period since the initial audit testing ended there has been activity that goes some way to address these, including progress with a review of the specification for the services to be provided by LACD in exchange for the management fee and public consultation on cost saving measures proposed during the setting of the 2024/25 budget.

The Council’s budget for 2024/25 assumes that £0.620m of their general fund reserves should be utilised to support LACD income over and above the management fee depending on the outcome of the consultation exercise. It is recognised that unless there is substantial change realising recurring savings, more income or a change to the services provided additional financial support from the Council may continue to be required in future.

The Service Agreement update requires to be completed and reflect the current services the Council wants to be delivered and the financial envelope available. Along with the revised Agreement, a new performance monitoring regime should be implemented by the Council. Both would support LACD with the prioritisation of services and to develop operational plans and make resource allocation decisions in response to ongoing financial pressures faced by the public sector in the wake of Covid-19 and the Cost-of-Living crisis.

Introduction

Leisure and Culture Dundee (LACD) is an arm’s length external organisation (ALEO) of Dundee City Council (the Council), established as Scottish Charitable Incorporated Organisation (SCIO). Its stated purpose is “To deliver, for the citizens of Dundee, and those who visit the City, high quality Leisure, Sporting, Cultural and Learning Experiences which contribute to their quality of life.”

LACD is funded primarily through a combination of the management fee paid by the Council and income generated by charging for the provision of services and the operation of leisure and cultural facilities. The organisation produced a Business Plan for the period 2019-24 which aimed to achieve a budgeted income of £15.283m in 2021/22, of which £7.168m (46.9%) consisted of the management fee.

However, in March 2020, LACD was obliged to close all services and furlough the majority of its staff as a consequence of the lockdown introduced across the country in response to the Covid-19 Pandemic. This, along with the fall in attendance as services reopened has adversely impacted LACD’s ability to generate income, and accordingly, its budgetary position. The budgeted and actual expenditure and income figures for 2021/22 and 2022/23 are provided in the table below:

Year	Budgeted Expenditure £ million	Actual Expenditure £ million	Budgeted Income £ million	Actual Income £ Million
2021/22	16.523	14.711	16.523	14.953
2022/23	16.428	15.616	16.428	15.658

The figures in the table above include additional financial assistance of £4.236m agreed with Dundee City Council as a result of the impact of the Covid-19 pandemic.

In order to ensure the ongoing financial sustainability of Leisure and Culture Dundee, it is essential that financial plans, budgets, and service delivery plans are revised to take account of this new operating environment.

In the year since the audit fieldwork was completed in early 2023 the financial pressures on both the Council and LACD have continued. Report 71-2024 to the City Governance Committee in February recommended consultation on a range of savings options proposed by LACD to address the shortfall and this process started in May 2024. The outcome from the actions agreed in report 71-2024 are likely to impact on the actions recommended by this audit. As part of the Council's budget setting process, a total of £0.620m was made available from general reserves to provide additional management fee to LACD in 2024/25 depending on the outcome of the above consultation exercise. The recurring impact of this would require to be considered as part of the Council's 2025/26 budget process.

The term Service Level Agreements (SLAs) is used in practice to refer to services being provided by and to LACD. In this report, to distinguish between these, Service Agreement is used to refer to the document that articulates the services that LACD should provide for the Council, and Service Level Agreements (SLAs) is used to refer to services provided to LACD by the Council.

Scope

Review of the arrangements for the continued financial sustainability of Leisure and Culture Dundee following the COVID-19 pandemic.

Draft reports were first issued for this audit in May 2023. The delay in completion is partially due to the report addressing issues that apply to both the Council and LACD. Additional audit evidence was provided following the issue of the draft report and reduced resource within the Internal Audit service impacted on the timing for that to be reviewed. The issues raised in the report have however been progressing where possible in the period whilst the report was being finalised.

Objectives

		Action Priority			
		C	H	M	L
Review the effectiveness of the process to negotiate and agree the Service Agreement and the management fee with Dundee City Council	Limited Assurance	2	2	-	-
Determine the extent to which service plans, operational objectives, and KPIs have been reviewed and revised, based on realistic assumptions	No Assurance	1	2	-	-
Confirm that LACD has assessed the financial impact of the Covid 19 pandemic	Substantial Assurance	-	-	-	-
Confirm that financial plans and budgets have been reviewed and updated in the light of this assessment	Substantial Assurance	-	-	1	-
TOTAL		3	4	1	-

Key Findings

LACD remains in a period of transition following the Covid-19 pandemic. Services and facilities have reopened; however, visitor numbers are still stabilising, and their distribution across services and facilities has changed. This altered profile of demand is still developing, meaning that LACD is required to revise its services and their mode of delivery as these changes emerge.

The current economic landscape that the Council and LACD are operating in impacts what services can be delivered for the available budget. Since the period of the pandemic the Council have provided LACD an additional £4.236m of Covid support mainly to address income shortfalls. As part of the budget setting process for 2024/25 a public consultation regarding closure or alternative means of operation was agreed for several venues operated by LACD on the Council's behalf. It is recognised that unless there is substantial change realising recurring savings or more income, additional financial support from the Council may continue to be required in future. This makes the need to finalise good arrangements to agree and monitor the Service Agreement and the management fee critical.

The agreement that specifies the functions that LACD is expected to perform in exchange for the management fee is out of date.

The scope of the performance monitoring arrangements which are in place currently encompass only a small part of the overall activity of LACD, being primarily concerned with attendance at facilities as opposed to the efficiency and effectiveness of the services being provided. Accordingly, they provide only limited assurance as to LACD performance, the value for money obtained in exchange for the management fee, and how LACD activity contributes to achievement of the Council's priorities and objectives.

This report reiterates and elaborates upon elements of an outstanding action agreed to address the recommendations arising from the 2020/21 Internal Audit report *Leisure & Culture Dundee*

Governance Arrangements. We propose to close the existing open action as it is superseded by the following findings and recommendations made to Dundee City Council in this report:

- Work has been ongoing during 2024 to update the 2011 Service Agreement to reflect current activity and what is required from the arrangement in future. We have recommended that this review should consider and address how the services and outcomes expected in exchange for the management fee are defined. This could be at a higher, less operational, level, relating to the Council's own priorities and objectives. This would allow LACD freedom to develop operational plans which support its ability to demonstrate fulfilment of the requirements of the specification.
- The revised Service Agreement should include a formal performance monitoring regime which is clearly linked to the services and outcomes that LACD is expected to deliver for the Council. The performance monitoring should be meaningful with both parties clear about the services and standards expected.
- In conjunction with the review of the Service Agreement, the Council has also begun a review to determine whether the support services' SLAs agreed in 2011 reflect current practice and remain appropriate and fit for purpose.
- Over time for practical reasons the way in which the management fee is agreed has evolved to fit in with the Council's budget setting timetable and the Scottish Government's timetable and arrangements for local government funding. This no longer follows the arrangements laid out in the Service Agreement and therefore the Agreement requires to be updated.

In the course of reviewing the arrangements within LACD to ensure its financial sustainability, we have identified the following areas for improvement:

- LACD developed a high-level business plan for the period 2019-24, however the development of detailed operational plans for the delivery of services was interrupted by the Covid 19 pandemic. The absence of a meaningful service specification or detailed plans for service delivery means that it is difficult to determine the intended objective or outcome of specific activities undertaken by LACD, and in particular whether this activity is in fulfilment of the Service Agreement, other arrangements such as the Active Schools agreement, or in pursuit of LACD's own objectives and charitable purpose. LACD has implemented a new strategy and is in the course of developing updated operational plans which set out the services it aims to deliver in terms of their purpose and objectives, and the resources required to deliver them. . These should be reviewed once a revised Service Agreement is in place.
- We have recommended that Dundee City Council, as part of the update of the Service Agreement, clarify how LACD can make proposals to be included in the Council's capital plan. While LACD maintains a list of desirable capital projects, it is not able to easily prioritise these or construct business cases in terms of their impact on service delivery. LACD should update its list of proposed capital projects in line with its revised business plan. The review should consider the consistency of the objectives of the proposals with the business plan and select options to be discussed with the Council.
- Internal financial reporting to the LACD Board and Finance & Performance Committee offers only limited detail on financial performance, as financial variances cannot be analysed in terms of their impact on the organisation's ability to deliver its plans and objectives. Financial reporting should be revised to better support decision making.

Impact on risk register

We have raised Critical findings which relates to LACD's ability to set operational objectives, develop plans to deliver on those objectives, and demonstrate that delivery to Dundee City Council which provides a significant proportion of LACD's funding. Setting clearly articulated objectives are fundamental to effective risk management, as it entails identifying threats to the delivery of those objectives

Definitions of Levels of Assurance

Comprehensive Assurance	The system of controls is essentially sound and supports the achievement of objectives and management of risk. Controls are consistently applied. Some improvement in relatively minor areas may be identified.
Substantial Assurance	Systems of control are generally sound, however there are instances in which controls can be strengthened, or where controls have not been effectively applied giving rise to increased risk.
Limited Assurance	Some satisfactory elements of control are present; however, weaknesses exist in the system of control, and/or their application, which give rise to significant risk.
No Assurance	Minimal or no satisfactory elements of control are present. Major weaknesses or gaps exist in the system of control, and/or the implementation of established controls, resulting in areas of unmanaged risk.

Definitions of Action Priorities

Critical	Very High-risk exposure to potentially major negative impact on resources, security, records, compliance, or reputation from absence of or failure of a fundamental control. Immediate attention is required.
High	High risk exposure to potentially significant negative impact on resources, security, records, compliance, or reputation from absence of or non-compliance with a key control. Prompt attention is required.
Medium	Moderate risk exposure to potentially medium negative impact on resources, security, records, compliance or reputation from absence or non-compliance with an important supporting control, or isolated non-compliance with a key control. Attention is required within a reasonable timescale.
Low	Low risk exposure to potentially minor negative impact on resources, security, records, compliance, or reputation from absence of or non-compliance with a lower-level control, or areas without risk exposure but which are inefficient, or inconsistent with best practice. Attention is required within a reasonable timescale.

REPORT TO: CITY GOVERNANCE COMMITTEE – 19 AUGUST 2024

REPORT ON: M365 BACKUP AND SECURITY

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 220-2024

1.0 PURPOSE OF REPORT

1.1 To seek approval for the purchase of licenses for security and backup of Microsoft 365.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee:

(a) agree to the purchase of licenses for Microsoft 365 Backup and Security;

(b) remit the Senior Service Manager IT to purchase licenses required for backup and security of Microsoft 365;

3.0 FINANCIAL IMPLICATIONS

3.1 Cost of license purchase is £110,000 per year for 3 years, with an option to extend for another year.

3.2 The Executive Director of Corporate Services advises this cost will be met from IT revenue budget for 2024/25 to 2027/28

4.0 BACKGROUND

4.1 This report supports the Council's IT Strategy which was approved at the City Governance committee on 4th March 2024 (Report 62-2024). The Council's IT strategy sets out to deliver secure, robust, and affordable IT platforms. Helping to enable digital services, mobile and flexibly accessible services through a cloud first approach.

4.2 The current system is approaching end of life and no longer offers the level of protection that we need. It has also run out of capacity and is no longer capable of completing the full backup of M365. With the contract due to end in November there is no value investing further in this system. This is a significant risk for the Council and a replacement system is required urgently.

4.3 The contract for the current systems that provide backup and security of Microsoft 365 data ends in November 2024. This is a critical part of the Council's cyber resilience and defence. A new contract is required to ensure the integrity and security of Council data.

4.4 The increased use of Microsoft 365 for Email, Teams and Sharepoint has seen a rapid increase in the amount of data being stored in M365. This data needs to be backed up to ensure that files, emails, and data can be recovered in a disaster scenario or following accidental deletion.

4.5 A market review is being undertaken to assess and evaluate the most appropriate platform. The system will be a fully Cloud based, software as a service, that will provide improved security and reliability for M365. This will help improve the detection and prevention of malware, spam, and ransomware, whilst reducing the associated administration overheads.

4.6 The licensing of the backup system will include unlimited storage capacity. This will support current requirements and allow for future growth with no restrictions.

- 4.6 Modern M365 security systems include artificial intelligence components that are not available in the current system. This enhancement provides improved detection and protection from more advanced cyber-attacks.
- 4.7 The new system will include enhanced data loss prevention features to help reduce the possibility of GDPR breaches. This helps ensure policy compliance and protects Council data from accidental or deliberate data loss. It will also provide visibility and reporting of sensitive data, helping to classify data and warn of potential risks.
- 4.8 The backup and security system will be procured through the compliant procurement framework NHS Digital Workplaces Solutions. The preferred supplier is Softcat.

5.0 POLICY IMPLICATIONS

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

6.0 RISK ANALYSIS

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

Key Risks			
Description of Risk	Probability (L/M/H)	Impact on DCC (L/M/H)	Actions required to manage Risk
Commercial Risk – That either the price objectives are not achieved up front or there are other costs that arise during the contract and diminish the overall benefits.	Low	Low	Costs and requirements are known as part of the Framework Agreement which we intend to utilise. (Ref 4.8 above)
Technical Risk – This concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the specification	Low	Low	New technology but skills and knowledge already exist and are transferrable. Suppliers will assist with initial configuration.
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	Low	Low	Only supply of licenses
Contractual Risk – Being able to remedy the 's shortcomings in the contractor's performance without severely damaging the contract and about avoiding reliance on the contracted supplier as the contract develops.	Low	Low	Specification of Requirements have been set out in the Framework.
Procurement Risk – where a procurement is found unsound in law, through the public procurement rules	Low	Low	Existing Supply framework will be used. (Ref 4.8 above)
Overall Contract Risk			

7.0 CONSULTATIONS

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

8.0 BACKGROUND PAPERS

8.1 None.

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

01 AUGUST 2024

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