

City Chambers
DUNDEE
DD1 3BY

14th June, 2024

Dear Colleague

You are requested to attend a MEETING of the **CITY GOVERNANCE COMMITTEE** to be held remotely on Monday, 24th June, 2024 following the meetings of the Children, Families and Communities and Neighbourhood Regeneration, Housing and Estate Management Committees 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

Yours faithfully

GREGORY COLGAN

Chief Executive

AGENDA OF BUSINESS

1 DECLARATION OF INTEREST

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

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

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

(The minute of Pension Sub-Committee and Pension Board, held on 18th March, 2024, is submitted for noting, copy attached).

3 SUPPORT FOR FOOD LARDERS AND FOODBANKS

This item has been placed on the agenda at the request of Councillor Alexander, who will ask that Officers explore options for supporting food larders/foodbanks who operate from Dundee City Council buildings in relation to rental charges.

4 COUNCIL PLAN 2022/2027 – PROGRESS REPORT FOR 2023/2024 - Page 7

(Report No 166-2024 by the Chief Executive, copy attached).

5 FAIRNESS AND LOCAL CHILD POVERTY ACTION PLAN REPORT – ANNUAL REPORT FOR 2023/2024 - Page 71

(Report No 153-2024 by the Chief Executive, copy attached).

6 NATIONAL CARE SERVICE UPDATE - Page 139

(Report No 141-2024 by the Chief Executive, copy attached).

7 LOCAL CODE OF CORPORATE GOVERNANCE - Page 147

(Report No 162-2024 by the Executive Director of Corporate Services, copy attached).

8 COMMUNITY WEALTH BUILDING IN DUNDEE - PROGRESS UPDATE - Page 193

(Report No 179-2024 by the Executive Director of Corporate Services, copy attached).

9 CUSTOMER SERVICES AND IT - SCHOOL CLOTHING GRANTS - Page 205

(Report No 176-2024 by the Executive Director of Corporate Services, copy attached).

10 IT SECURITY FOR LAPTOPS - Page 213

(Report No 177-2024 by the Executive Director of Corporate Services, copy attached).

11 PROCUREMENT OF ATTAINMENT AND PROGRESS TRACKING SOFTWARE - Page 215

(Joint Report No 181-2024 by the Executive Directors of Children and Families Service and Corporate Services, copy attached).

12 PROCUREMENT OF RENTAL, SERVICE AND MAINTENANCE OF – GYM EQUIPMENT (MANAGED SERVICE) - Page 219

(Joint Report No 175-2024 by the Chief Executive and Executive Director of Children and Families Service, copy attached).

13 ESTABLISHMENT OF RECESS SUB-COMMITTEE (AN15-2024)

It is reported that the Council's Recess commences on Saturday, 29th June, 2024 and ends Saturday, 10th August, 2024.

To facilitate the smooth, continuous conduct of the Council's business, it is proposed that a Recess Sub-Committee of the Council be set up to deal with matters of an urgent nature which the Chief Executive or Head of Democratic and Legal Services believe cannot wait for the next ordinary meeting of the Committee concerned during that period and that its operating arrangements be as follows:-

- (i) Membership - 5 members of the Administration, 3 members of the Labour Group and 1 member of the Liberal Democrat Group.
- (ii) Chair - Leader of the Administration or nominee.
- (iii) Substitutes - in terms of Standing Order No 45(3) it shall be competent for substitutions to be intimated and effected for individual meetings.
- (iv) Quorum - 3 members.
- (v) Dates - to be arranged when required.
- (vi) Remit - to deal with any urgent business arising during the recess period.
- (vii) Power - full delegated powers to deal with business laid before it.

Notwithstanding the above, it may be necessary in view of its quasi-judicial nature to arrange meetings of the Personnel Appeals Sub-Committee.

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ITEM No ...2.....

At a JOINT MEETING of the **PENSION SUB-COMMITTEE** of the **CITY GOVERNANCE COMMITTEE AND THE PENSION BOARD** held remotely on 18th March, 2024.

Present:-

PENSION SUB-COMMITTEE

BAILIE Kevin KEENAN

COUNCILLORS

Ken LYNN

Steven ROME
Dorothy McHUGH

Michael CRICHTON

PENSION BOARD

Bill DUFF
George RAMSAY

Stewart DONALDSON

Arthur NICOLL
Kenny DICK

Councillor Steven ROME, in the Chair.

I DECLARATION OF INTEREST

No declarations of interest were made.

II APOLOGIES

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

III MINUTE OF PREVIOUS MEETING

The minute of meeting of 11th December, 2023 was submitted and approved.

IIIa CHAIR OF PENSION BOARD

IV TAYSIDE PENSION FUNDS RISK REGISTER

There was submitted Report No 89-2024 by the Executive Director of Corporate Services seeking approval for the Quarterly Risk Register for Tayside Pension Fund which was updated on 13th February, 2024, noting the changes to risk profile since the previous report.

The Sub-Committee and Board:-

- (i) approved the Quarterly Risk Register for Tayside Pension Fund, noting the following revision made:

Risk 17 – Lack of expertise on Pension Committee, Pension Board or amongst officers.

V TAYSIDE PENSION FUND PROCUREMENT POLICY

There was submitted Report No 71-2024 by the Executive Director of Corporate Services setting out the minimum standard and requirements for managing outsourcing and third-party service providers across the key stages of the outsourcing lifecycle, and the criteria for assessing value for money of the functions and activities that are outsourced to third parties.

The Sub-Committee and Board:-

- (i) approved the policy noting that it was subject to annual review and that there were no changes.

VI PENSION ADMINISTRATION PERFORMANCE – QUARTERLY UPDATE TO 31ST DECEMBER, 2023

There was submitted Report No 73-2024 by the Executive Director of Corporate Services providing information on the recent quarter's operational performance in relation to Pension Administration.

The Sub-Committee and Board:-

- (i) noted the content of the report.

VII TAYSIDE PENSION FUND – AUDIT SCOTLAND ANNUAL AUDIT PLAN 2023/24

There was submitted Report No 74-2024 by the Executive Director of Corporate Services providing a summary of the responsibilities and approach of Audit Scotland in respect of Tayside Pension Fund for 2023/24.

The Sub-Committee and Board:-

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

VIII INTERNAL AUDIT RISK ASSESSMENT & AUDIT PLAN 2024/25

There was submitted Report No 75-2024 by the Executive Director of Corporate Services setting out the risk assessment undertaken by PwC and detailing their internal audit plans for Tayside Pension Fund for 2024/25.

The Sub-Committee and Board:-

- (i) agreed to review and approve the Internal Audit plan by PricewaterhouseCoopers (PwC) as detailed in appendix A of the report.

IX TAYSIDE PENSION FUND INTERNAL AUDIT REPORTS – PENSIONS ADMINISTRATION & LIQUIDITY

There was submitted Report No 76-2024 by the Executive Director of Corporate Services submitting the Audit Reports prepared by the Fund's Internal Auditor, PricewaterhouseCoopers (PwC).

The Sub-Committee and Board:-

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

X TREASURY POLICY STATEMENT 2024/25

There was submitted Report No 77-2024 by the Executive Director of Corporate Services revising the Fund's Treasury Policy Statement which was intended to govern all treasury activities carried out by Tayside Pension Fund.

The Sub-Committee and Board:-

- (i) approved the policies and procedures laid out in the "Treasury Policy Statement 2024/25", noting that the Treasury Policy Statement must be reviewed annually, and that there were no changes.

XI TREASURY MANAGEMENT STRATEGY 2024/2025

There was submitted Report No 78-2024 by the Executive Director of Corporate Services seeking agreement for reviewing the Treasury Management Strategy for Tayside Pension Fund.

The Sub-Committee and Board:-

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

XII PENSION ADMINISTRATION STRATEGY

There was submitted Report No 79-2024 by the Executive Director of Corporate Services setting out the Fund's policy in respect of the standards required of both the Fund and the participating employers to ensure that statutory obligations were met and also to demonstrate effective and efficient service delivery. The strategy contained a variety of performance measures against which the Fund and participating employers were assessed, with performance reported to the Committee.

The Sub-Committee and Board:-

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

XIII TAYSIDE PENSION FUND COMMUNICATION POLICY

There was submitted Report No 80-2024 by the Executive Director of Corporate Services presenting a communications policy as required by the Local Government Pension Scheme (Scotland) Regulations 2014.

The Sub-Committee and Board:-

- (i) approved the revised Communications Policy which had been reviewed in conjunction with the Fund's Administration Strategy, noting the increase of de minimis value of change of monthly pension benefit of over £10, where a pension member would be issued with an additional payslip. This change was in line with other Scottish LGPS Funds.

XIV ENVIRONMENTAL, SOCIAL & CORPORATE GOVERNANCE POLICY

There was submitted Report No 81-2024 by the Executive Director of Corporate Services reviewing Tayside Pension Fund's Environmental, Social & Corporate Governance Policy.

The Sub-Committee and Board:-

- (i) approved the policy and noted that there were no changes.

XV TAYSIDE PENSION FUND ACTUARIAL VALUATION AT 31 MARCH 2023

There was submitted Report No 82-2024 by the Executive Director of Corporate Services updating the Sub-Committee and Board on the Actuarial Valuation of Tayside Pension Fund at 31 March 2023.

The Sub-Committee and Board:-

- (i) noted the information contained within the report and approved the actuarial recommendations contained in Appendix A to the report.

XVI FUNDING STRATEGY STATEMENT 2024

There was submitted Report No 83-2024 by the Executive Director of Corporate Services reviewing the Funding Strategy Statements for the Tayside Pension Fund.

The Sub-Committee and Board:-

- (i) noted that the Funding Strategy Statement was required to be reviewed annually, and approved the Statement, noting an amendment to the cessation approach following the strong rise in gilt yields since the end of 2022. The calculation method had been reviewed and adjustments had been made to the stochastic approach including a reduction of the probability limit of a deficit arising from 20% to 15%.

XVII STATEMENT OF INVESTMENT PRINCIPLES REVIEW

There was submitted Report No 84-2024 by the Executive Director of Corporate Services reviewing the Statement of Investment Principles for Tayside Pension Fund.

The Sub-Committee and Board:-

- (i) noted the information within the report, noting the changes to benchmark in Appendix C effective from 1st April, 2024; and approved the Statements of Investment Principles contained in Appendix 1.

XVIII TAYSIDE PENSION FUND BUSINESS PLAN 2024/2025

There was submitted Report No 85-2025 by the Executive Director of Corporate Services introducing the annual business plan for the Tayside Pension Fund.

The Sub-Committee and Board:-

- (i) noted the information within the report and approved the 2024/2025 Business Plan which applied to the administration and management of the Tayside Pension Fund.

The Sub-Committee and Board resolved under Section 50(A)(4) of the Local Government (Scotland) Act 1973 that the press and public be excluded from the meeting for the undernoted items of business on the grounds that they involved the likely disclosure of exempt information as defined in paragraphs 4, 6 and 11 of Part I of Schedule 7A of the Act.

XIX TAYSIDE PENSION FUND

(a) TAYSIDE PENSION FUND PERFORMANCE SUMMARY

There was submitted Report No 86-2024 by the Executive Director of Corporate Services reviewing the investment performance of the Fund's investment managers for the quarter to 31st December, 2023. The report compared investment performance of the Fund with the Fund's specific benchmarks which consisted of various stock and security market indices.

The Sub-Committee and Board:-

- (i) noted the information contained therein with regard to the performance of the Tayside Main Fund and their Fund Managers.
- (b) **SUMMARIES OF INVESTMENTS AND TRANSACTIONS 1ST OCTOBER TO 31ST DECEMBER 2023**

There was submitted Report No 69-2024 by the Executive Director of Corporate Services reviewing the investment activities of Tayside Pension Fund's five Fund Managers for the quarter 1st October to 31st December, 2023 and summarising the transactions of each Fund Manager and showing the market values of the Pension Fund.

The Sub-Committee and Board:-

(i) noted the information contained therein with regard to the performance of the Tayside Main Fund and their Fund Managers.

(c) **SECURITIES LENDING 6 MONTH ACTIVITY TO 31ST DECEMBER, 2023**

There was submitted Report No 87-2024 by the Executive Director of Corporate Services presenting an update on Securities Lending activity for the period ended 31st December, 2023.

The Sub-Committee and Board:-

(i) agreed to note the content of the report.

XX ALTERNATIVE INVESTMENT MANDATE PROCUREMENT EXERCISE UPDATE

A verbal update was given by the Service Manager, Financial Services on the Alternative Investment Mandate Procurement Exercise.

The Sub-Committee and Board:-

(i) noted the position.

XXI ANNUAL PERFORMANCE REVIEW TO 31ST DECEMBER, 2023

There was submitted Report No 88-2024 by the Executive Director of Corporate Services considering the Isio report “Annual Review of Investment Performance 2023” completed in February 2024.

The Sub-Committee and Board:-

(i) noted the content of the Isio report in Appendix A to the report.

XXII PRESENTATION

Sarah Cockburn Olivia Docker and Lucie Liss from Schrodgers gave a short presentation to the Sub-Committee and Board.

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

Steven ROME, Chair.

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REPORT TO: CITY GOVERNANCE COMMITTEE – 24 JUNE 2024

REPORT ON: COUNCIL PLAN 2022-2027 - PROGRESS REPORT FOR 2023/24

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 166-2024

1.0 PURPOSE OF REPORT

1.1 To provide the second annual progress report on the Council Plan 2022-2027.

2.0 RECOMMENDATIONS

2.1 It is recommended that Committee:

- a) notes the progress made in 2023/24;
- b) remits the report to the Scrutiny Committee for further consideration; and
- c) remits the Council Leadership Team to monitor progress and implement improvements as necessary to deliver the outcomes agreed.

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 BACKGROUND

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

4.2 In line with the Council's performance management framework, the City Governance Committee (previously Policy and Resources Committee) receives an annual and six-monthly progress report on the Council Plan. The annual report (attached at appendix 1) aims to capture progress during 2023/24 on the Plan's main priority themes, actions, and targets.

4.3 The report tracks performance with the indicators set in the plan, compared to the previous 2 years, and compared to the year 2 targets. It also includes progress made on each of the actions in the Plan.

4.4 The two reports per year aim to maintain focus and pace on delivering the Council's priorities. The next report, due in November 2024, will be providing the mid-year report, which will include some annual data for 2023/24 not available for this report.

4.5 Each service also sets out in more detail how they aim to support the delivery of the City and Council Plan priorities within their Service Plans being brought forward to Committees after summer recess.

4.6 Key strategic partners, Dundee Integration Joint Board and Leisure and Culture Dundee, both make significant contributions to the delivery of the City and Council Plan priorities. They have separate reporting and governance arrangements but will bring forward reports to City Governance Committee to note their progress as appropriate.

5.0 PERFORMANCE AND PROGRESS

5.1 The Council Plan annual report shows the Council is focused on tackling its key priorities as well as contributing to those agreed in the Dundee Partnership's City Plan 2022-2032. It is building on over a decade of transformation in the city's economy and quality of life in neighbourhoods. The increased focus on reducing child poverty and inequalities and tackling climate change addresses two areas from the evaluation on the previous Plan and the Council's Best Value Audit.

- 5.2 The summary of Council Plan performance by priority theme in the table below shows that, overall, 64% of the performance indicators in the Council Plan are on or within 5% of the target. This is an increase from 50% of performance indicators that were on or within 5% of the year 1 target in last year's annual report. The Deliver Inclusive Economic Growth including Community Wealth Building has seen the Council now within the 5% target for all 4 of its performance indicators. The table also shows that 77% of performance indicators have improved over the previous year, an increase from 55% of performance indicators in last year's annual report. All themes have achieved improvement in at least 60% of its performance indicators. Notably, design a Modern Council has achieved improvement in 100% of its performance indicators.

Council Plan 2023/24 or latest indicators

Priority Theme	Within 5% of target	Improved over previous year	Total Indicators
Reduce Child Poverty and Inequalities in Incomes, Education and Health	3 (50%)	4 (67%)	6
Deliver Inclusive Economic Growth including Community Wealth Building	4 (100%)	3 (75%)	4
Tackle Climate Change and achieve Net Zero Carbon Emissions by 2045	2 (50%)	3 (75%)	4
Build Resilient and Empowered Communities	3 (60%)	4 (80%)	5
Design a Modern Council	2 (67%)	3 (100%)	3
TOTAL	14 (64%)	17 (77%)	22

- 5.3 The purpose of this type of reporting is to ensure focus on delivering the levels of improvement on key measurable outcomes. The Council Leadership Team reviews all areas to ensure all plans help towards the priority outcomes. Looking across the total number of indicators in the appendix, the most improved indicators and the areas for improvement are noted below. The areas for improvement will be a focus during the next year to get on track towards the target.

The indicators showing the **most improvement** are:

- Number of Council and Registered Social Landlord housing completions (161% increase).
- Visitor numbers to Dundee per 1,000 of population (9% increase).
- The total number of opportunities provided to young people e.g. modern apprenticeships and trainees (70% increase).
- % of 5-22 population who have free bus concession NEC smartcard (23% increase).
- Reduce energy consumption in Council buildings tCO2 (16% reduction).

The indicators needing **further improvement or focus** are:

- Positive Destinations remains a key area of improvement for Dundee. Although the data has shown improvement on this for all young people and young people living in SIMD 1 areas, Dundee is still the local authority with the lowest participation in positive destination rates for 16–19-year-olds in Scotland. In addition, the percentage of care experienced young people in positive destinations has decreased from 83.3% to 71% between 2021/22 and 2022/23, falling well below the 92% target. An improvement plan is in place for this now.
- The indicator for measure of cycling in the city has fallen from 32% to 28% between 2022/23 and 2023/24. This indicator had been on target prior to this decrease, however it is now 4% below the target of 32%. Additionally, this target will increase to 36% next year.
- The Average Total Tariff for SIMD1 has decreased between 2021/22 and 2022/23 in Dundee from 637 to 568. This is below the current target of 605. Closing the attainment gap for children from deprived areas is a key objective both locally and nationally.

5.4 The summary of progress on the actions in the Council Plan for the Council's 5 priorities shows that all actions have made some initial progress. The actions which have progressed the most (progress is now over 70%):

- Continue work to reduce the cost of the school day.
- Implement the recommendations of The Promise to deliver the Scottish Government's commitment to care for Scotland's most vulnerable children and give them the best possible childhood.
- Promote the uptake of concessionary travel scheme for young people, ensuring quick and easy access to entitlement.
- Prioritise welfare support grants to children and families.
- Deliver Scotland's first council-led green participatory budgeting initiative – Dundee Climate Fund
- Deliver the Low Emission Zone to improve air quality (LEZ)
- Develop a city-wide Local Area Energy Plan and Local Heat & Energy Efficiency Strategy in partnership with the Dundee Climate Leadership Group
- Develop and implement a Net Zero Transition Plan and Carbon Budget for the Council
- Embed a Cycle Network Plan within the Local Development Plan
- Maximise participatory budgeting in all forms.
- Increase community ownership of Council owned assets.
- Roll out hybrid working across the Council.
- Increase digital learning, teaching of new working methods and developing the skills of our employees.
- Long-Term Financial Strategy to be updated to reflect new Council Plan priorities.

The only action where progress was reported of 5% or less is:

- Expand our free early years education to all 1 and 2-year-olds, starting with children from low-income households. This action has a target completion date of 31 March 2027.

5.5 The appendix attached is the full report setting out in detail our progress. It includes the following sections:

- An introduction by the Leader of the Council and Chief Executive and Background (pages 3 - 6).
- An overall summary of performance, highlights, and areas for improvement (pages 7-12).
- A section on each theme covering priorities, a performance scorecard, and some key highlights and activity for the next six months.
 - Reduce child poverty and inequalities in incomes, education, and health (pages 13-21).
 - Deliver inclusive economic growth including community wealth building (pages 22-31).
 - Tackle climate change and achieve net zero by 2045 (pages 32-39).
 - Build resilient and empowered communities (pages 40-48).
 - Design a modern council (pages 49-56).

6.0 POLICY IMPLICATIONS

6.1 The progress presented in this report and all actions will make an impact on achieving the priorities and outcomes set out in the Council Plan 2022-27 report. The Integrated Impact Assessment (IIA) for previous years' reports continues to be accurate. Article II of the Minute of the Policy & Resources Committee on 5 December refers to the original report and IIA.

7.0 CONSULTATIONS

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

8.0 BACKGROUND PAPERS

8.1 None.

GREGORY COLGAN
CHIEF EXECUTIVE

DATE: 6 JUNE 2024

ANDREA CALDER
HEAD OF CHIEF EXECUTIVE'S SERVICES



C Dundee City **ouncil** **Plan** **2022-2027**

Annual Progress Report 2023-24



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Introduction

by the Leader of Dundee City Council and the Chief Executive

This second annual progress report shows the Council making steady progress on delivering its Council Plan 2022-2027 objectives.

Together with the Dundee Partnership we are focused on the vision for Dundee. We are a caring city and tackling the root cause of poverty head on is one of the biggest challenges we face, especially as we continue our recovery from the pandemic and tackle the impact of the cost-of-living crisis on many of our citizens.

Closing the poverty related attainment gap is a key part of tackling the effects of child poverty. Although the most recent year saw a reduction for school leavers living in the most deprived communities their average attainment level over the past five years is a rising trend, demonstrating progress towards this aim. The latest results are above the pre Covid level.

We continue to work on reducing the cost of the school day and to help families and children the Council Tax and the cost of school meals were frozen in the 2024/25 budget. The budget also included £2m worth of additional funding for Children's Services and £500,000 cost of living support.

We are delivering inclusive economic growth to create jobs and opportunities for all by keeping Dundee in the spotlight as a place to invest. The Waterfront development continues to attract and retain jobs. James Thomson House is the latest construction in the £26 million development at Dundee Waterfront. The new City Centre Strategic Investment Plan 2050 is an ambitious 30-year plan to steer development and investment opportunities for Dundee city centre. It sets out a vision for the city centre as an exciting, growing place to live, work and visit. Last year saw an increase in the percentage of all 16-19-year participating in positive destinations, however, improving the number of young people who go on to secure and sustain a positive destination remains a key area of focus for Dundee.

We are tackling climate change and making Dundee greener, and our low emissions zone within the city centre was implemented in May.

We are building resilient, empowered communities through local community planning and investing in the areas of the city which need it most. For the first time, the Council has surpassed the target of 200 per annum for council and registered social landlord housing completions. A total of 264 affordable homes were completed during 2023/24, a rise of 161% from the previous year.

The Best Value Audit published in November 2023 found that community empowerment is strongly reflected in the Council's plans. The Council is on track to meet the target of 1% of the budget being allocated via participatory budgeting. The Council Plan sets out clear aims to maximise participatory budgeting in all forms.

Local government continues to face a very challenging situation. Demand for services has never been higher at the same time as the financial forecast is for a real-terms reduction. Once again, the Council has achieved a balanced budget, but we need to Design a Modern Council that can be sustainable for the long term. We have a plan to rationalise our properties and redesign some services to be leaner yet able to meet people's needs. In living our values, we will be open and honest. We will let the data on performance targets and progress on our plans speak for themselves. Through progress reports on this Plan, and our other plans, we will show our commitment to be inclusive, innovative and constantly learning about where we can improve.



Councillor John Alexander
Leader of Dundee City Council



Gregory Colgan
Chief Executive

Background

Dundee City Council fully endorsed the shared vision for our city set out in the Dundee Partnership's City Plan 2022 – 2032. This reflects a consensus in the city which we can all work towards and is set out as follows:

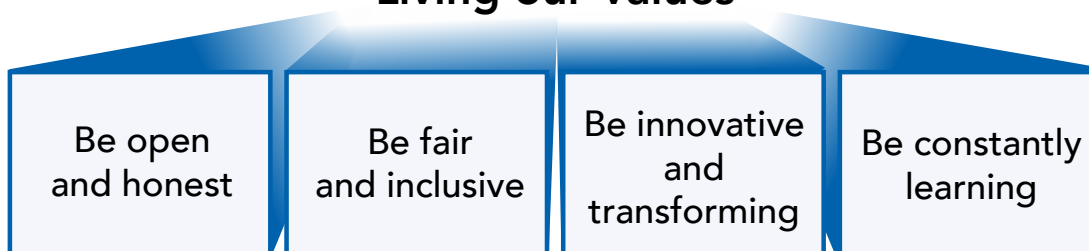


To achieve the vision, the Council Plan 2022-2027 sets out a commitment to focus on five strategic priorities for the life of the five year plan and how the Council aims to support delivery on these. Underpinning this is our bold and ambitious culture to encourage everyone at Dundee City Council to live our values and deliver on these priorities.

The strategic priorities are:



Living our Values



Over the life of this 5-year plan, the aim is to make sure we can report on the social transformation of the city in the same positive terms as the economic transformation. Dundee, like many urban areas, has major social challenges to overcome. It is also clear that the pandemic and the cost of living crisis has exacerbated the challenges faced by the city.






At this stage in the year some of the annual data for 2023/24 is not available yet. Where this is the case, the report uses the annual data in relation to the target and improvement over the year before. Where possible, in year measures have been developed so we can use monthly or quarterly data to comment on the current performance to target and improvement.

The plan set targets for year one 2022/23 and year three 2024/25.

Progress Summary 2023-2024

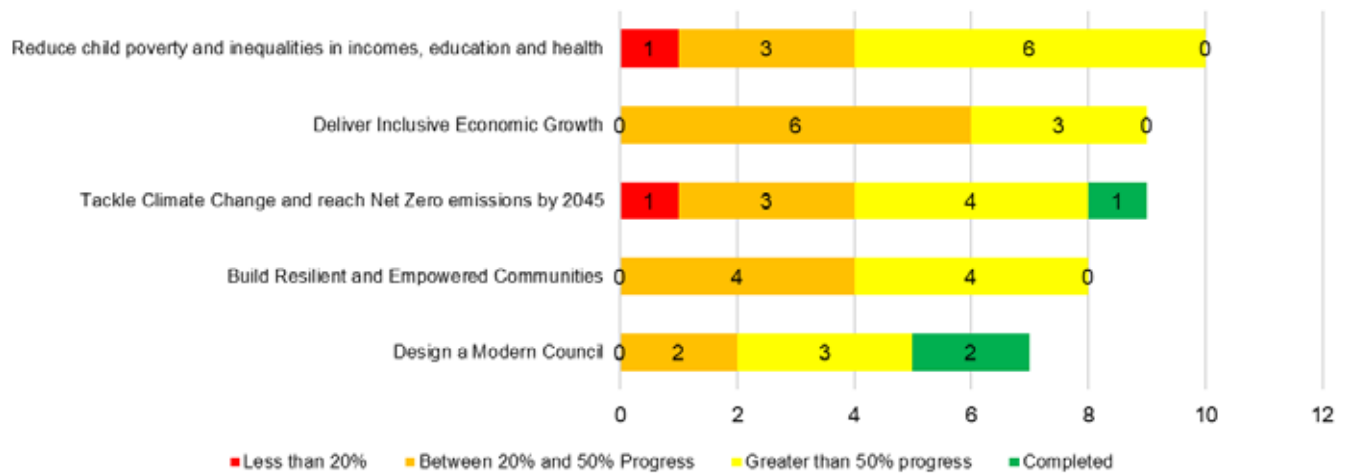
Table 1 shows that, overall, 64% of the performance indicators in the Council Plan are on or within 5% of the target. This is an increase from 50% of performance indicators that were on or within 5% of the year 1 target in last year's annual report. The Deliver Inclusive Economic Growth including Community Wealth Building has seen the Council now within the 5% target for all 4 of its performance indicators. The table also shows that 77% of performance indicators have improved over the previous year, an increase from 55% of performance indicators in last year's annual report. All themes have achieved improvement in at least 60% of its performance indicators. Notably, Design a Modern Council has achieved improvement in 100% of its performance indicators.

Table 1: Council Plan 2023/24 or latest indicators

Priority Theme	Within 5% of Yr 1 target	Improved over previous year	Total Indicators
 Reduce Child Poverty and Inequalities in Incomes, Education and Health	3 (50%)	4 (67%)	6
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 Design a Modern Council	2 (67%)	3 (100%)	3
TOTAL	14 (64%)	17 (77%)	22

Graph 1 shows that all actions are in progress, which means someone has been assigned, briefed and already taken some steps towards achieving an action plan or the target. The percentage complete is a self-assessment and the progress on priorities in each theme will give some indication of progress to date. Each year this table should show almost all complete and improved rates in Table 1 of improvement and being on target.

Graph 1: Council Plan Actions progress



Each section of the document highlights the activities completed or making significant progress this year as well as areas needing more progress.

Summary of Key Highlights in the Report

Some of the most significant achievements, in meeting targets and making progress on projects, have been:

Reducing child poverty and inequalities in incomes, education and health



- Closing the poverty related attainment gap is a key part of tackling the effects of child poverty. Although the most recent year saw a reduction for school leavers living in the most deprived communities of their average tariff score but over the past five years this is a rising trend, demonstrating progress towards this aim. The latest tariff score at 568 for 2022/23 is above the pre covid 2019 result of 553.
- To help families and children the Council Tax and the cost of school meals were frozen in the 2024/25 budget. The budget also included £2m worth of additional funding for Children's Services and £500,000 cost of living support.
- The Council is meeting the free bus concession target uptake and 82% of 5–21 year-olds received their NEC card with the free bus concession loaded. In year 2 of the scheme 3.15m free journeys by young people were made, up 19% on last year, saving families in Dundee roughly over £6m in travel costs.
- Last year, the Scottish Government expanded the provision of free school meals for Primary School pupils. P1 - P5 pupils have had the option of a free, healthy school meal and this had a take up of 65%. And 66% of P6-S6 have taken up their entitlement to a free school meal which is slightly up on the year before.

Delivering inclusive economic growth and community wealth building



- Dundee achieved successful and safe delivery of the Big Weekend over a glorious weekend in May 2023. Over 83,000 people enjoyed the festivities which resulted in a positive post-event evaluation with estimated £3.7 m economic impact.
- The Waterfront development continues to attract and retain jobs. James Thomson House is the latest construction in the £26 million development at Dundee Waterfront. The building will provide 51,600 square feet of Grade A office accommodation when completed in 2025.
- Programme Management of Dundee's UK Shared Prosperity Fund allocation (the successor to EU Structural Funds) progressed throughout 2023/2024. Three Challenge Fund Rounds have been undertaken with funding awarded to 35 projects across the city to the value of £1.09 million supporting the economic regeneration and growth of the city. A 4th Challenge Fund was launched in February 2024.
- The Council funded Business Gateway Tayside Service continues to meet or exceed performance targets. The service supported 181 businesses into start-up in Dundee in the first 3 quarters of 2023/2024 with a further 75 supported to grow their businesses. A dedicated Community Outreach Adviser was appointed to provide outreach services to existing and prospective businesses that may not self-access Business Gateway services.

Tackling climate change and achieving net zero by 2045



- Preparations for the LEZ were completed in advance of the enforcement date in May 2024.
- Round two of the Dundee Climate Fund participatory budgeting was a success with a total of 10 local projects benefiting from a share of £365,000. Voting closed after seven weeks and 4758 votes were cast, an increase of more than 300 votes from the previous year. Applications for round three have opened on Dundee's Voice.
- Dundee was recognised as one of 119 cities across the globe that are taking bold leadership on environmental action and transparency, despite the challenging global economic situation. The charity CDP gave the city an A rating in its rankings based on actions being taken to tackle climate change. Only 26 UK local authorities achieved the highest rating, with Dundee, Perth & Kinross and Edinburgh as the only Scottish recipients.
- The new path linking Broughty Ferry to Monifieth has opened. Following along National Cycle Network Route 1, the £18m project will provide a safe and direct walking, wheeling and cycling option for residents and visitors to the area. The 2.5-mile long off-road path is already proving popular, with more people than ever able to leave the car at home for short, everyday journeys. Funding for the project was received through Places for Everyone, an active travel infrastructure programme backed by Transport Scotland and managed by Sustrans.
- Dundee City Council Net Zero Transition Plan was approved at Committee and published in November 23, outlining our organisation goals and actions to lead us in a 'just transition' to Net Zero emissions by 2038.



Building resilient and empowered communities

- The 8 Local Community Plans 2022-27, focused on reducing inequalities, were approved by the Policy & Resources Committee in September 2022 following extensive local engagement.
- Dundee's Voice was launched as the digital participatory budgeting platform and attracted over 4,000 votes for the Climate Change fund.
- Financial close has been achieved and work commenced on site during Spring 2023 for the East End Community Campus. The project remains on programme for completion in Spring/Summer of 2025 to enable opening of the new campus in August 2025.
- A total of 264 social rented housing completions were achieved during 2023/24 and 101 were completed the year before. The Council also approved during the year an Open Market Housing Acquisition Strategy which could increase the supply of affordable housing for social rent.
- Work is to be undertaken to amalgamate Community Asset Transfer and other instruments to release assets at less than market value and bring them together under the Community Wealth Building banner.
- 20 Minute Neighbourhood Policy now formally adopted in National Planning Framework 4 which was adopted in February 2023.



Designing a Modern Council

- The impact of the Local Government Financial Settlement required the Council to identify upwards of £19m of savings to balance the overall budget. A list of options that would meet this gap were accepted and recommended to the City Governance Committee. The Revenue Budget was approved by the City Governance Committee.
- The budget proposal agreed by members included commitments intended to support the Council's strategic priorities. This included resources to support the expansion of free school meals, environmental improvements for parks and green spaces across the city, as well as the city centre, tackle social inequality and investment in economic development to support city events.
- Key strategies to support the Council Plan were implemented, including, the Strategic Workforce Plan 2023-28, Employee Health and Wellbeing Framework 2023-23 and the Long Term Financial Strategy was agreed in September 2023. This strategy sets out six key workstreams aimed to tackle a projected budget deficit of circa £19.5m and deliver a balanced budget for financial year 2024-25.
- Employee Performance, Development and Engagement are crucial enablers to ensure that Our People strategy is realised. Quality Conversations with individuals and teams with their managers have been embedded across the organisation to develop each employee and team.

Areas for Improvement

This report highlights areas for improvement in the year ahead based on the performance indicators furthest away from the target and with no improvement on the year before.

Areas for improvement

The areas on which we need to concentrate next year to maintain a focus on the Council Plan's ambitious targets on the key priorities are.

1. Positive Destinations remains a key area of improvement for Dundee. Although the data has shown improvement on this for all young people and young people living in SIMD 1 areas, Dundee is still the local authority with the lowest participation in positive destination rates for 16–19-year-olds in Scotland. In addition, the percentage of care experienced young people in positive destinations has decreased from 83.3% to 71% between 2021/22 and 2022/23, falling well below the 92% target.
2. The indicator for measure of cycling in the city has fallen from 32% to 28% between 2022/23 and 2023/24. This indicator had been on target prior to this decrease, however it is now 4% below the target of 32%. Additionally, this target will increase to 36% next year.
3. The Average Total Tariff for SIMD1 has decreased between 2021/22 and 2022/23 in Dundee from 637 to 568. This is below the current target of 605. Closing the attainment gap for children from deprived areas is a key objective both locally and nationally.

Overall, it should be noted that 68% of the Council Plan Key Performance Indicators are showing improvement on their baseline year. This figure is likely to rise as data collection processes update more of the data from 2023/24 and is reported on again in the six-monthly progress report.

It should also be noted performance has improved in 77% of Council Plan Key Performance Indicators compared to last year and that 64% are within 5% of their current target. While this is a significant improvement, this was to be expected as the year 1 and year 2 targets were identical for each performance indicator. However, the targets for all indicators will increase for year 3 of the plan, meaning it will be more challenging to achieve these targets next year. The Council Plan targets are Bold and Ambitious to deliver on the Council's priorities and the Vision for Dundee.



Reduce Child Poverty and Inequalities in Incomes, Education & Health

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

Dundee Plans

The Council has several plans and strategies that will be focused on reducing child poverty and inequalities in the city. These include:

- Fairness and Local Child Poverty Action Plan including our wider fairness work
- Children and Families and Chief Executive’s Service Plans
- Equalities Mainstreaming Reports
- Not Just a Roof housing options and homeless strategy and Rapid Rehousing Transition Plan

Strategic highlights from last year

- Closing the poverty-related attainment gap is a key part of tackling the effects of child poverty. Although the most recent year saw a reduction for school leavers living in the most deprived communities their average tariff score over the past five years is a rising trend, demonstrating progress towards this aim. The latest tariff score at 568 for 2022/23 is above the pre Covid 2019 result of 553
- To help families and children the Council Tax and the cost of school meals were frozen in the 2024/25 budget. The budget also included £2m worth of additional funding for Children’s Services and £500,000 cost of living support.
- The Council is meeting the free bus concession target uptake and 82% of 5–21 year-olds received their NEC card with the free bus concession loaded. In year 2 of the scheme 3.15m free journeys by young people were made, up 19% on last year, saving families in Dundee roughly over £6m in travel costs.
- Last year, the Scottish Government expanded the provision of free school meals for Primary School pupils. P1 - P5 pupils have had the option of a free, healthy school meal and this had a take up of 65%. And 66% of P6-S6 have taken up their entitlement to a free school meal which is slightly up on the year before.
- The latest data from Skills Development Scotland for the half year to Dec 2023 indicates Dundee is improving the positive destinations for young people in SIMD 1 is at 86.7% compared to 79.8% the same period the previous year. As part of the concerted effort to improve this further a Positive Destination Improvement Plan for those aged 16-19 has been developed by a partnership Task and Finish Group during 2023 with implementation from April 2024 and approved by the City Governance Committee on 22 April 2024.

Actions in progress for completion 2024/25

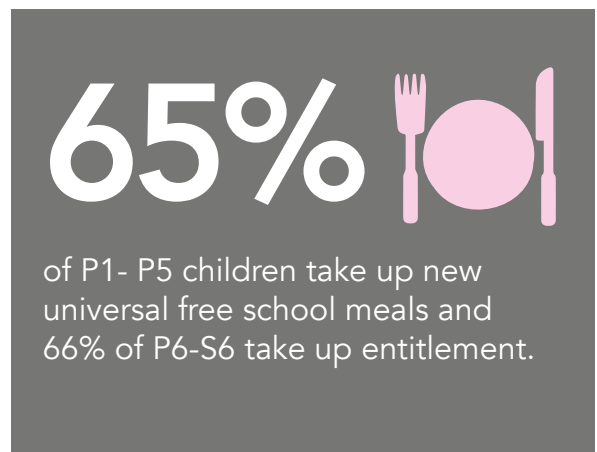
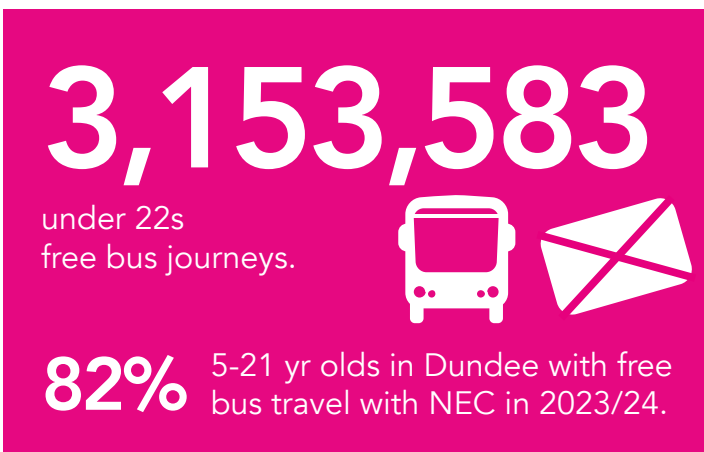
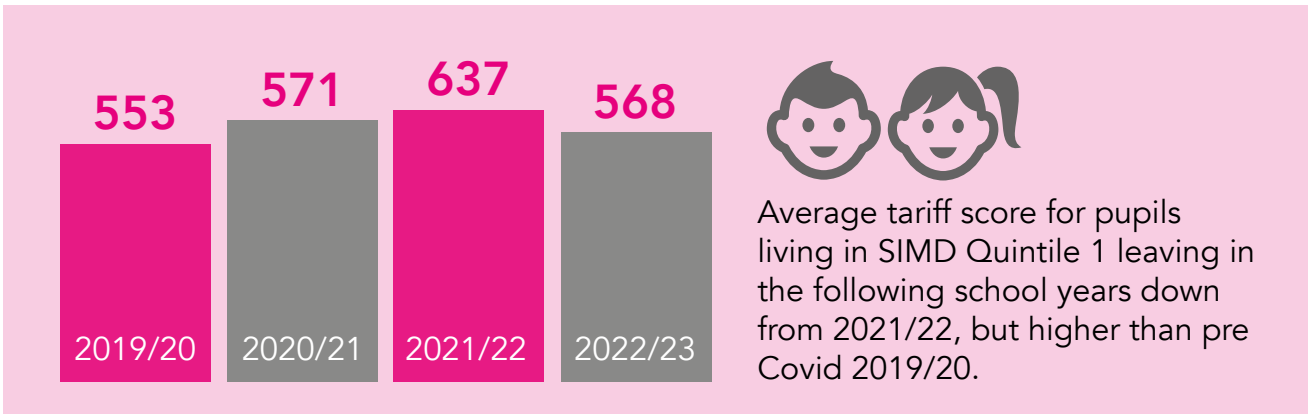
There are no actions due for completion in the year ahead but six actions are over 50% complete.

- Continue work to reduce the cost of the school day.
- Implement the recommendations of The Promise.
- Promote the uptake of concessionary travel scheme for young people.
- Prioritise welfare support grants to children and families.
- Maintain momentum in energy efficiency and wall insulation programmes to reduce fuel poverty for children and families.
- 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.
- Deliver on the Mainstreaming Equalities Report Action Plan.

National Performance Framework

(Aligning global, national and local aims)





Priorities in Action

Reducing the Cost of the School Day

At the recent Children & Families Service Committee it was agreed that reducing the Cost of the School Day should now be integrated fully into school improvement planning. A couple of recent new initiatives in the last year are highlighted below.

Craigowl Primary School are working with the SFA for a project called Extra Time. It targets families primarily who are in SIMD 1 and 2 and/or low paid jobs who struggle for childcare. It is a breakfast and afterschool club based around giving young people breakfast and tea and football coaching. They also provide holiday camps for them. This funded by SFA and Dundee Bairs.

St Paul's started a free Breakfast Club in May 2023 funded by applying for a range of grant funding and it is now providing breakfast for over 100 young people every day. It is staffed by a rota of volunteers (teachers and some support staff).

The reducing the cost of the school day is on top of national initiatives introduced the previous year including the Scottish Government expanded the provision of free school meals for Primary School pupils. From January 2022 all P1 - P5 pupils have had the option of a free, healthy school meal.

The most recent figures from Tayside Contracts show that 66% of P6 - S6 pupils have taken the Free School Meal entitlement, which is up 1% on the previous year. 65% of P1-P5 take up the universal free school meal, down 4%.

Free period products are available in all primary and secondary schools. 86,038 products were distributed through schools in 2023/24 out of a total products distributed in communities and schools of 639,250.

The expansion of free early years education for 1 and 2 years olds starting with children on the lowest incomes is not yet available ready to roll out and information from the Scottish Government is pending. Dundee City Council were invited as part of the 'All Age Childcare' funding bid for 2024/25 to include proposals for scoping childcare needs with families with children under 3 in targeted areas. We await the outcome of our funding bid, due to be confirmed August 2024.

Welfare Support Grants to Children and Families

As a result of Dundee City Council streamlining processes eligible families in receipt of Housing Benefit or Council Tax reduction are now automatically awarded the school clothing grant and no longer need to fill in a new application form each year. Schools continue to actively publicise the grants and benefits that families can access in an effort to ensure barriers to education are minimised.

Collaborative working continues. Access to advice in Morgan Academy has proved very successful with recent expansion into Braeview and Craigie schools. In 9 months the Morgan Academy model has seen 183 families claim £391k through income maximisation which includes the various welfare support grants available.

Over 60 families from the Linlathen area have benefited from engagement in the Scottish Government funded Early Adopter School Age Childcare Project. Prior to the project, families mentioned childcare was a barrier to employment along with challenges in sustaining employment and when considering increased hours.

Free bus travel for Under 22s

There are now 25,456 5–21 year-olds with an NEC card with the free bus travel on it. That is 82% of the Dundee 5-21 population. Although the percentage is down on the year before this is based on the new population estimates increasing the over 18 estimate which will include Students that have a card from other parts of Scotland. When you add 963 young disabled people who live in Dundee and already had a free bus travel card then it is close to being every under 22 has a free bus pass. Young people over 12 also have the Young Scot brand on their card which brings further discounts from a range of service providers.

We surveyed young people in Dundee who currently have an NEC for free bus travel and 82% agreed that they can do more things since getting their cards, including additional education, sport and social activity. This is up from 57% the year before.

3,153,583 free bus journeys were made by under-22 Dundee cardholders between the end of and March 2023.

It is estimated based on the average fares the previous in 2021 before the scheme was introduced that this has saved families approximately £6m in travel costs in 2023/24.

There is a good working process for issuing new travel cards for children starting school and issuing replacement cards for P7 pupils when they transition to secondary school. Reaching out to entitled young people that have not yet acquired a free bus pass will continue.

The Promise

The Annual Update on Our Promise Plan covering the period 2022-23 noted that 26 out of 34 actions (76%) had been fully implemented (Committee Report Number 295-2023). The remaining actions will remain priorities in the next 3-year plan for the period 2023-25, alongside a range of other actions designed to build on developments and continue to improve outcomes for children and young people on the edge of care and/or in care.

The number of children and young people in care continues to reduce and the balance of care continues to shift towards family-based settings.

Children and Families social work teams alongside partners supported 600 infants, children, young people and parents/carers on the edge of care. This included support from a New Beginnings Team to vulnerable pregnant women, where 90% of babies remained with their parents or extended families.

Other highlights of the report include the introduction of new Team Around the Child arrangements to enable the views of children, young people and parents/carers to be central to decision-making on the support they receive and a new Kinship Team to enhance support to Kinship Carers.

Over the next two years, priorities include the development of a consistent offer of support to families where children or young people are on the edge of care, the implementation of more forms of specialist family support and increasing the recruitment, support and retention of Foster Carers.

Local Fairness Initiatives

Local Fairness Initiatives (LFI) are securing significant commitment across services. The Linlathen LFI is achieving greater impact due to the combining of the strategic and operational strengths of the Scottish Government, Social Security Scotland, Department for Work and Pensions and public and voluntary partners, and the complementary work of the Scottish Government sponsored Employability Pathfinder.

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. Strategic 'asks' were identified in relation to phase 2 of the LFI and these are being further developed with strategic partners.

Budgeting

Despite the challenging budget situation every effort to protect and prioritise work to support families and tackle child poverty when managing the Council's budget. Council tax is being set at the same levels as last year and this will help to prevent added pressure on household finances during the cost of living crisis. This year's budget will also see no rise in the costs of school meals.

The 2024/25 budget sees a commitment of £2m worth of additional funding for Children's Services and £500,000 cost of living support. During the past year over £1.4m Scottish Welfare Fund has been allocated to 7,774 citizens in crisis or to support people to remain in their homes. Over £3.1m Discretionary Housing Payments were allocated to fully mitigate against bedroom tax/benefit cap to support households who are unable to pay their rent.

To help families and children the Council Tax and the cost of school meals were frozen in the 2024/25 budget.

Mainstreaming Equality

The Council prioritises its equalities outcomes. We take a human rights approach in tackling inequalities, having particular regard to the UN Convention on the Rights of the Child (UNCRC). 100% of schools in Dundee are now engaging in the Rights Respecting schools programme.

Positive Destinations for Young People 16-19

A Positive Destination Improvement Plan for those aged 16-19 has been developed by a partnership Task and Finish Group during 2023 with implementation from April 2024 and approved by the City Governance Committee on 22 April 2024.



A new Employability Pathway programme commences from April 2024 following a successful outcome to Discover Work's Challenge Fund 2024-2029, which resulted in funding award to All in Dundee – a consortium of Third Sector Employability Providers led by ENABLE Works in partnership with Alexander Community Developments, Barnardo's, Helm, One Parent Families Scotland, Street League, Volunteering Matters.

In addition, the Council's Corporate Employability Review is due to conclude with a new approach agreed for the delivery of Council employability support from Spring 2024. The Council's new approach will complement the outcome of the Challenge Fund and further support the vision and goals outlined in the Discover Work Strategy & Action Plan 2022 – 2027. All in Dundee has committed to flexibility, with a desire to deliver services in partnership with the Council including the 'Collaborative and Coordinated' aspects of the Challenge Fund.

The latest data from Skills Development Scotland for the half year to Dec 2023 indicates Dundee is improving the positive destinations for young people in SIMD 1 is at 86.7% compared to 79.8% the same period the previous year.

Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
Reduce Child Poverty and Inequalities in Incomes, Education and Health	3	3	3	6	4 (67%)

Most Improved PI's 	Most Deteriorating PI's 
% of 5-22 population who have free bus concession NEC smartcard (23%)	Increase the percentage of care experienced young people in positive destinations (-15%)
% Take Up of Free School Meals (2%)	Average Total Tariff for SIMD 1(-11%)
Improve the overall school attendance of all children and young people living in SIMD 1 (1%)	

Performance Indicator	-2 year	-1 year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
	Data	Data	Data	Target	Target	
Improve the overall school attendance of all children and young people living in SIMD 1	87%	86%	87%	93%	95%	=
Average Total Tariff for SIMD 1	571	637	568*	605	660	▼
Increase the % of 16-19 year olds living in SIMD 1 areas participating in positive destinations. (Annual figure <1% difference = same)	85.4%	85.5%	86.7%**	86.5%	90%	▲
Increase the percentage of care experienced young people in positive destinations	100%	83.3%	71%*	92%	93%	▼
% Take up of free school meals entitlement P6 - S6	62%	65%	66%	65%	71%	▲
% of 5-22 population who have a free bus concession NEC smartcard	42%	73%	82%	75%	82%	▲

* Data is a year behind i.e. current year data is for 2022/23

** Data is half year to Dec 2023

Actions in the plan	Progress %	Due Date	Lead
Continue work to reduce the cost of the school day	75%	31 Mar 2027	CF
Implement the recommendations of The Promise to deliver the Scottish Government's commitment to care for Scotland's most vulnerable children and give them the best possible childhood.	76%	31 Mar 2032	CF
Increase the percentage of 16–19 year-olds participating in education, employment or training (See also Inclusive economic growth project – same project)	25%	31 Mar 2027	CD
Promote the uptake of concessionary travel scheme for young people, ensuring quick and easy access to entitlement	95%	31 Mar 2027	CEX
Expand our free early years education to all 1 and 2 year-olds, starting with children from low income households.	5%	31 Mar 2027	CF
Build on the United Nations Convention on the Rights of the Child #MakeItRight campaign encouraging young people to know about their rights under the UNCRC, and for adults and the public sector to help safeguard those rights.	30%	31 Mar 2027	CF
Prioritise welfare support grants to children and families.	70%	31 Mar 2027	CS
Maintain momentum in energy efficiency and wall insulation programmes to reduce fuel poverty for children and families.	60%	31 Mar 2027	NS
Deliver on the Mainstreaming Equalities Report Action Plan	50%	31 Mar 2025	CEX
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.	60%	31 Mar 2027	CEX

CD-City Development, CEX-Chief Executive Services, CF-Children and Families, CS-Corporate Services, NS-Neighbourhood Services



Deliver Inclusive Economic Growth and Community Wealth Building

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

Dundee Plans

- Raise Regional Productivity
- Close the Jobs Gap
- Reduce Unemployment
- Tay Cities Regional Economic Strategy & Action Plan
- Tay Cities Regional Deal Document
- Tay Cities Skills Investment Plan

Strategic highlights from last year

- In April, a new plan, A Step Change on Positive Destinations for Young Dundonians was agreed. The Plan is designed to improve the participation of local 16-19 year-olds in education, employment or training. The new drive will aim to get more young Dundonians into positive destinations and improve their employability skills after they leave school. The Plan is based around 6 key themes:
 - Early Identification and Positive Destination Framework
 - Responsibility for Tracking and Monitoring Young People Post School
 - Integrated Approach to DATA and Funding to Inform and Drive Coordination
 - Post School Opportunities
 - Engaging Communities and Families
 - Additional Support Needs – A Key Challenge

Last year saw an increase in the percentage of all 16-19-year participating in positive destinations, at 91.2% the target of 91 has been exceeded

- The Waterfront development continues to attract and retain jobs. James Thomson House is the latest construction in the £26 million development at Dundee Waterfront. The building will provide 51,600 square feet of Grade A office accommodation when completed in 2025. The latest development under construction is on a site next to Agnes Husband House, which is the HQ for Social Security Scotland employing hundreds of staff and will be completed with sustainability in mind and is set to achieve EPC 'A' and BREEAM 'Excellent' environmental accreditation ratings.

- The Council funded Business Gateway Tayside Service continues to meet or exceed performance targets. Following withdrawal of DigitalBoost Funding by Scottish Government UK Shared Prosperity Funding is now being used to provide digital supports to SMEs in Tayside. The service supported 181 businesses into start-up in Dundee in the first 3 quarters of 2023/2024 with a further 75 supported to grow their businesses. A dedicated Community Outreach Adviser was appointed to provide outreach services to existing and prospective businesses that may not self-access Business Gateway services.
- Programme Management of Dundee’s UK Shared Prosperity Fund allocation (the successor to EU Structural Funds) progressed throughout 2023/2024. Three Challenge Fund Rounds have been undertaken with funding awarded to 35 projects across the city to the value of £1.09 million supporting the economic regeneration and growth of the city. A 4th Challenge Fund was launched in February 2024.

Actions in progress for completion 2024/25

There are no actions due to be complete in the year ahead but there are three that have assessed as 50% complete. These are:

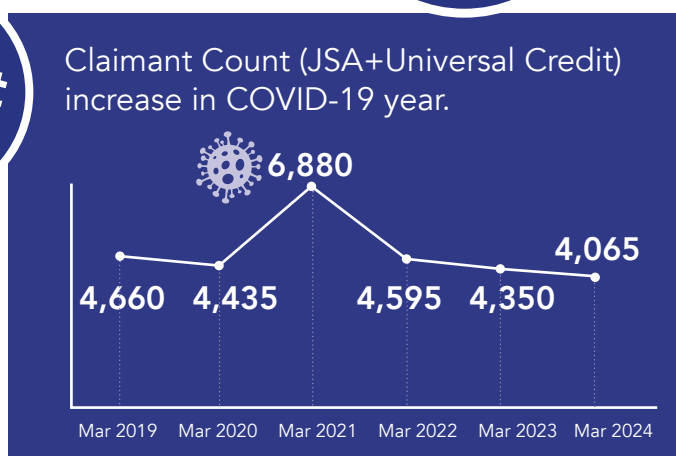
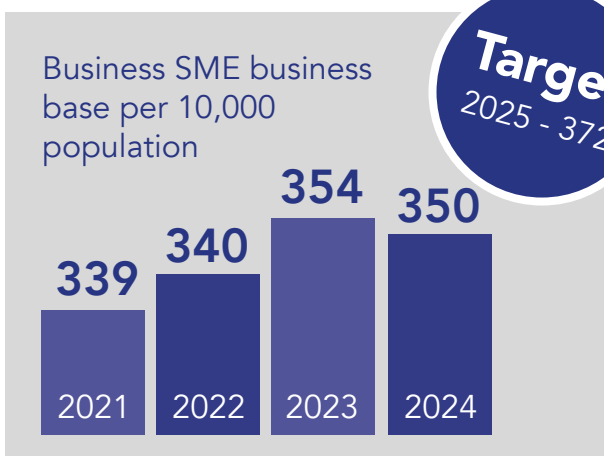
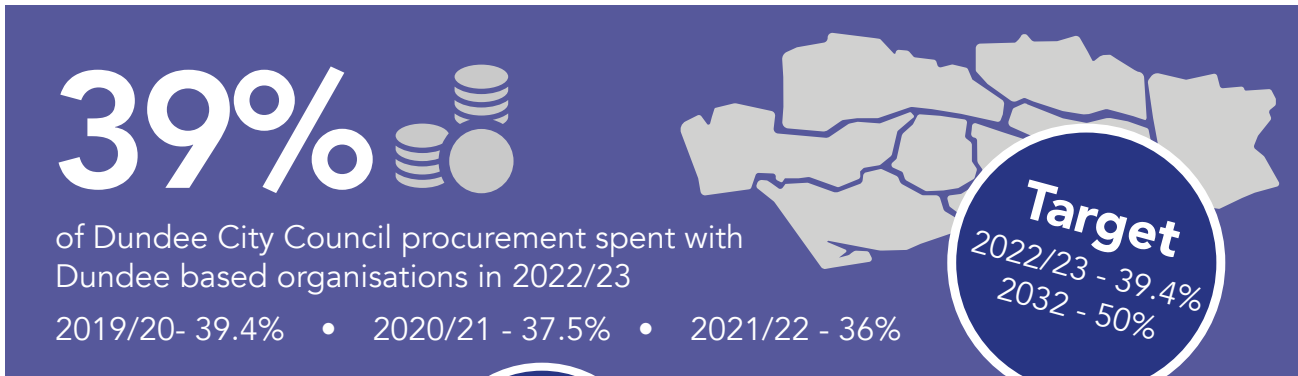
- Increase the percentage of care experienced young people in positive destinations.
- Increase the number of start-ups and SMEs in the city and support their expansion.
- Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs

Actions overdue

- Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs.

National Performance Framework (Aligning global, national and local aims)

The UN Sustainable Development Goals	The National Performance Framework		Council Plan Key Priority
	 <ul style="list-style-type: none"> A globally competitive, entrepreneurial, inclusive and sustainable economy Thriving innovative business with fair and quality jobs for everyone Open connected and make a positive contribution internationally 		 <p>Deliver Inclusive Economic Growth (including Community Wealth Building)</p>



Priorities in Action

Promoting The City

Tourism contributed more than £284million to the Dundee economy last year. The annual Scottish Tourism Economic Activity Monitor (STEAM) report showed that more people came to the city, stayed for longer and spent more than in the last year before the Covid-19 pandemic. Overnight stays are up 19% on pre-Covid 2019 figures. A new Tourism Strategy has been drafted and has been presented to Tourism Leadership Group.

Dundee achieved successful and safe delivery of the Big Weekend over a glorious weekend in May 2023. Over 83,000 people enjoyed the festivities which resulted in a positive post-event evaluation with estimated £3.7m economic impact.

Arrangements have been secured for the region to host 20 international conferences with 3,312 delegates for 3-5 nights, generating £5.4m with support from the Convention Bureau.

- 27 partners are offering year-round discounts on local experiences, services, and products to conference attendees and their companions through the 2024 Exclusive Offers Programme.
- 34 venue, accommodation and service provider partners have engaged in Dundee City Region Convention Bureau membership for 2024/25.

West End in Dundee has been named as a regional winner for best place to live in Scotland 2024 by The Sunday Times. Described as arty, lively and affordable, with fine food and regular festivals and events. This is great recognition for the City.

Boat tour firm SaltDog Marine confirmed the boat shuttle between Broughty Ferry and Tayport is to run all year. The five-minute cross Tay trips are set to stay after a successful trial period – good for hospitality businesses on either side of the Tay.

City Centre Management delivered the successful pilot of the waste management scheme, reducing unsightly waste on city centre streets. 300 bins which were permanently stored on public streets have been removed and are now only presented at specific slots.

West End in Dundee has been named as a regional winner for best place to live in Scotland 2024.

Growing Jobs in the Waterfront

The Waterfront development continues to attract and retain jobs. James Thomson House is the latest construction in the £26 million development at Dundee Waterfront. The building will provide 51,600 square feet of Grade A office accommodation when completed in 2025. The latest development under construction is on a site next to Agnes Husband House, which is the HQ for Social Security Scotland employing hundreds of staff and will be completed with sustainability in mind and is set to achieve EPC 'A' and BREEAM 'Excellent' environmental accreditation ratings.

Once complete next year, the new BT Dundee office will be equipped with the latest state-of-the-art technology, feature a range of communal and collaborative spaces and areas for colleagues to socialise in as well as a games area and an in-house coffee shop. The building will also be one of the most sustainable offices in the city with features like EV chargers and a brown roof that will self-vegetate from windblown and bird seed dispersal ensuring the buildings' impact on the environment will be minimal. The office will also help to encourage active travel, supporting colleagues who chose to cycle to work with showers and clothes drying facilities.

A planned programme of community wealth building activities during the construction phase will bring further benefits to the area. This includes employability support for unemployed people, education visits and maximising opportunities for local suppliers and sub-contractors.

Supporting Start Up Businesses and SMEs

Business Gateway Tayside Service continues to meet or exceed performance targets. Following withdrawal of DigitalBoost Funding by Scottish Government UK Shared Prosperity Funding is now being used to provide digital supports to SMEs in Tayside. The Dundee Business Growth and Innovation Grant has also been deployed to provide financial support to growing businesses and support company growth and job creation in the city. UK Share Prosperity Funding is being used to fund an Overseas Market Development Grant and Small Business Development Grant supporting business growth, development and transformation.

- Business Gateway-supported businesses are projected to create at least 1,151 jobs for Dundee over the next three years.
- Over the last year, 690 new Tayside businesses have been supported (102% of the annual target) Of these, 242 are located in Dundee (35% of the Tayside total). Growth Services: 275
- Tayside businesses accessing growth support services 2023 to 2024 (100% of the annual target).Of these, 112 are located in Dundee (41% of Tayside's total).

Techscaler Dundee is the latest addition to the support landscape offering support to grow the Tech ecosystem.

New Innovation Facilities have been developed at Michelin Scotland Innovation Park (MSIP) and 2 Innovation Challenges have been undertaken around sustainability.

The Transform Business Festival was held in Perth in February. Nearly 200 people attended to hear a number of speakers cover subjects including recruitment and retention, strategy, PR artificial intelligence, recruiting a winning sales team, how games design is used in business, going for net zero, cybersecurity, finance, understanding your employee.

Employment pathways for unemployed people and 16-19 positive destinations

Although last year saw an increase in the percentage of all 16-19-year participating in positive destinations, at 91.2% the target of 91% has been exceeded. However, positive destinations remains a key area of improvement for Dundee. Although the data has shown improvement on this for all young people, including those living in SIMD 1 areas, Dundee is still the local authority with the lowest participation in positive destination rates for 16–19-year-olds in Scotland.

A Positive Destination Improvement Plan for those aged 16-19 was implemented in April. The Plan was developed by a partnership Task and Finish Group and the partnership's report was presented to City Governance Committee in April.

A new Employability Pathway programme commenced in April following a successful bid to Discover Work's Challenge Fund 2024-2029. The funding award was made to All in Dundee: A consortium of Third Sector Employability Providers led by ENABLE. Members of the consortium include Alexander Community Developments, Barnardo's, Helm, One Parent Families Scotland, Street League, Volunteering Matters.

The Council's Corporate Employability Review has been concluded with a new approach agreed for the delivery of Council employability support from Spring 2024. The Council's new approach will complement the outcome of the Challenge Fund and further support the vision and goals outlined in the Discover Work Strategy & Action Plan 2022 – 2027.

All in Dundee is committed to deliver flexible services in partnership with the Council including the 'Collaborative and Coordinated' aspects of the Challenge Fund.

Significant improvements in performance have been delivered by the Employability Pathway programme since 2019. 75% customers have progressed into employment, further education, or training (compared to 34% prior to 2019). Of the customers who entered employment, 61% remain in employment after 12 months.

75% of 992 employability pathway customers progressed into employment, education, or training.

Long-term City Centre Investment Plan to deliver a vibrant City Centre

The City Centre Strategic Investment Plan 2050 is an ambitious 30-year plan to steer development and investment opportunities for Dundee city centre. It sets out a vision for the city centre as an exciting, growing place to live, work and visit.

The £2M City Centre Investment Programme will include:

- The Commercial Waste Pilot for city streets was successful and this programme is now permanent.
- Façade Enhancement Grants are available for businesses in Union Street and a £1m Capital Works programme has been announced for the Eastern Quarter (Murraygate & Seagate).
- City Dressing will create distinct city centre spaces in key streets. Shop improvement treatments continue on a number of vacant units in the city centre.
- Preliminary works have been completed at McManus & work on a City Centre Lighting Masterplan is underway.
- Dundee Loves Local continues to see increase in consumer and corporate spend as well as new businesses joining.
- New business openings in city centre include:
 - House of Hannah, Whitehall Crescent;
 - Bee Inspired, Overgate;
 - Waterlilly, Wellgate;
 - Cupp, Reform Street;
 - R&R Barbers and Tom's Salon, Union Street;
 - Belvoir Lettings, Crichton Street.

Dundee City Council has been working with the DLUHC Team to develop the delivery approach for the £20M Levelling Up Partnership. Key stakeholders across the city have been engaged in discussion with the UK Government. Plans for the 2025/26 capital spend are due to be announced. Work has started on the £16M levelling up fund project for the Multi-Modal Transport Hub at Bell Street.

Community Wealth Building plan

In February, the largest Meet the Buyer Tayside Event delivered to date, was held in Dundee. With over 300 attendees, 86% felt they were more likely to bid for contracts and 82% felt more capable of bidding for contracts after attending.

A Community Wealth Building Procurement Working Group has been established. Anchor network partners are undertaking an exercise to map local, regional and national spend across the partnership with commitments to look to grow local spend.

Research on Inclusive Ownership has been undertaken. The project mapped local social enterprises, employee owned and cooperative business and the support available to generative business types.

In March the Living Wage Partnership Celebrated 5 years since Dundee was named as the UKs first Living Wage place and a celebration event was held in May.

Community Wealth Building activity planned for the coming year includes:

Dundee City Council will develop a Community Wealth Building Strategy, including a refreshed and simplified action plan with easily to understand reporting outcomes which can be used with a range of groups including communities.

- Submit paper to Dundee Partnership Management Group requesting adoption of the Community Wealth Building Partners Charter and tasking to the Inclusive Growth Strategic Leadership Group
- Consider any necessary alignment with NHS Anchors Strategy Reporting Requirements (recognising that this is being led by public health colleagues not those currently engaged in Dundee Partnership Structures)
- Continue to take forward DCC Specific Action plans and approve the creation of thematic Community Wealth Building partnerships working groups in key areas.

Community Wishes community benefits portal will launch in the summer. The portal will link small project requests from communities with their contracted providers.



The Community Wealth Building Land and Assets Working group will develop a Land and Assets Strategy to refresh the approach to the use of council land and property.





A Community Wealth Building National Network will be established to shared good practice.

Dundee City Council is embarking on an exciting process to further develop the approach to Community Wealth Building for the city.

Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
Deliver Inclusive Economic Growth	4	4	0	4	3 (75%)

Most Improved PI's 	Most Deteriorating PI's 
Visitor numbers to Dundee (000s) compared to 2020/21 (9%)	SME Business base per head of 10,000 working age population Businesses compared to 2020/21(-1%)
Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations (8%)	
Increase the percentage of all 16-19-year participating in positive destinations compared to 2020/21 (2%)	

Performance Indicator	-2 year	-1 year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
	Data	Data	Data	Target	Target	
Increase the percentage of all 16-19-year participating in positive destinations	90.0%	89.4%	91.2%*	91%	92%	
Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations	37.5%	36.1%	39%*	39.4%	41%	
SME Business base per head of 10,000 working age population Businesses	340	353.8	349.8	350	372	
Visitor numbers to Dundee per 1,000 population	650	1249	1357	682	752	

* Data is a year behind i.e. current year data is for 2022/23

Actions in the plan	Progress %	Due Date	Lead
Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre	25%	31 Mar 2027	CD
Continue to grow the number of jobs within Dundee Waterfront	40%	31 Mar 2027	CD
Maximise apprenticeship opportunities within the Council and working with schools to promote the Council as an employer of choice	25%	31 Mar 2027	CS
Increase and enhance employment pathways, in particular supporting around 11,000 economically inactive people towards job seeking and 16–19-year-olds into positive destinations	25%	31 Mar 2027	CD
Increase the number of start-ups and SMEs in the city and support their expansion	50%	31 Mar 2027	CD
Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs	50%	31 Mar 2024	CS
Increase the percentage of care experienced young people in positive destinations	67%	31 Mar 2032	CF
Increase the percentage of Dundee City Council Procurement spent with Dundee based organisations	39%	31 Mar 2027	CS
Continue to raise the profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to businesses, investors, developers and visitors	40%	31 Mar 2027	CD

CD-City Development, CEX-Chief Executive Services, CF-Children and Families, CS-Corporate Services, NS-Neighbourhood Services

Tackle Climate Change and Achieve Net Zero by 2045



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

Dundee Plans

The Council has several plans and strategies that will be focussed on tackling climate change and reaching net zero by 2045. These include:

- Dundee Climate Action Plan
- Regional Transport Strategy
- Waste and Recycling Strategy Action Plan 2020-25
- Dundee Biodiversity Action Plan 2020-30
- Local Food Growing Strategy

Strategic highlights from last year

- Preparations for the LEZ were completed in advance of the enforcement commencement date in May 2024.
- Round two of the Dundee Climate Fund participatory budgeting was a success with a total of 10 local projects benefiting from a share of £365,000. Voting closed after seven weeks and 4758 votes were cast, an increase of more than 300 votes from the previous year. Applications for Round three have opened on Dundee’s Voice.
- Dundee was recognised as one of 119 cities across the globe that are taking bold leadership on environmental action and transparency, despite the challenging global economic situation. The charity CDP gave the city an A rating in its rankings based on actions being taken to tackle climate change. Only 26 UK local authorities achieved the highest rating, with Dundee, Perth & Kinross and Edinburgh as the only Scottish recipients.
- The new path linking Broughty Ferry to Monifieth has opened. Following along [National Cycle Network Route 1](#), the £18m project will provide a safe and direct walking, wheeling and cycling option for residents and visitors to the area. The 2.5-mile long off-road path is already proving popular, with more people than ever able to leave the car at home for short, everyday journeys. Funding for the project was received through [Places for Everyone](#), an active travel infrastructure programme backed by [Transport Scotland](#) and managed by Sustrans.

- Dundee City Council Net Zero Transition Plan was approved at Committee and published in November 23, outlining our organisation goals and actions to lead us to Net Zero emissions by 2038. This was a culmination of 18 months' collaboration across the seven Council services, with actions codesigned on the topics of Emissions, Circular Economy, Climate Resilience and Just Transition. Implementation has commenced with Governance, Monitoring and reporting Frameworks being agreed with services.

Actions completed

- Deliver the Low Emission Zone to improve air quality (LEZ)

Actions in progress for completion 2024/25

There are no actions due to be complete in the year ahead but there are five that have assessed as 50% complete. These are:

- Develop and implement a Net Zero Transition Plan and Carbon Budget for DCC
- Embed a Cycle Network Plan within the Local Development Plan
- Deliver Scotland's first council-led green participatory budgeting initiative – Dundee Climate Fund
- Develop a citywide Local Area Energy Plan (LAEP) and Local Heat & Energy Efficiency Strategy in partnership with the Dundee Climate Leadership Group.

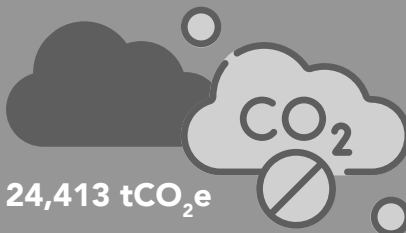
National Performance Framework (Aligning global, national and local aims)



Dundee City Council's Carbon emissions is down by:

4,438

2021/22 - **28,270 tCO₂e** • 2022/23 - **24,413 tCO₂e**



Target
2022/23-**26,990**
2024/25-**23,530**

Dundee energy consumption in buildings goes down in 2022/23.

2020/21 - **20,191 tCO₂**
2021/22 - **20,823 tCO₂**
2022/23 - **17,562 tCO₂**

Target
2022/23-**19,781**
2024/25-**17,857**



28% cycle in Dundee

Target
2032
40%



4758

votes cast for 10 Dundee Climate Fund projects.

Dundee's recycling rate has increased in 2022/23.

2020/21 - **34.7%**
2021/22 - **32.7%**
2022/23 - **33.8%**

Target
2024/25
41%



Priorities in Action

Low emission zone delivery

The Dundee Low Emission Scheme was introduced on 31 May 2022 after Scottish Ministerial approval for the proposed scheme was received. A two-year grace period from enforcement of the LEZ requirements was in place until 30 May 2024. All on-street enforcement infrastructure, LEZ signage installation and testing of back-office enforcement systems were completed in advance of the enforcement commencement date.

As a city this has meant that we have been able to bring commercial transport companies with us and welcome the investment that has been made in new buses and lots of newer taxis that are already compliant with the requirements of the LEZ.

The LEZ will 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 in Dundee and achieving air quality compliance for NO₂, PM₁₀ and PM_{2.5}.

Active Travel

Dundee City Council Sustainable Transport and Roads team have developed a 10-year Sustainable Transport Delivery plan that includes detailing a planned network of strategic 'Active Freeway' routes in the city. The concept aims to encourage people to make their journeys by walking, wheeling and cycling by providing active travel infrastructure on high-demand travel routes. The plan is now in the implementation phase with the path linking the coastal areas of Broughty Ferry and Monifieth opening in the Spring of 2024.

A further five primary schools joined the growing number of school street exclusion zones. Eastern, Mill O Mains, Clepington, St Pius and St Ninians Primaries bring the list of schools taking part to 13. Active travel route improvements will continue to be developed at Dundee's eight secondary schools as part of School Travel Plans.

The Council completed a Strategic Transport Appraisal of bus priority corridors where journey time reliability could be improved and undertaken route appraisals of the City's six key strategic corridors with development of concept designs for high-quality Active Freeways aimed to encourage more people to walk, wheel and cycle.

Further cycle parking has been installed across a number of schools, communities and district centres.

Dundee Climate Fund

Scotland's first council-led green participatory budgeting initiative speaks volumes about the creative and environmentally conscious thinking that goes on in Dundee. After the success of year one, a further 10 projects were supported with funding in 2023/24 and round 3 has already opened and inviting applications from local projects.

10 projects share £365,000 after 4758 votes cast in the Climate Change Fund Round 2 of participatory budgeting.

Reduce waste, and reuse or recycle more

In an approach to reach the ambitious recycling target and turnaround the rate of recycling in the city, the Council is progressing with its action plan to reduce waste as well as improve recycling and reuse. Progress continues to be challenging following the pandemic, the economic downturn and the level of waste arising. Signs are showing this has stabilised with the overall recycling rate improving. Landfill rates are now at an all time low with less than 4% of all residual waste going to landfill and the remainder being used to provide energy through the Council's energy from waste facility.

City Centre Management delivered the successful pilot of the waste management scheme, reducing unsightly waste on city centre streets. 300 bins which were permanently stored on public streets have been removed and are now only presented at specific slots.

Pedestrianised areas, pocket parks and empowered communities

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. Along with partners including UNESCO City of Design, Dundee City Council has successfully made use of the Sustrans Spaces for People funding programme to transform areas of the city. These developments have also given local people and businesses the opportunity to engage in the design and implementation of the initiatives.

Projects which have been completed include:

- The planting of 28,000 native trees in Spring 2023 adding a significant area to the woodland habitat within Dundee. A successful application to the Nature Restoration Fund led to the £300,000 project creating 12 hectares of native woodlands at Riverside Nature Park, Balgay Hill and an area adjacent to Clatto Country Park.
- Through tackling the Ash Dieback fungal disease, a GIS-based tree management platform has been developed containing a two-year survey of 3,200 ash trees on council property in the city. Dundee City Council is leading the way in Scotland on this work, and has identified £400,000 for subsequent survey and felling contractor services to successfully manage the disease.
- The £1.2 million project to transform an area of Camperdown Park into the Camperdown Growing Hub, a functional food growing area, was realised in 2023 with the completion of its 'climate-friendly' building.
- In addition to existing meadows in park and greenspaces, EDEN have established 3.3 hectares in Council-owned spaces, the Broughty Ferry and Monifieth Active Travel Project also includes the creation of 3 hectares of native coastal grassland. Over 50,000 native bulbs have been planted, as well as 10,000 pollinator-friendly allium bulbs.
- Building on the success of previous reporting periods, the Council has reduced its herbicide usage by a further 45%, achieving an overall reduction of 65% since 2018.

- Community engagement has been an important part of delivering on biodiversity action with over 4,000 hours of greenspace volunteering completed, 1,800 schoolchildren visited greenspaces, 50 hours of STEM teacher-training was delivered, and 169 litter picks were carried out by communities and volunteers.
- The work carried out also received wider recognition as the Council received the Wright Sustainability Trophy, Bonnie Dundee received the Beautiful Scotland Gold Medal Award, while seven Green Flags, a Scotland's Beach Award, and Dundee groups received It's Your Neighbourhood awards during this period also.
- Union Street has been transformed into a colourful and vibrant pedestrian area.
- Pocket parks have been established in Stobswell (Eliza and Craigie Streets).
- Sinderins, Pennycook Lane, Millers Wynd: completion of environmental improvements.
- Broughty Ferry to Monifieth Active Travel scheme launched in May.
- Improvements to Castle Green / Windmill Gardens recently completed.
- Douglas Park – installation of MUGA and lighting through Douglas Community Spaces Group and new growing beds and water supply at the Community Garden.

The following projects continue to be progressed:



- City Centre Eastern Quarter: £1m Place Based Investment Fund. Master planning due to commence.
- Commercial St / Murraygate: traffic calming / resurfacing works are almost complete
- City Centre: Active Travel infrastructure proposals being developed for 'Green Hub and Spoke' project.
- COVID memorial garden – plans continue to be developed (partners V&A and L&CD) at Moncur Crescent.
- Lochee High Street – planned improvements to streetscape including public art and a community-led heritage Trail.
- Kirkton – community partnership progressing environmental improvements in partnership with DCC.
- Wee Forest installed by community and Dundee Botanic Garden.





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 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. Projects completed with community engagement include:

- Three play trails installed in Linlathen.
- Environmental improvements to Beechwood, Balgarthno and Myrekirk Parks.

Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
Tackle Climate Change and Reach Net Zero Emissions by 2045	2	2	2	4	3 (75%)

Most Improved PI's 	Most Deteriorating PI's 
Reduce energy consumption in Council buildings tCO ₂ (-16%)	Measure of cycling in the city (-13%)
Reduce Dundee City Council's corporate emissions (Carbon Footprint) towards net zero tCO ₂ e (-14%)	
Increase the percentage of waste arising recycled within the city (3%)	

Performance Indicator	-2 year	-1 year	Latest Figure	Current Year	Yr 3 Target	Long Term Trend
	Data	Data	Data	Target	Target	
Reduce Dundee City Council's corporate emissions (Carbon Footprint) towards net zero tCO ₂ e	28,851	28,270	24413*	26,990	23,530	
Reduce energy consumption in Council buildings tCO ₂ (5% reduction pa)	20,191	20,823	17562*	19,781	17,853	
Increase the percentage of waste arising recycled within the city	34.7%	32.7%	33.8%*	37	41	
Measure of cycling in the city	32%	32%	28%	32%	36%	

* Data is a year behind i.e. current year data is for 2022/23

Actions in the plan	Progress %	Due Date	Lead
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	40%	31 Mar 2027	NS
Deliver the action plan to reduce waste, and reuse or recycle more	45%	31 Mar 2027	NS
Deliver Scotland's first council-led green participatory budgeting initiative – Dundee Climate Fund	70%	31 Mar 2027	CD
Deliver the Low Emission Zone to improve air quality (LEZ)	100%	31 Mar 2024	NS
Develop a city wide Local Area Energy Plan and Local Heat & Energy Efficiency Strategy in partnership with the Dundee Climate Leadership Group	90%	31 Mar 2027	CD
Develop and implement a Net Zero Transition Plan and Carbon Budget for DCC	88%	31 Mar 2027	CD
Support the Scottish Government's plans to invest £500 million nationally over the next 5 years to support walking, wheeling and cycling infrastructure	10%	31 Mar 2027	CD
Expand the rollout of 'safer school streets' initiative	30%	31 Mar 2027	CD
Embed a Cycle Network Plan within the Local Development Plan	75%	31 Mar 2027	CD

CD-City Development, CEX-Chief Executive Services, CF-Children and Families, CS-Corporate Services, NS-Neighbourhood Services

Building Resilient and Empowered Communities



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

Dundee Plans

- Strategic Housing Investment Plan 2023-28
- Local Housing Strategy 2019-24
- Rapid Rehousing Transition Plan
- Tenant Participation Strategy
- Community Learning & Development Plan 2019-24
- Dundee Community Safety Outcome Improvement Plan
- Dundee Cycle Strategy 2019
- Local Community Plans 2022-2027
- Working with local communities to support the growth of 20-minute Neighbourhoods

Strategic highlights from last year

- City Centre Strategic Investment Plan 2050 was agreed in November 2023. The plan sets out an ambitious 30-year vision to regenerate this key part of the city and help it grow as a strong community. The plan has been developed around the five themes of Living, Working, Visiting, Connectivity and Public Realm. For each theme, an ambition statement, strategic outcomes and a range of short, medium and long-term actions is set out.
- For the first time, the Council has surpassed the target of 200 per annum for council and registered social landlord housing completions. A total of 264 affordable homes were completed during 2023/24, a rise of 161% from the previous year.
- Housing and Construction have recently 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 as energy efficient as practically possible, by the end of December 2045 and within the limits of cost, technology, and necessary consent. In addition, to explore 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.

- The Best Value Audit published in November 2023 found that community empowerment is strongly reflected in the Council's plans and found evidence the Council has a strong focus on community engagement. The Council is 0.1% away from meeting the target of 1% of the budget being allocated via participatory budgeting. The Council Plan sets out clear aims to maximise participatory budgeting in all forms.
- The Community Learning and Development Plan 2021-24 seeks to create stronger, more resilient, supportive, influential and inclusive communities through partnership working. A progress report in October 2023 highlighted a number of achievements, including:
 - 2,596 young people directly supported by Community Learning and Development Youth Teams.
 - Over 1,000 adults participated in a range of learning for English for Speakers of Other Languages (ESOL).
 - £1m funding to help adult learners improve their everyday numeracy skills.
 - Scotland's first recovery network set up in Coldsides to help people with lived experience integrate into community groups.
 - The Linlathen Employability pathfinder set up to identify additional support that can be offered to people in-work who are also struggling with the impact of the Cost-of Living crisis
- HM Inspectors visited Dundee City Council to undertake a community learning and development (CLD) progress visit during January 2024. Education Scotland found that Strategic and local partners and community members in Dundee collaborate very well to co-develop and co-deliver programmes and activities. The focus on identifying and target resources to small geographical areas to support those most in need is starting to benefit local residents. Local people feel listened to and valued. Across Dundee, local Community Planning Partnerships are active and engaged. Each area has a well-developed action plan. Their work is informed well by key data such as the Scottish Index of Multiple Deprivation and other local intelligence. Members of the Community Health Advisory Forum are representing the most disadvantaged communities in Dundee and this is leading to improved health and wellbeing outcomes.

Actions in progress for completion 2024/25

There are no actions due to be complete in the year ahead. Four actions due for completion in 2026/27 are already more than 50% complete. These are:

- Working with the Scottish Government on a Local Democracy Bill to further empower councils and communities.
- Increase community ownership of Council owned assets.
- Maximise participatory budgeting in all forms.
- Community Hubs

National Performance Framework

(Aligning global, national and local aims)

The UN Sustainable Development Goals	The National Performance Framework		Council Plan Key Priority
	<p> We are well educated, skilled and able to contribute to society</p> <p> We grow up loved, safe and respected so that we realise our full potential</p> <p> We are healthy and active</p> <p> We protect human rights and live free from discrimination</p>	<p> We are creative and our vibrant diverse cultures are expressed and enjoyed</p> <p> Tackle poverty by sharing wealth, opportunity and power more equally</p> <p> We live in communities that are inclusive, empowered, resilient and safe</p>	<p> Reduce child poverty and inequalities in incomes, education and health</p> <p> Resilient and Empowered Communities</p> <p> Design a Modern Council</p>
	<p> A globally competitive, entrepreneurial, inclusive and sustainable economy</p> <p> Thriving innovative business with fair and quality jobs for everyone</p> <p> Open connected and make a positive contribution internationally</p>		<p> Deliver Inclusive Economic Growth (including Community Wealth Building)</p>
	<p> We value, enjoy, protect and enhance our environment</p>		<p> Tackle Climate Change and reach Net Zero emissions by 2045</p>



Priorities in Action

Building Quality Social Housing

A key priority within the Council Plan is the delivery of more social and affordable housing. The aim is the delivery of 1000 homes over a 5-year period or the target of 200 per annum which is being delivered through the Strategic Housing Investment Programme (SHIP). The rate of completions increased by 161% during 2023/24, surpassing the 200 target for the first time and achieving the highest level of house completions in more than a decade. The Scottish Government's Affordable Housing Investment Programme has contributed over £89.1 million to the city for the period of 2022 to 2027.

Affordable homes are being delivered on ten different sites, including Ellengowan Drive, South Victoria Dock Road, and the former Primary Schools of Charleston and St Vincent's. This will give us more homes fit for the 21st century that people want to live in.

The Plan includes additional accessible housing for adults with either learning disabilities, physical disabilities or mental health disabilities, to allow them to receive the appropriate care and support that they need within their local community.

Local Community Planning

Since the launch of the eight Local Community Plans in December 2022, Local Community Planning Partnerships are preparing the first annual progress reports on how they are reducing inequalities in their communities.

The five broad Community Priorities within each plan were identified from listening to community members. These are: empowering communities, the cost of living, health & wellbeing, children & families, and climate change.

During the year 10,729 people responded to events and surveys. CLD staff routinely consult with communities on a range of community priorities. The high figure for last year reflects a significant amount of work done through the two local fairness initiatives in Linlathen and Stobswell West where communities were consulted on what would make the biggest impact on their lives.

In Kirkton and Charleston What Matters to You has seen CLD staff engage with children and families and young people on what would make the biggest positive change in their lives. This work is being supported by WM2U nationally and is pulling new funding into the city to support this agenda. In addition, CLD workers are speaking to people about local issues such as parks and green spaces, active travel and community safety as prompted via the Local Community Planning Partnership's priorities.

10,729 engagements in local community planning and growing.

Participatory budgeting

There has been widespread citizen involvement in setting priorities across all service areas with citizen choices influencing decisions on spend. Methods for engagement include online, face to face, focus groups, workshops as well as large scale community consultations.

The approach to participatory budgeting is based on the ladder of citizen participation, but also includes three key principles. Partnership, delegated power and citizen control. Community control has been exercised with citizen involvement in the allocation of the Community Regeneration Fund. This process is testing the use of the digital platform Consul to support wider citizen involvement.

There has been a focused approach on key areas of the city such as the city centre and streets around schools as well as a wide programme of community involvement and influence around environmental and green space. Environment and green space were highlighted as a priority area improvement for community in the development of Dundee's locality plans and community involvement in influencing spend has involved large numbers of people.

The Drugs and Alcohol partnership tested the allocation of a devolved locality budget to each of the 8-ward based Local Community Planning Partnerships to look at community led and influenced spend. This was very positively evaluated and is being continued in 23/24.

Dundee's Voice is developing into one of the main channels for open dialogue with citizens and community involvement that will influence and shape what developments in Dundee. The Dundee Climate Fund 3.0 is now open for applications and awards will be made to successful projects after citizens cast their votes in Dundee's Voice.

Community Hubs

The East End Community Campus project remains on programme for completion in Spring/Summer of 2025 to enable opening of the new campus in August 2025.

Community Asset Transfer

This work has now been embedded in the Land & Asset Pillar of Community Wealth Building. Officers are now working through the detail of a process to increase the speed and transparency of decision making. A trial "quick win" process has resulted in two recommendations for asset transfer during a period of months as opposed to zero transfers in the previous three years.

20 Minute Neighbourhoods

Evidence gathering has formally commenced and the Council will engage on Topic Papers over summer 2024, aiming to prepare the Evidence Report for submission to Scottish Ministers early in 2025. This includes work already carried out on mapping the city in relation to local living challenges and opportunities to provide an evidence base for future LDP policy interventions.

Investing in the School Estate

Significant investment has continued to be made in the past year upgrading schools and nurseries across the city. The school estate is in a good position, this in part is due to a series of works carried out in the past year, including a new build programme, maintenance works, and a programme of general works. These improvements include the ongoing work to replace Craigie High School and Braeview Academy with a new purpose-built community campus facility. Work started in Spring 2023 and is due to be completed in 2025.

Barnhill, Craigiebarns and Eastern Primary Schools are all currently graded as C for condition. Work is being planned over the coming financial years to improve these gradings and restore these schools to grade B. Planned works will include window replacement, roof replacement, toilet refurbishments, rewire and lighting upgrades, and heating services upgrades.

The proposed investment in the school estate for session 2024/25 will be around £1.9m. In the last year, this Process of investment has recently restored the grade B status to St Ninians Primary School and St Pius Primary School. In addition, the Harris Academy extension commenced in January 2023, and completed on programme and budget in December 2023.

Turning vacant to vibrant



The Council is committed to bringing vacant spaces in town and district centres back to life to make Dundee a vibrant city centre. However, vacancy rates have increased from 13.8% to 18% over the past year. New openings in city centre over the last year include House of Hannah, Whitehall Crescent; Bee Inspired, Overgate; Waterlilly, Wellgate; Cupp, Reform Street; R&R Barbers and Tom's Salon, Union Street; Belvoir Lettings, Crichton Street.




Dundee Loves Local continues to see increase in consumer and corporate spend as well as new businesses joining.

The City Centre Strategic Investment Plan will deliver a £2m Investment Programme to the city centre. Current and planned developments for the city centre include: City Streets – Commercial Waste Pilot is now permanent as of 1st March 2024 ; Façade Enhancement Grants in Union Street and £1m Capital Works announced for Eastern Quarter (Murraygate & Seagate). City Dressing to create distinct city centre spaces in key streets. Shop improvement treatments continue on a number of vacant units. City Lights, preliminary works complete at McManus and a City Centre Lighting Masterplan is being developed.

Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
Build Resilient and Empowered Communities	3	3	2	5	3 (60%)

Most Improved PI's 	Most Deteriorating PI's 
Number of Council and Registered Social Landlord housing completions (161%)	Empty retail unit rate (30%)
The percentage of Council budget allocated by participatory budgeting processes (50%)	
Number of Dundee Citizens contributing to local community plan outcomes (41%)	

Performance Indicator	-2 year	-1 year	Latest Figure	Current Year	Year 3 (24/25)	Long Term Trend
	Data	Data	Data	Target	Target	
The percentage of Council budget allocated by participatory budgeting processes	n/a	0.6%	0.9%*	0.7%	1%	n/a**
Empty retail unit rate	13	13.8	18*	12	11.1	
Number of Council and Registered Social Landlord housing completions	100	101	264	200	200	
Number of antisocial behaviour complaints	1,522	1,470	1,302	1,492	1,432	
Number of Dundee Citizens contributing to local community plan outcomes	n/a	502	708	750	1000	n/a**

* Data is a year behind i.e. current year data is for 2022/23

** Long term trend unavailable

Actions in the plan	Progress %	Due Date	Lead
Work with Scottish Government on a Local Democracy Bill to further empower councils and local communities.	50%	31 Mar 2027	CEX
Maximise participatory budgeting in all forms	90%	31 Mar 2027	NS
Increase community ownership of Council owned assets	70%	31 Mar 2027	NS
Deliver Community Hubs for the City	60%	1 Apr 2026	CF
Invest a further £80+ million in new and improved schools (Western Gateway and East End Campus	35%	31 Mar 2027	CF
Help reanimate vacant places in the city centre and other retail areas	20%	31 Mar 2027	CD
Incorporate the 20 Minute Neighbourhood concept into the forthcoming the Local Development Plan	30%	31 Mar 2027	CD
Build affordable houses that meet community needs	45%	31 Mar 2027	NS

CD-City Development, CEX-Chief Executive Services, CF-Children and Families, CS-Corporate Services, NS-Neighbourhood Services

Design a Modern Council



“Our modern Council for the future will be lean and efficient with a clear set of priorities that deliver for Dundee citizens and communities, focusing resources where they can make the biggest difference.”

Dundee Plans

- Long Term and Medium-Term Financial Strategy
- Capital Plan
- Investment Strategy
- Transformation Programme
- Our People and Workforce Strategy
- Best Value Assurance Report and Self-Assessment Improvement Plan
- Communications Strategy
- Property Asset Management
- Digital Strategy

Strategic highlights from last year

- The impact of the Local Government Financial Settlement required the Council to identify upwards of £19m of savings to balance the overall budget. A list of options that would meet this gap were accepted and recommended to the City Governance Committee. The Revenue Budget was approved by the City Governance Committee.
- The budget proposal agreed by members included commitments intended to support the Council's strategic priorities. This included resources to support the expansion of free school meals, environmental improvements for parks and green spaces across the city, as well as the city centre, tackle social inequality and investment in economic development to support city events.
- Key strategies to support the Council Plan were implemented, including, the Strategic Workforce Plan 2023-28, Employee Health and Wellbeing Framework 2023-23 and the Long Term Financial Strategy was agreed in September 2023. This strategy sets out six key workstreams aimed to tackle a projected budget deficit of circa £19.5m and deliver a balanced budget for financial year 2024-25.

- Employee Performance, Development and Engagement are crucial enablers to ensure that Our People strategy is realised. Quality Conversations with individuals and teams with their managers have been embedded across the organisation to develop each employee and team.
- Making online self-service transactions the default is an essential ingredient of a modern council and over the past two years, there has been an increase in online transactions.
- All schools in Dundee are now using the Parents Portal, the portal has been developed to help provide parents/carers with information on their child's education and to support transactional home-school communications. It uses a convenient, online system which can be accessed via mobile devices. The Parents Portal securely links a My Gov account to the Seemis Click and Go database in the child's school.
- The Housing Service are introducing a digital self-service customer portal allowing tenants to access information about their tenancy, check housing repair progress, house exchange and other general tenant information as well as the location of electric vehicle charging points in the city. Tenants can access the portal from any digital device at any time of the day or night.

Actions completed 2023/24

- Roll out hybrid working across the Council
- Long Term Financial Strategy updated to reflect new Council Plan priorities.

Actions overdue

- Deliver a programme of service redesign reviews to embed the digital and community empowerment changes.
- Increase Digital Learning, teaching of new working methods and developing the skills of our employees.

Actions in progress for completion 2024/25

There are no actions scheduled for completion in 2024/25, however the following actions are above 50%

- Deliver options to balance the Council's budget each year.
- Deliver a programme of service redesign reviews to embed the digital and community empowerment changes.
- Increase Digital Learning, teaching of new working methods and developing the skills of our employees.

National Performance Framework


(Aligning global, national and local aims)

The UN Sustainable Development Goals	The National Performance Framework		Council Plan Key Priority
	<ul style="list-style-type: none"> We are well educated, skilled and able to contribute to society We grow up loved, safe and respected so that we realise our full potential We are healthy and active We protect human rights and live free from discrimination 	<ul style="list-style-type: none"> We are creative and our vibrant diverse cultures are expressed and enjoyed Tackle poverty by sharing wealth, opportunity and power more equally We live in communities that are inclusive, empowered, resilient and safe 	<ul style="list-style-type: none"> Reduce child poverty and inequalities in incomes, education and health Resilient and Empowered Communities Design a Modern Council
	<ul style="list-style-type: none"> A globally competitive, entrepreneurial, inclusive and sustainable economy Thriving innovative business with fair and quality jobs for everyone Open connected and make a positive contribution internationally 		<ul style="list-style-type: none"> Deliver Inclusive Economic Growth (including Community Wealth Building)
	<ul style="list-style-type: none"> We value, enjoy, protect and enhance our environment 		<ul style="list-style-type: none"> Tackle Climate Change and reach Net Zero emissions by 2045

384,760

Online transactions have increased by 11% this year.

2021/22 – 352,540, 2022/23 – 347,519



£19.5m

Savings needed to balance the budget.



199 

Apprentice and work experience opportunities in the Council. 70% increase from 2022/23.

Target 286

The number of online self-service transactions as a proportion of all customer service transactions continues to increase year on year.

60.8% (2022/23) **62.8%** (2023/24)

Target 71%

Priorities in Action

Transformation Plan

Delivery of the sixth phase of the transformation programme will be critical to supporting future financial plans. The Council, in common with others, faces a major financial challenge. The Medium-Term Financial Outlook and Strategy estimates the Council is required to make up to £74m of savings by 2026/27 to achieve a balanced budget each year. This is on top of over £150m savings realised since the financial crisis of 2008.

The Council will need to look quite different in five years' time, and employees can help to design a modern council that can deliver services in the most efficient way. Designing a Modern Council is one of five key priorities in the Council Plan 2022 – 2027.

Areas in which we are redesigning the Council include:

- digital by default.
- rationalising property.
- redesigning services.
- sharing services with other Councils and third sector partners.
- looking at what we pay for and where we can create new income.

The Design a Modern Council priority provides the branding for the programme up to 2027. Delivering on the Council Plan requires a more radical redesign of services to meet changing demographics, levels of poverty, community wealth building, community empowerment and embracing modern technology and new ways of working.

Long term service redesign and digital transformation will be ways in which long term transformations will be realised, where services change due to the changing nature of how customers want to engage based on the technological developments taking place. The Council will be looking for where transformation both improves the service and leads to a long-term reduction in the sustainable cost basis for delivering the service.

Two areas where significant progress is being made relates to property rationalisation and digital services.

Property Rationalisation

The aim of the property rationalisation programme is maximising the shared use of “anchor buildings” and creating a more sustainable property portfolio. Dundee House is actively being promoted as a public sector hub with N-Able Technologies Limited having entered a lease in February 2024. DHSCP's West Community Care multi-disciplinary team are scheduled to transfer to the ground floor of the West Housing Office in 2024. Children & Families has successfully secured £502k of funding for their proposed new Young Persons' Hub at 22-24 Crichton Street. The shortfall of £151k will now be met from the Capital Plan.

Digital by design

Progress is being made in expanding the range of online self-service transactions. The volume is up 11% on the year before and on the transactions covered by Customer Services 62% are now complete by customers as self-service.

During the year the Parents Portal was launched across all Dundee schools and works can be downloaded as an app on mobile devices. In the first phase 5051 Parents and 6584 young people have registered to use the portal. This will make it easier for parents and young people to communicate directly with schools especially where approvals and sign ups are required. A Tenants portal is planned for launch in 2024.

A new one-stop shop mobile and tablet application for all Dundee waste & recycling matters, making it easy for residents to stay informed. The new app can be downloaded, free of charge for both Android and IOS users via the Dundee MyBins App website (link is external).

A key project that will support all our work will be to develop our data analytics function, working with partners to build a better picture of how to improve outcomes for local people and communities using an early intervention approach. A review is underway on how to make more use of data in Council systems to inform decisions and performance improvement.

There is a Change Fund to support projects that can deliver improvements and deliver tangible savings. Developing more applications and ideas for the Change Fund will be a key part of Designing a Modern Council. Cost and efficiency saving proposals are required each year to help the Council achieve the forecast level of budget savings. Proposals on savings that can be taken each year as a benefit of the long-term transformation programme will be assessed and the Council will also research innovative savings made by other Councils and, after assessing these, propose similar approaches in Dundee that fit with the Council's priorities and will have an impact on the annual budget.

Balancing the budget

City Governance Committee on 4 September 2023 agreed a Financial Outlook and Strategy (Report No 230-2023). This strategy took cognisance of the key financial challenges facing the council in the medium-term but also aimed to provide sufficient resources within services to meet the Council's strategic priorities.

A budget consultation survey was made available via the Council's internet site during October and November 2023. It was promoted regularly including a press release and a total of 1,088 completed responses were received, a 90% increase from the previous year.

Report No 9-2024 to City Governance Committee on 8 January 2024 outlined the impact of the Local Government Financial Settlement which required the Council to identify £26.1m of savings to balance the overall budget. Grant allocations were more than forecast which reduced the level of savings required to £19.5m.

The Council Leadership Team met regularly throughout the budget process to consider the options submitted by services to meet this gap. These options were assessed in terms of deliverability including any impact they may have on the strategic priorities. The outcome of this exercise comprised a list of options that would meet this gap that were accepted and recommended to the City Governance Committee.

The Revenue Budget was approved by City Governance Committee on 29 February 2024 (report 55-2024 refers). The budget proposal agreed by members included £2m additional funding for Children's Services, over £3m to protect vital services, £160k to help grow economic opportunities and support events, £200k to improve the city's environment and £500k cost of living supports. Work is underway to assess likely deficit for 2025/26 and identify options to address this.

Our People and Hybrid Working

The Council's approach to leading, managing and developing its people is set out in Our People Strategy 2022-27. The core aim of the strategy is that our people's wellbeing will be supported and that they will be valued for what they do in making a difference.

Guidance and procedures for hybrid working have been established and are already being reviewed to ensure the different workstyles in place continue to best support the delivery of the Council's objectives. Microsoft 365 was rolled out during 2023/24 and is now used extensively throughout the council.

The Council is working on a replacement for Citrix, the contract for the current system ends in May 2024. In future, Amazon Web Service (AWS) will provide secure access to the corporate desktop and any applications that can only be accessed currently in the Citrix Environment.

Increasing opportunities for young people

An event to improve the employment outcomes of young people in the city was held in February 2024. Local employers, all the secondary schools in the city and Dundee & Angus College came together for "Bridge the Gap" an event to support young people into a sustained positive destination. Employers and education settings used this event to showcase careers and opportunities, allowing all young people to consider all future possibilities. Following this event, schools are able to direct curriculum delivery and employer engagement according to any gaps or needs identified for a young person.

In 2021/22 the number of opportunities provided to young people (e.g. modern apprenticeships, trainees) was at its highest level due to Scottish Government providing additional funding to increase the number of graduates being supported into work. This number fell sharply in 2022/23 when funding was withdrawn. Council initiatives to attract graduates and support young people into paid employment has resulted in a significant increase during 2023/24 with the number of individuals increasing from 117 to 199.



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.

Performance Scorecard

Priority	On Target	Within 5% of Target	Not on Target	Total	Improved or the same as last year (% of total)
Design a Modern Council	0	2	1	3	3 (100%)

Most Improved PI's 	Most Deteriorating PI's 
The total number of opportunities provided to young people (e.g. modern apprenticeships, trainees) (70%)	
The number of Council transactions that are digital self-service (order, request, payment) (11%)	
The percentage of customer services customers using self-service options (2%)	

Performance Indicator	-2 year	-1 year	Latest Figure	Current Year	Year 3 (24/25)	Long Term Trend
	Data	Data	Data	Target	Target	
The number of Council transactions that are digital self-service (order, request, payment)	352,540	347,519	384,760	400,000	440,000	
The percentage of customer services customers using self-service options	43.8%	60.8%	62.1%	64%	71%	
The total number of opportunities provided to young people (e.g. modern apprenticeships, trainees)	280	117	199	286	297	

Actions in the plan	Progress %	Due Date	Lead
Deliver options to balance the Council's budget each year	50%	31 Mar 2027	CS
Roll out a digital transformation programme	25%	31 Mar 2027	CS
Deliver a programme of service redesign reviews to embed the digital and community empowerment changes	50%	31 Mar 2027	CEX
Roll out hybrid working across the Council	100%	1 Apr 2025	CS
Increase digital learning, teaching of new working methods and developing the skills of our employees	90%	1 Apr 2024	CS
Increase the uptake of modern and graduate apprenticeships	25%	31 Mar 2027	CS
Long-Term Financial Strategy to be updated to reflect new Council Plan priorities	100%	31 Mar 2024	CS

CD-City Development, CEX-Chief Executive Services, CF-Children and Families, CS-Corporate Services, NS-Neighbourhood Services



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REPORT TO: CITY GOVERNANCE COMMITTEE – 24 JUNE 2024

REPORT ON: FAIRNESS AND LOCAL CHILD POVERTY ACTION PLAN REPORT – ANNUAL REPORT FOR 2023/2024

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 153-2023

1. PURPOSE OF REPORT

1.1 This annual report presents the combined Fairness and Local Child Poverty Action Report showing progress during 2023/2024. It also highlights key actions to be taken in 2023/24.

2. RECOMMENDATIONS

2.1 It is recommended that Committee approves:

- a) the Fairness and Local Child Poverty Action Plan Annual Report for 2023/24 is attached as Appendix 1; and
- b) the actions as set out for the next phase of the Action Plan from 2024/25 onwards.

3. FINANCIAL IMPLICATIONS

3.1 The work set out within the action plan may generate reports and further actions that could have direct financial implications for the Council. As and when required, such reports will be considered by the appropriate Committee(s). Additional external funding will also be sought where possible.

3.2 Funding of over £1.5m was spent on a range of measures to mitigate the impact of poverty and the cost-of-living crisis in 2023/24. Further funding of £50,000 was allocated for fairness activities in the 2023/24 budget, with the Local Fairness Initiatives and the Fairness Leadership Panel support being prioritised. This was in addition to, £6.73m of payments being made via Holiday Support, Scottish Welfare Fund and Discretionary Housing Payments.

3.3 A range of income maximisation initiatives work across the City to ensure citizens are receiving all benefits and support payments they are entitled to, this has generated circa £13.6m in income.

4. BACKGROUND

4.1 Dundee City Council and the Dundee Partnership adopted the current Fairness Action Plan for Dundee in June 2023 (Article VIII of the Minute of the Policy & Resources Committee on 26 June 2023 refers). This report describes progress with the Plan.

4.2 The Child Poverty (Scotland) Act 2017 introduced a series of statutory income targets to measure reduction in child poverty in Scotland by 2030/31, together with interim targets to be met in the year beginning 1 April 2023:

Statutory Income Target	Interim Target in 2023/24	Statutory Target in 2030/31
% of children in relative poverty	Less than 18 %	Less than 10%
% of children in absolute poverty	Less than 14%	Less than 5%
% of children in combined low income and material deprivation	Less than 8%	Less than 5%
% of children in persistent poverty	Less than 8%	Less than 5%

The only indicator which is currently available at a Dundee level is the most recent child poverty estimates by End Child Poverty which were just published in June 2024 and are based on data

for the period 2022/23. They estimate that the percentage of children living in relative poverty in Dundee is 28.2% compared to a national rate of 24.5% across Scotland. The Dundee City figure has increased from 27.1% in 2021/22. As the child poverty estimates cover the period 22/23 it should be noted that they don't capture the full impact of the rollout of the Scottish Government's Scottish Child Payment to all eligible under 16s in November 2022. End Child Poverty have advised that caution should be taken when interpreting year on year change due to sampling issues associated with the Covid-19 pandemic. Officers will interrogate these figures further to consider any implications for future planning and target setting.

- 4.3 The Act also places a duty on local authorities and health boards to jointly report annually on activity they are taking, and will take, to reduce child poverty. The Local Child Poverty Action Plan Reports are required to be produced '*as soon as reasonably practicable after the end of each reporting year*'.
- 4.4 This report satisfies the requirements for the LCPAR but is wider due to the partnership working and planning associated with the Dundee Fairness Strategy that was in place before the child poverty reporting requirements came into effect. It has previously been agreed that the Fairness and Local Child Poverty Action Plan Report would continue to be combined and then adopted by the whole Dundee Partnership on behalf of the city.
- 4.5 Community Planning partners have collaborated accordingly, and the sixth combined report is presented in Appendix 1, setting out in detail our progress. It includes the following sections:
- An introduction and national targets (page 3 - 7)
 - An overall summary of performance, areas for improvement, developments (pages 7-15)
 - Key data on poverty and inequalities (pages 16-19)
 - A section on each theme covering some key highlights, a performance scorecard, progress of actions and the difference these make.
 - Work and Wages Reduce (pages 20-26)
 - Benefits and Advice (pages 27-33)
 - Attainment and Child Poverty (pages 34-40)
 - Social Inclusion and Stigma (pages 41-46)
 - Health and Inequalities (pages 47-53)
 - Housing and Communities (pages 54-60)
- 4.6 While this report is comprehensive, to provide the fullest picture of progress in Dundee, it should be taken together with supplementary information giving a fuller statistical analysis of poverty and deprivation in the city and the case studies illustrating more detailed actions for each strategic theme. These additional documents are available on the Fairness pages of the Dundee City Council website.
- 4.7 Dundee City Council was the first Local Authority in Scotland to declare a Cost-of-Living Crisis in June 2022 and action agreed at a series of "Cost of Living summits". The work 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. The Fuel Well Dundee Energy Assistance scheme has assisted 256 households and spent over £110,000 in energy support measures. Since October 2023, over £35,000 has been invested in Open Doors activities at 26 venues across the city with a particular focus on meals and community cafes in community centres, libraries, and sheltered lounges.
- 4.8 The Dundee Child Poverty Pathfinder has increased employability opportunities for 188 families in Linlathen affected by a range of inequalities. This provides the support to enable parents to secure incomes to address child poverty that may be experienced by the 256 children living in these households. The work of the Pathfinder complements the Linlathen Local Fairness Initiative that has increased housing and money advice, drop-in support, extra out of school care, community activities and participation, and better community spaces. Similarly, in Stobswell West, greater money and benefit advice is being provided in partnership with the Stobswell Forum at the Connect shop, greater community and intergenerational activities, and efforts to tackle quality in private rented properties in the area.

- 4.9 The contribution of the Dundee Fairness Leadership Panel (FLP) continues to grow. In addition to arranging and hosting the annual Dundee Fairness Conference in November 2023, in the last year, the Panel has influenced policies and services relating to employability, public debt and customer services. In 2024/25, members will focus on Housing, Mental Health & Isolation, and Support given to third sector staff and volunteers.
- 4.10 Feedback on the 2022/23 annual report was also received from the Improvement Service and the Dundee Fairness Leadership Panel. Most of their recommendations have been incorporated and commitments made to those that remain outstanding. An easy read 'plan on a page' version of the 2022/23 report was co-produced by officers and members of the Panel. This was launched to a very positive response at the Fairness Conference in November 2023 and will be repeated in collaboration with FLP members following committee approval.

5. POLICY IMPLICATIONS

- 5.1 The progress presented in this report and all actions in the Fairness Plan for Dundee will make an impact on reducing the levels of poverty experienced by people in Dundee. The Integrated Impact Assessment for previous years' reports continues to be accurate. Article VIII of the Minute of the Policy & Resources Committee on 26 June 2023 refers to the original report and IIA.

6. CONSULTATIONS

- 6.1 The Council Leadership Team, community planning partners and members of the Fairness Leadership Panel have been consulted in the preparation of this report.

7. BACKGROUND PAPERS

- 7.1 None

GREGORY COLGAN
CHIEF EXECUTIVE

DATE: 6 JUNE 2024

ANDREA CALDER
HEAD OF CHIEF EXECUTIVE'S SERVICES

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Dundee

Fairness
and
ocal Child Poverty

Action Plan 2023/24



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Executive Summary

£230,000



paid to households experiencing fuel poverty through the Fuel Well Support Programme, including soft measures such as draught excluders, energy saving lightbulbs etc, fuel write offs and provision of energy saving microwaves, air fryers and slow cookers

(Source: Dundee City Council, Corporate Services, 2023/24 figure)

£1,739,261



awarded to families in need through the Scottish Welfare Fund.

(Source: Dundee City Council, Corporate Services 2023/24)

11,653



people on average receiving emergency food support from food larders, Dundee foodbank, fridges, and cafes each week of 2023/24

(Source: Dundee City Council, Chief Executive's Services)

£500,000



allocated to purchase emergency food for distribution through the Dundee Community Food Network

(Source: Dundee City Council, Chief Executive's Services)

£831,000



holiday support payments made by the Benefit Delivery Team supporting on average 5,500 children per holiday period.

(Source: Dundee City Council Corporate Services 2023/24 figure)

89%



of the population eligible for free travel (those under 22 and 60+) have a National Entitlement Card including 82% of eligible young people

(Source: Dundee City Council, Chief Executive's Services – figure as of April 2024)



639,250

individual period products distributed in 2023/24.

(Source: Dundee City Council, Chief Executive's Services)

128

accredited Living Wage Employers headquartered in Dundee.

(Source: Living Wage Scotland, 2023/24 figure).



43,466



staff covered by a Living Wage Commitment.

(Source: Living Wage Scotland, 2023/24 figure)

2,082



staff received an uplift to the Real Living Wage.

(Source: Living Wage Scotland, 2023/24 figure).

4,629



energy advice interventions by Dundee Energy Efficiency Advice Project

(Source: Dundee City Council, Corporate Services 2023/24 figure)

27.7%



of secondary school pupils registered for free school meals in Dundee City.

(Scottish Government, Pupil Census 2023)

5,813



school clothing grants paid to families in 2023/24 - primary school children receive £120 and secondary age children receive £150 per academic year

(Source: Dundee City Council, Corporate Services)

£11,975,038*

generated from income maximisation support.

(Source: Dundee City Council, Corporate Services *provisional figure for 2023/24)



£1.71m



additional income/benefits raised through Macmillan Welfare Rights Cancer Support.

(Source: Dundee City Council, Corporate Services 2023/24 provisional figures)

£4.2m



of Discretionary Housing Payments/Local Authority Hardship Fund Payments awarded to tenants.

(Source: Dundee City Council, Corporate Services 2023/24)

1. Introduction

Welcome to Dundee's sixth Fairness and Local Child Poverty Action Report (LCPAR). This report reflects on the work undertaken by the Dundee Partnership to tackle the negative effects of poverty on individuals and families, and its wider impacts on communities, including health inequalities, feelings of stigma, homelessness, and social exclusion.

This report provides an update on progress and developments for 2023/24 and gives a comprehensive picture of the expansive ways that Dundee is attempting to reduce child and household poverty. These increased efforts are being made in the face of the growing challenge of the cost-of-living crisis exacerbating all aspects of poverty.

The voices of communities who are experiencing the worst of the impact continue to be listened to, including those of our experts by experience, Dundee Fighting for Fairness (DFFF), on developing responses to inequalities. Our Fairness Leadership Panel is a key mechanism for ensuring that the Partnership delivers on our fairness commitment for Dundee citizens. We are proud of the relationship nurtured between the Partnership, the Council, and members of the Dundee Fairness Leadership Panel. We are delighted that this report contains the first annual 'statement' of their work over the last year. They continue to have a crucial role in our work and are growing in confidence and authority. The Fairness conference they hosted in November 2023 played an important part in communicating the aims of this report and shaping the content.

After setting out the national and local strategic context, this annual report will present key highlights and significant strategic developments in our work before summarising notable progress in action taken over the last year. The report then focuses on the work done across our six fairness themes, presenting an analysis of poverty and deprivation in Dundee, setting out measures of progress against our action plan and offering case studies that demonstrate the modest but meaningful impact the Partnership is having on the causes and consequences of poverty in Dundee.







To streamline this year's report, we have created a suite of supporting documents that will help to give the fullest picture of our work in Dundee. These include a comprehensive poverty profile of the city, and a collection of case studies to bring fairness in Dundee to life. The report contains links to all these documents on the [Fairness page](#) of Dundee City Council's website. Following approval of this report we will work with the Fairness Leadership Panel to produce a 'plan on a page' where we try to summarise simply what we are trying to achieve. This will be available in the coming months.

It is becoming clear that Dundee, and Scotland as a whole, are likely to fall short of achieving the interims targets set for reducing child poverty in 2023/24. Despite the enormous challenges we face, Dundee will not accept child poverty as an inevitable part of modern life in Scotland. Next year's report will demonstrate our ongoing determination to do everything we can to help people to cope with the brutal impact of poverty on their families and communities. Turning poverty around is and will continue to be at the very top of our priorities for transforming Dundee.

2. National Targets and Local Performance

a. Dundee Fairness and Child Poverty Approach

Since the adoption of the first Fairness strategy for Dundee in 2012, the Dundee Partnership has taken a broad approach to reducing child poverty and improving outcomes for individuals and families in the city. Our performance indicators and action plan commitments demonstrate a coherent cross-cutting look at the range of outcomes for people experiencing socio-economic disadvantage. These are shaped by the outcomes presented below.

Dundee Fairness and Child Poverty Outcomes 2022-2025				
Overarching Outcome - Our city will experience less household and child poverty				
Work and Wages	Increase wage levels and Scottish Living Wage Accreditation	Increase learning, skills, and employment opportunities for people in poverty	Reduce persistent and rising levels of unemployment and underemployment	
Benefits and Advice	Maximise income from social security and benefits in kind	Reduce household costs, debt, and fuel poverty	Improve access to advice services for all households	
Attainment and Child Poverty	Reduce the poverty-related attainment gap	Reduce the number of children living in poverty	Improve engagement of priority families with support services	
Social Inclusion and Stigma	Increase social and digital inclusion	Reduce stigma and discrimination of people living in poverty and people with protected characteristics	Improve resilience, aspirations, and purpose for people in poverty	
Health Inequalities	Reduce health gaps caused by social inequality	Improve physical and mental health and wellbeing for people in poverty	Reduce causes and consequences of substance misuse	
Housing and Communities	Build social capital, connectedness, and trust in disadvantaged communities	Promote safe and supportive environments at home, at work and in the community	Ensure access to basic human necessities including food, heat, medicine, and hygiene products	

The actions undertaken by the Partnership, as well as our performance indicators, contribute towards the Scottish Government's drivers of poverty reduction. The 'Best Start, Bright Futures' Tackling Child Poverty delivery plan 2022-2026 outlines eight strands of support for priority families and the table below illustrates how our Fairness Action Plan framework relates to these themes:

Best Start, Bright Future Themes	Dundee Fairness Outcomes Framework Themes
Employability and Skills	Work and Wages
Connectivity and Childcare	Social Inclusion and Stigma & Work and Wages
Economic Opportunities	Work and Wages
Person-centred Support	Social Inclusion and Stigma & Work and Wages
Social Security	Benefits and Advice
Income Maximisation	Benefits and Advice
Housing	Housing and Communities
Next Generation	Social Inclusion and Stigma & Attainment and Child Poverty

b. Targets and Progress

Dundee set itself the ambitious goal of matching the Scottish Government's overall national target of reducing child poverty to less than 10% of children living in relative poverty by 2030 from an existing rate of 28.2%. Our efforts are directed by the combined fairness and child poverty outcomes explained above.

2021/22 child poverty estimates by End Child Poverty were published in June 2024. These estimate the percentage of children in poverty after housing costs and show that 28.2% of children in Dundee City were living in poverty in comparison to 24.5% across Scotland. The following table shows how the percentage of children in poverty after housing costs has changed in Dundee City during the period 2014/15 to 2022/23.

2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
23.8%	25.0%	26.4%	27.0%	26.2%	26.8%	22.5%	27.1%	28.2%

Source: End Child Poverty – Child Poverty After Housing Costs 2015-2023 (Published June 2024)

c. Dundee Performance

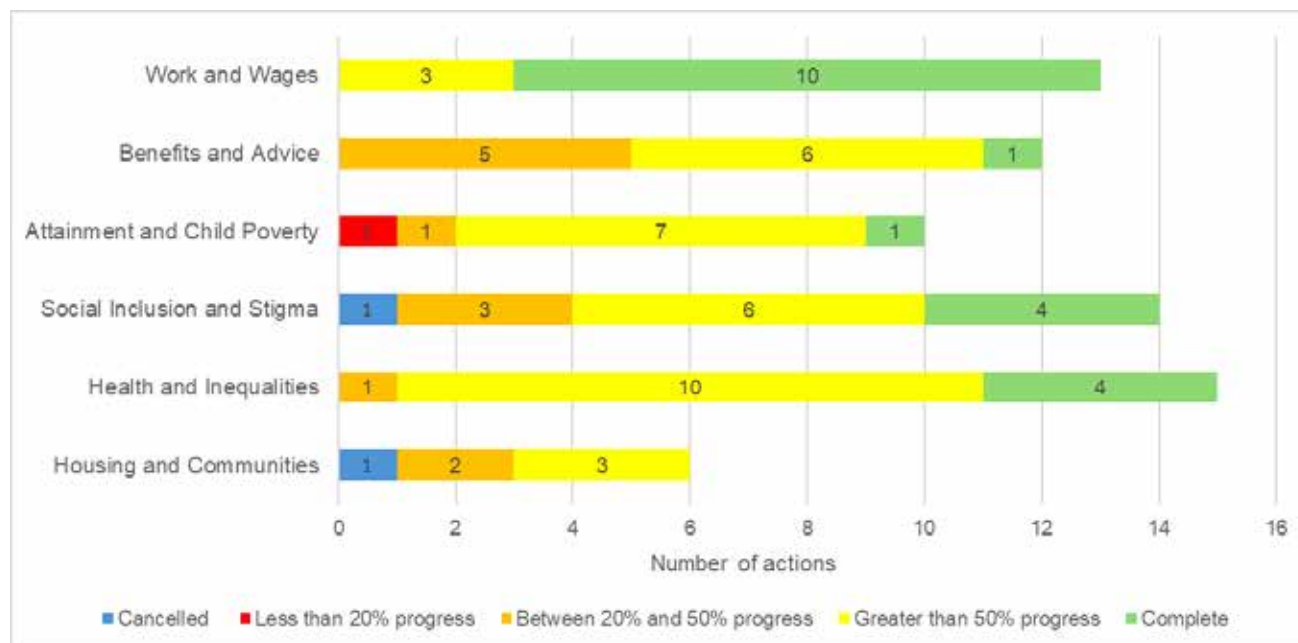
The Dundee Partnership supports the Scottish Government's aspiration to make Scotland the best place for children to grow up, and tackling poverty will contribute much to achieving this. Local Authorities and Health Boards have a joint duty to publish a joint

annual report on activities undertaken at a local level to contribute to meeting the child poverty targets shown above.

The chart below shows how Dundee is progressing on its actions to reduce child poverty and poverty-related socio-economic impacts on vulnerable groups.

Overall Progress – Progress of all actions contained in the plan for period 2022-25

Figure 1: Progress of all actions contained in the Fairness Action Plan 2022-2025



d. Areas for Improvement

While the Partnership continues to develop and implement actions to mitigate the impacts of poverty in Dundee, we acknowledge that there are still areas where greater progress is needed and must be pursued. Based on an analysis of performance against targets set in the Dundee action plan, the following performance indicators are the furthest away from target and with no improvement on the year before. The relevant Dundee Partnership strategic leadership group will be charged with investigating the reasons for this and taking action to address and close these gaps. The action taken and the results will be reported in next year's report.

- Percentage point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas
- Children aged under 16 years and living in relative low-income families (before housing costs)
- % of young people 16 to 24 who are unemployed

e. Developing our Annual Reporting

i. Feedback from the Improvement Service

The Improvement Service's assessment of the 2022-23 annual report was comprehensive and partners in Dundee are grateful for the time and attention taken by the Poverty Alliance in providing such thorough and helpful feedback.

The overall assessment of the report is that it continues to be very strong. It identified several key strengths by highlighting that the report:

- Showed strong commitment across the Partnership to continue to address child poverty during the cost of living crisis. There was a clear and necessary reprioritisation towards the cost of living focused on advice provision and practical emergency support. Simultaneously, the report showed that longer term approaches to addressing child poverty continued to develop.
- Demonstrated a 'welcome commitment' to ongoing participation of people with direct experience of poverty. There is evidence that the Fairness Leadership Panel had been shown to be a robust process that influenced some key areas. It was also shown that this participatory approach had been used in other areas, particularly in respect to the Local Fairness Initiative.
- Maintained a focus on key drivers of poverty and key solutions. The report highlighted the targeted work that had been done to support people into paid employment and address some of the barriers that stop work being an option for some. Similarly, it showed that a strategic approach to the delivery of advice had been taken to help alleviate child poverty despite the significant pressure on services.

Despite recognition of the quality of the report, areas for further improvement were identified:

- The role of housing was underdeveloped in the report. There was 'very little about the broader role of housing in the prevention of child poverty.' Particularly given that 'the trends in the relevant indicators are not positive,' future reports could better reflect the part that local housing action in the prevention of child poverty.
- While the use of outcomes and indicators is strong, further work needs to be done to more directly and closely link the actions in the plan to changes in the indicators.
- It would be helpful to see more reflection on activity linked to the provision of affordable credit.

As part of our desire to achieve continuous improvement, we aim to have addressed these in this report where possible and will welcome further feedback in due course.

ii. Feedback from the Dundee Fairness Leadership Panel

Members of the Dundee Fairness Leadership Panel were invited to comment on the 2022/23 Fairness and Child Poverty Report and Action Plan. The Fairness Leadership Panel continues to provide scrutiny to ensure that organisations in the Dundee Partnership are maintaining their commitment to tackle poverty seriously and to achieve the actions they have agreed.

A group of Fairness Leadership Panel members reviewed the report and action plan in detail and were encouraged by all the strategic developments that happened during 2022/23, especially given the pandemic and the early stages of the cost-of-living crisis. The group was also pleased with the actions set out for 2022/23 and want to play a role in making sure that these will have the most positive impact on the city.

To this end, the Panel has made the following observations and recommendations:

Members of the Panel noted the number of statistics used in the report that were often 2-3 years out of date. Communities will want to know the current position for the year the report covers and up to date indicators would make the report more meaningful to them. The Partnership has been asked to discuss this issue with the Scottish Government in relation to the timing of reports.

The way progress on action was presented in the 2022/23 report was viewed as 'pointless.' People in Dundee want to know what has been done in relation to the actions in the plan. The use of the 'percentage completion' figure is very difficult to understand and a description of how and when the task in the action plan will be achieved is seen as more important. If there is not space to do this fully in the annual report itself, a link should be included to take readers to the information in a supporting document. Measures are being prepared to ensure that this will be achieved in the Fairness annual report for 2024/25.

Improvements on the accessibility of Fairness Reports and updates requested in last year's report had not been accomplished. This should be addressed in time for the publication of this report.

The Partnership should use more imaginative ways to communicate the work contained in the report and action plan. Suggestions include showcasing what is being done in the city to close inequality gaps in an information centre or shop unit.

Dundee should not be reluctant to spell out the challenges we have to address in the annual report. It is important that it honestly reflects people's experiences.

As in the previous year, the Panel had a range of questions and comments across the full scope of the action plan and asked for a full response to these. These will be prepared and presented to the Panel for a full discussion in due course.

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3. Major Fairness Developments and Action

A series of priority initiatives drive the Partnership's work, and it is our intention to provide more detail on these each year so that people in Dundee can track how effectively these major developments are delivered. Presented below, therefore, are Dundee's key initiatives and the progress made in 2023/24 to reduce the poverty and inequalities experienced by our citizens.

a. Cost of Living Crisis Support

In 2022, in response to the emerging cost of living crisis, Dundee City Council and its partners provided a rapid response via five key pillars: Community Food, Open Doors, Advice Services, Warm Clothes & Blankets, and Communication. The work continued in 2023/24 with additional funding pledged to address the impacts of rising costs on households.

1. **Community Food:** In addition to the £500,000 allocated by Dundee City Council for emergency food distributed through the Dundee Community Food Network, a total of £46,650 has been distributed in small grants to 20 projects, spanning Lochee, Strathmartine, North East, East End and Maryfield Wards. Projects opted to prioritise vouchers over additional food stock, and £38,775 of the overall budget was used to purchase supermarket vouchers for families and individuals (£75 for a family, £35 for an individual) to ensure dignity of choice.
2. **Open Doors:** Over £35,000 has been invested in Open Doors provision since October 2023. Open Doors activities are running at 26 venues across the city serving around 1,800 people per week. There is a particular focus on meals and community cafes, with post school provision being expanded to meet family needs as well as the ongoing universal offer of tea and coffee in community centres, libraries, and sheltered lounges.
3. **Advice Services:** The Fuel Well Dundee Energy Assistance scheme has so far assisted 256 households (as of 27/02/24) and spent over £110,000 in energy support measures including payments of intractable fuel debt, basic insulation and weatherproofing, and soft measures such as energy saving equipment, white goods, and warm clothing for adults.
4. **Warm Clothes and Blankets:** As of 8/2/24, our local charity Togs had spent £6,487 on 1,136 blankets for inclusion in packages for those referred for free children's clothing and are on track to fully spend the £10,000 allocated to this pillar.

5. Communication: A new phase of communications activity, including a radio campaign, was launched in February 2024, with messaging adapted to focus on reaching people who are in work / not on benefits and struggling due to the cost of living. Flyers were included in council tax leaflets going to approximately 75,000 households during February / March 2024.

b. Child Poverty Pathfinder

Dundee's Child Poverty Pathfinder is a joint project between the Scottish Government, DWP, Social Security Scotland and Dundee City Council, that is testing new ways of working. The Pathfinder is targeted at 'priority families' - those who are at a higher risk of experiencing poverty.

It aims to increase employability opportunities for households in Linlathen who are affected by a range of inequalities. The Pathfinder provides support that parents need to enter, sustain, and progress in work, and helps families maximise their incomes and social security payments so that they can lead dignified lives, regardless of their circumstances.

2023/24 highlights

The team has engaged with 188 families in Linlathen. There are 256 children living in these households, 41 aged under four. Of the 188 families, 38 have three or more children.

Families have been supported by the Pathfinder key workers, and the partners at the Linlathen Works drop-in service. Key workers have been providing advocacy support, to help families access other services and make follow up checks to make sure they get all the assistance they need.

128 of these households (68%) identified health concerns as their biggest barrier to thinking about moving into work. These included mental health & wellbeing issues, physical health issues and caring for someone else in their household with complex health issues. 52 households noted that they had no previous work experience.

Further analysis identified young people appearing in the 16+ age group and living in Mid Craigie and Linlathen areas who currently aren't in any post school positive destination. The Youth Employability Service engaged with this cohort which resulted in one of the key workers delivering a Friday drop-in session at Brooksbank centre for the young people who have been targeted. Six or seven young people are regularly attending weekly for one-to-one employability support, support to complete college applications, and to apply for jobs.

Childcare support

Families engaged with the Pathfinder can be supported with childcare through the Scottish Government funded School Aged Childcare, as part of the wider pilot of Early Adopter Communities Childcare Project. This provision was established in Rowantree Primary School in Linlathen in January 2023. One full time Family Key Worker is employed within School Age Childcare services to help families to access other support services as required.

Financial gains

Additional financial support of £241,070 in income maximisation has been generated for families in Linlathen (including £174,133 in earned income), plus £93,891 gained through applications for various benefits. The total amount of financial gains from the Pathfinder activities includes £640,892 (benefits in kind, earned income gains) and £253,863 in benefit income maximisation.

Planned activity for 2024/25

The Pathfinder is being extended to include supporting families in the Mid Craigie area and the team will engage with them. The Pathfinder team are also planning to run an adult returners programme commencing in April 2024 which will be delivered in partnership with the DWP and the Adult Employability Service.

Learning from the Pathfinder has been utilised in Stobswell West thanks to the partnership structures developed through the Local Fairness Initiative. Scottish Government funding for Dundee International Women's Centre (DIWC) has facilitated 35 hours of weekly project support focusing solely on Stobswell West outreach work. This post introduces families within the Stobswell West area to DIWC and links them into local support organisations that they may need, while also making them aware of the opportunities and free creche facility available at DIWC.

c. Local Fairness Initiative

Over the course of the last year, the Local Fairness Initiative (LFI) has made significant progress in Linlathen and Stobswell West. These two areas, which were identified as experiencing significant disadvantage, have been the focus of a targeted efforts by Dundee City Council and its partners with the overarching aims to reduce poverty, improve standards of living, increase incomes for households and improve their overall wellbeing. Agreement has been reached locally that many areas for improvement reflect ongoing issues that will continue to be tackled by each area's Local Community Planning Partnership (LCPP).

The approach of the LFI has supported improvements at a community level in both areas. In Linlathen there has been:

- Increased local support in relation to employability, housing and money advice, including: new multi-agency advice drop-in established with person centered holistic support for residents, new out of school care facility reducing barriers to employment; new volunteering opportunities provided by partner organisations; improved offering for skills development and learning for parents; new links made with Discovery Credit Union to increase access to affordable credit.
- Improved community participation through community based social and physical activities, primarily: increased provision of youth activities at Rowantree Primary School; community galas and events; craft workshops; play sessions for children with additional needs and their parents / carers and weekly family fun activity sessions with free meal.

- Increased community empowerment through the establishment of new community groups focusing on promoting the rights of Linlathen residents: new Friends of Linlathen community campaign group and new parent-led family activities group.
- Improved community spaces through community clean ups and newly developed play facilities.

In Stobswell West, key achievements impacting on residents include:

- Increased local support in relation to housing and money advice, such as a weekly calendar of support / advice services at the Stobswell Connect shop (housing, benefits and money advice, carers support, energy advice and support, support for parents), and a community event held at Dykehead Place Sheltered Housing focusing on providing information and support to residents in attendance.
- Improved community participation through community based social activities delivered through a new fortnightly conversation café, new creative intergenerational project celebrating the Dundee dialect and increased engagement through door knocking to discuss what people would like to see happen locally.
- Improved quality of housing due to new funding being allocated to support building repairs in private rented properties in the area.

d. Fairness Leadership Panel Annual Statement

The Fairness Leadership Panel is a collective response to poverty / inequality. A Panel made up of people with lived experience and organisational representatives work together to ensure the disadvantaged and vulnerable in our city have a voice. The Panel works to mitigate the impact of external factors, i.e. those outside our control, by focussing on where we can bring influence and change. Panel members are not afraid of asking hard questions.

Here are a few highlights of the work the Panel has done during 2023/24:

The Dundee Fairness Action Plan

A Panel subgroup has continued to review and critique each section of the Plan and given honest insight into how these proposed actions will or won't help the community. The group have shared ideas about how to widen and deepen the impact of the actions outlined in the Plan. They also asked for an easy read version of the Plan for Dundee citizens. As the Action Plan is constantly being updated, the Panel will be part of a rolling review programme, making sure the actions are realistic and achievable, and are genuinely taken forward.

Employability Strategy and Approach

A Panel subgroup engaged with Discover Work as they reviewed the strategy and delivery of employability support in Dundee. They co-created the principles of the new strategy. Once the new strategy is launched all employability services will need to adopt these principles. The subgroup is also working with Discover Work on the Commissioning Documents for employability services.

Hearing from our Communities

The Panel were keen to continue to hear from people and projects in local communities. In 2023, Panel members visited 12 community groups across the city, to hear how the cost of living has impacted them and to gather insight into the key challenges people are facing. This helped the Panel shape their focus for the next year. Here are some of the things the Panel heard:

- The increase in running costs and insecure funding has brought real pressure on the sustainability of local projects.
- The mental health of staff, volunteers and those attending projects is being seriously impacted.
- There were also concerns raised about: young people, housing, organisational growth and pressure, drug and alcohol addictions, cost of clothing, rise in crime, and how challenging it is accessing services if English isn't your first language.

The Panel plan to do project visits again in 2024.

Annual Conference

The panel held its second Annual Conference in November 2023. These conferences help the Panel share key issues they have focused on over the past year and hear from a cross section of sectors about current issues and concerns. This helps the Panel as they set priorities for the year ahead.

At the 2023 conference there were an extensive number of local partners, the Scottish Government, Joseph Rowntree Foundation, the Scottish Poverty and Inequality Research Unit, the Poverty Alliance and the Robertson Trust.

Public Body Debt

Panel members have been working with Council managers to discuss Public Body Debts. The Panel believes that Dundee could lead the way in changing how public sector bodies collect debts with a debt recovery process that is centred around dignity, respect, and human rights. The Panel has given recommendations to the Council, and they are developing a new Debt Recovery Policy that incorporate these recommendations.

Plans for 2024/25

In the year ahead, the Panel will be investigating the issues of Housing, Mental Health & Isolation, and Support given to third sector staff and volunteers.

e. Connections to Equalities - Mainstreaming Equalities in Dundee

In April 2023, Dundee City Council approved and published its Mainstreaming Equalities Progress Report, which sets out progress made towards meeting the Equality Outcomes for Dundee City Council and the Children and Families Service. The latest employee data report was published in April 2024 highlighting areas for improvement to reduce ongoing inequalities in employment for the council workforce.

One of the key objectives for Dundee City Council in 2023/24 was to work closely with representatives from faith communities of all religious denominations across the city to develop and sign a Faith Covenant for Dundee.

The Faith Covenant is an agreement to facilitate partnership working between the local authority and faith organisations. It is a joint commitment between faith communities and the local authority to a set of principles for working together, which aims to build trust and promote open, practical engagement. Representatives from faith groups met with city leaders and signed the historic document during Interfaith Week in November 2023. The council committed to welcoming the involvement of faith groups in the delivery of services and social action on an equal basis to other groups. Faith organisations committed to actively work with Dundee City Council in the design and delivery of services to the public.

4. Understanding Poverty and Inequalities in Dundee

a. Measuring Inequality in Dundee

The long-term trend of poverty levels in Dundee remain stubbornly consistent over time. As the prices of everyday essentials continue to increase, it is important that all available evidence continues to be monitored as this will allow us to identify the highest priority groups and local issues and monitor progress towards our child poverty targets.

The following summary shows the extent and range of poverty challenges which families and communities in Dundee face. A full and detailed Poverty Profile for Dundee can be found on the Dundee City Council website

Population

148,350



Population of Dundee City.

(Source: National Records of Scotland 2022 mid year population estimates)

23,528



Child population of Dundee City (those aged 0-15 years).

(Source: National Records of Scotland 2022 mid year population estimates)

6%

of households in Dundee City are Single Parent Households.

(Source: Scottish Government Core Survey Questions 2022)
The definition of single parent does not make any distinctions between situations where a child has regular contact and / or partly resides within their other parent and a child who solely resides with and is cared for by one parent)



10.1%

Non-white minority ethnic groups.

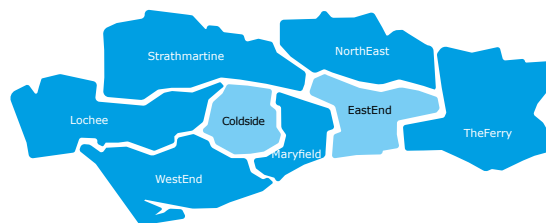
(Source: Scottish Census 2022)



36.5%

of people in Dundee City live in a data zone ranked within the 20% most deprived.

(Source: SIMD 2020 20% Most Deprived data zones and National Records of Scotland Mid 2021 Small Area Population Estimates)



7

of the eight LCPP/Wards in Dundee City contain data zones ranked in the 20% most deprived.

(Source: SIMD 2020)

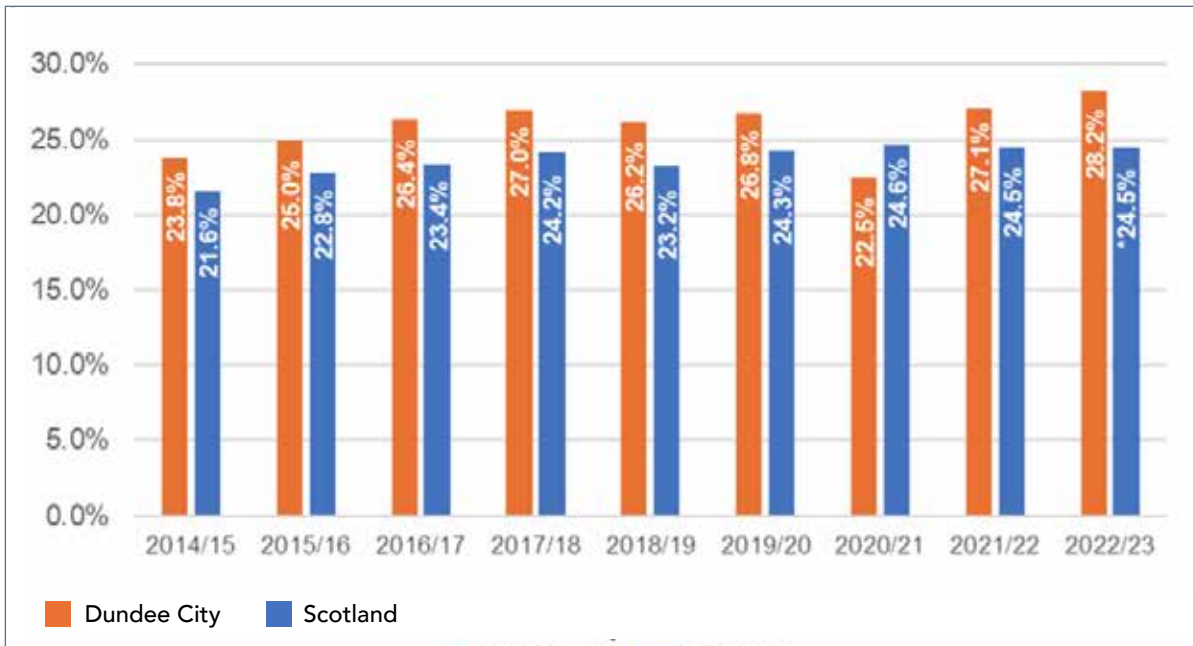
East End (71.8%) and Coldside (61.1%) are the LCPP/Wards within Dundee City which have the greatest proportion of their respective populations living in data zones ranked in the 20% most deprived

(Source: SIMD 2020 20% Most deprived data zones and National Records of Scotland Mid 2021 Small Area Population Estimates)

End Child Poverty – Percentage of Children in Poverty After Housing Costs

2022/23 child poverty estimates by End Child Poverty were published in June 2024. These estimate the percentage of children in poverty after housing costs and show that 28.2% of children in Dundee City are living in poverty after housing costs in comparison to 24.5% across Scotland. The chart below outlines figures from 2014/15 to 2022/23.

Figure 2: End Child Poverty - Percentage of Children in Poverty After Housing Costs



Source: End Child Poverty – Child Poverty After Housing Costs 2015-2023 (Published June 2024)

*Scottish figure relates to date period 2021-2023

Due to sampling issues related to the covid-19 pandemic, caution is required when interpreting data. It is recommended that users look at long-term trends rather than year-on-year changes.

Percentage of children (aged under 16) living in relative low-income families before housing costs

The Department for Work and Pensions (DWP) publishes statistics on the percentage of children (aged under 16) living in relative low-income families before housing costs. A family must have claimed child benefit and at least one other household benefit (universal credit, tax credit or housing benefit) at any point in the reference year to be classed as low income within these statistics.

The latest provisional statistics from this publication estimated that in the period 2022/23, 6,116 (25.8%) children aged under 16 in Dundee City were living in relative low-income families before housing costs. Statistics for each ward in Dundee City showed the percentages varying across the city. Over 30% of children aged under 16 in Coldside (36.0%), East End (33.3%) and Maryfield (32.9%) wards were living in relative low-income families before housing costs. In contrast, these percentages were lower in West End (19.2%) and The Ferry (8.3%) wards.

More detailed breakdowns of these 2022/23 provisional figures for Dundee estimated that 56.1% of children aged under 16 living in relative low-income families before housing costs were in lone parent families and 39.4% were within non-working families.

Households in receipt of Universal Credit

The number of households receiving Universal Credit provides an insight into priority families in relative poverty. The table below shows the number and proportion of households in Dundee City receiving Universal Credit.

Universal Credit Households	Households	%
Total Occupied Households – Dundee City	72,531	
All Universal Credit Households (UCH)	15,571	21.5%
UCH with children*	6,218	39.9%
UCH claiming Child Element*	5,896	37.9%
UCH Lone Parent*	4,745	30.4%
UCH with 3 or more children*	1,126	7.2%
UCH with child aged 1 and under*	1,011	6.5%
UCH with Children – claiming Child Disability Entitlement*	850	5.4%
UCH with Children – claiming Limited Capacity for Work Element*	1,110	7.1%

Source: DWP Stat Xplore and National Records of Scotland Estimated number of households 2022 and figures as of November 2023

*UCH percentage figure is based on all Universal Credit Households

b. Engage Dundee Survey on Impacts of the Cost of Living Crisis

In Autumn 2023 the Engage Dundee survey conducted with our citizens explored their experiences of the cost-of-living crisis in various aspects of their lives. The survey was a collective effort between Public Health Scotland (PHS), NHS Tayside, DCC, and Dundee Health and Social Care Partnership. Almost 1,200 individuals participated.

Most respondents reported being in some form of employment and the majority were not accessing means-tested benefits. However, many felt that wages were not keeping up with inflation and it was common for people to use savings or borrow money to pay essential bills.

Managing an ever-tightening budget was an issue for most respondents and the majority seemed to be making changes to their lifestyle and expenditure as a result. Respondents were prioritising essential spend such as their rent or mortgage, and sometimes choosing between other basic needs such as heating the home or eating a meal. Increases in food prices were commented on most often with widespread use of foodbanks and larders. Rising home energy costs were also mentioned frequently.

Most respondents reported struggling significantly to incorporate social and leisure activities into their lives or cover the costs of significant events and celebrations. A reduction in the amount of socialising available to people meant many felt isolated or lonely, with some unable to afford the bus fare to visit family or friends.

Provision of social opportunities and access to free / low-cost activities were indicated commonly as something that would help, and this would be worthy of consideration in terms of what the city has to offer to those who are struggling financially.

There were clear impacts on health and wellbeing because of the cost-of-living crisis evident from the responses gathered. These included direct effects on physical health conditions linked to inadequately heated homes, and inability to afford a special or healthy diet, or supplementary therapies and activities.

The mental and emotional health of most respondents was also affected, with many describing feeling depressed, anxious, or hopeless as a result of their financial situation. This was affecting other aspects of their lives including sleep, mood, and ability to do their job. Many people reported a worsening of existing physical and mental health conditions, and worse general health, with some feeling that an emotional crisis was just around the corner. The full report from the Engage Dundee survey can be accessed at:

https://www.dundee.gov.uk/sites/default/files/publications/engage_dundee_report_2024.pdf

Work and Wages



9.4%*

of employees aged 18+ in Dundee City were earning less than the living wage

(Source: ONS Annual Survey of Hours and Earnings 2023 *provisional figures)



£614.90

Gross median weekly earnings for full time workers residing in Dundee City in 2023.

(Source: NOMIS - ONS Annual Survey of Hours and Earnings – Resident analysis)



36.4%

of the population in Dundee City live in a data zone ranked in the 20% most deprived in the income domain.

(Source: SIMD 2020 20% Most Deprived data zones in the income domain and National Records of Scotland Mid 2021 Small Area Population Estimates)



10,300

workless households in Dundee City.

(Source: NOMIS – ONS Annual Population Survey – households by combined economic activity status – Jan-Dec 2022)



31.7%

youth unemployment rate (aged 16 to 24).

(Source: NOMIS – ONS Annual Population Survey Jan- Dec 2023)



63.7%

of people aged 16-64 years and economically active in Dundee City were in employment

(Source: ONS Annual Population Survey Jan-Dec 2023)

Strategic Highlights and Progress During 2023/24

- Since the Employability Pathway began in October 2019, there has been a significant and sustained improvement in performance compared to the previous programme. These include the proportion of customers entering a positive destination, such as employment, further education, or training, up from 34% pre-2019 to 75% in the period 2019-2024, and the proportion of customers sustaining employment for 12 months or more is now 61%
- Dundee City Council launched its Challenge Fund and invited applications for grant funding to deliver support in a New Employability Pathway programme during the period 1 April 2024 – 31 March 2029, to the value of £2.35m per annum.
- The Parental Employability Support service has now been fully integrated into the New Employability Pathway with strategic commitment for the next five years (2024-2029).

- The Council's employability services have worked closely with our experts from Dundee Fighting For Fairness (DFFF) to redesign the Discover Work Service and develop core principles that are essential for the effective delivery of employability support services.
- A new Youth Participation Improvement Plan 'A Step Change in Positive Destinations for Young Dundonians', has been launched to improve the Annual Participation Measure (APM) of young people aged 16-19 into positive destinations. The Improvement Plan aims to inspire young people to pursue education, develop their employability skills, and realise their full potential.
- There are now 128 Living Wage accredited employers headquartered in Dundee, an increase from 122 in 2022/23. Dundee University is the most recent major employer to become accredited. 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. However, the pace of increase in accreditations is slower than in 2022/23.

Performance Scorecard

Indicator	- 3 Years	- 2 Years	-1 Year	Latest Figure	Current Target	Target Year 3 (24/25)	Long Term Trend*
% of employees in Dundee earning less than the real living wage <small>Source: ONS Annual Survey of Hours and Earnings</small>	12.0% (2020)	10.2% (2021)	7.2% (2022)	9.4% (2023 - provisional figure)	11.4%	10.3%	=
Gross weekly pay for full time employees living in the area <small>Source: ONS Annual Survey of Hours and Earnings Residents Analysis</small>	£575.40 (2020)	£575.00 (2021)	£584.20 (2022)	£614.90 (2023)	£603.75	£665.63	▲
Number of workless households in Dundee <small>Source: ONS Annual Survey of Hours and Earnings Residents Analysis</small>	13,500 (2019)	9,500 (2020)	10,500 (2021)	10,300 (2022)	9,025	8,145	▲

% of young people 16 to 24 who are unemployed Source: ONS Annual Population Survey	16.8% (2020)	21.8% (2021)	21.7% (2022)	31.7%** (2023)	20.7%	18.7%	▼
The total number of opportunities provided to young people (e.g. modern apprenticeships, trainees) Source: DCC, Corporate Services	281 (2020/21)	280 (2021/22)	117 (2022/23)	199 (2023/24)	286	297	▼

* Long term trend is the current figure compared to the average of the previous 3 years data, where 3 years' worth of data is not available, long term is based on the previous 2 years. When looking at the long term trend: = means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

** Interpret with caution due to sample sizes

Progress of Actions

Status of actions and agreed actions for next year

Actions in the plan: Work and Wages	Lead Service/ Agency	Due Date	Progress%
Implement the PES Service across all partner organisations while promoting the full range of offers available including a person centred 'Upskill Fund' of up to £900 per person	DCC City Development	31-Mar-2025	100% (Completed September 2023)
Through the implementation of the Stepping Up service across all Secondary Schools in Dundee, ENABLE Works will work in partnership with schools, to support young people to transition from school, and support their families, where appropriate, through the PES service to increase household labour market positions	DCC City Development	31-Mar-2025	100% (Completed September 2023)

Ensure that services are informed by individuals with lived experience, through the collation of feedback and information, and provision of research findings and reports	DCC City Development	31-Mar-2025	100% (Completed March 2024)
Engage parents belonging to the PES target groups by reengaging those previously supported into employment by existing services; promoting the PES service via out of school childcare providers and nursery providers; and, working with a range of employers, including CPP members, to identify employees who may benefit from advice, guidance, and support from the PES service	DCC City Development	31-Mar-2025	100% (Completed March 2024)
Work in partnership with employers to create / identify opportunities for existing employees to progress in their workplace with assistance from the PES Service	DCC City Development	31-Mar-2025	100% (Completed March 2024)
Maximise the use of Parental Employment Support Fund to reach new parents belonging to priority groups in the next 12 months	DCC City Development	31-Mar-2025	100% (Completed April 2024)
Support the delivery of Local Fairness Initiatives to reduce households which are workless and / or with children living in poverty	DCC City Development	31-Mar-2025	100% (Completed April 2024)
Re-design the Discover Work Service, as committed to in the employability strategy, in partnership with members of Dundee Fighting For Fairness to ensure services can better support people with lived experience to find sustainable and meaningful employment	DCC City Development	31-Mar-2025	100% (Completed April 2024)
As part of the intended redesign of the Discover Work Service, review and monitor ward data on employment and income deprivation to ensure Discover Work is further targeting the most disadvantaged areas from 2024 / 2025	DCC City Development	31-Mar-2025	100% (Completed April 2024)

Work with employability service providers and employers to improve knowledge of deaf culture, available support, and best practice	DCC Chief Executive's Services	31-Mar-2024	100% (Completed April 2024)
Develop opportunities for care experienced young people to improve their skills for work	DCC Corporate Services	31-Mar-2025	80%
Increase positive destinations for Care experienced young people and those with Additional Support Needs through the Young Persons Guarantee	DCC Corporate Services	31-Mar-2025	75%
Improve the range of training and qualifications available as part of the 'other activity' element of the unpaid work requirement of a Community Payback Order	DCC Children and Families Service	31-Mar-2025	75%
Implement the new Employability Pathway programme for 2024-29 once the Corporate Employability Review has concluded	DCC City Development	31-Mar-2025	NEW ACTION
Maximise the use of Child Poverty Employability Funding to support Priority Family Groups and other families / communities based on local need	DCC City Development	31-Mar-2025	NEW ACTION
Continue to work in partnership with the Fairness Leadership Panel and Dundee Fighting for Fairness to ensure Employability Providers uphold their commitment to the new Principles for Discover Work and respond fully to the pre-existing Fairness Commission Recommendations	DCC City Development	31-Mar-2025	NEW ACTION
Support the Local Fairness Initiatives through the provision of employability services delivered alongside others in any place-based approaches	DCC City Development	31-Mar-2025	NEW ACTION
Establish the post of Employability Development Officer (Child Poverty) to support wider activity delivered to address inequalities relating to employment, income, and poverty	DCC City Development	31-Mar-2025	NEW ACTION

Developing Fairness in Dundee: Priorities in Action

Discover Work Service Redesign

The Discover Work Service represents all employability support resources delivered in Dundee including those funded and delivered by members of the Discover Work Partnership. Existing support includes Careers Information, Advice, & Guidance; Jobcentre Plus; Vocational & Academic Courses; the Flexible Workforce Development Fund; Fair Start Scotland; an Employment Support Service; and an Employability Pathway programme.

The Discover Work Partnership has been working closely with DFFF members over the last six months to shape the principles for a redesign of Discover Work. Multiple workshops took place with staff and DFFF members to develop the new pathway. DFFF continue to work with Discover Work on an ongoing basis to provide a lived-experience perspective on the redesign of the service and how to make the service accessible for all.

Challenge Fund 2024-2029 Priority Customer Groups

The Discover Work launched a Challenge Fund in December 2023 and invited applications to deliver support in a new Employability Pathway programme for five years from 1 April 2024. The Challenge Fund involved the allocation of employability funding from a range of sources including the UK Shared Prosperity Fund from UK Government, Tay Cities Region Deal funding as part of the Skills and Employability Programme, and the next phase of devolved funding from Scottish Government to Local Employability Partnerships through [No One Left Behind](#), inclusive of Child Poverty to deliver the parental employment aspects of [Best Start, Bright Futures: Tackling Child Poverty Delivery Plan 2022-2026](#).

The priority customer groups who will be supported through the new Employability Pathway include those who are long-term unemployed / economically inactive, customers experiencing in work poverty, those with mild to moderate physical and mental health conditions, including disabilities, those who require specialist support to access the workplace (including young people with Additional Support Needs) and those with a history of offending or drug / substance use. Families with children experiencing poverty including Best Start Bright Future's Priority Families will also be prioritised.

Customers from Coldside, Lochee, North East, and East End will be prioritised, informed by local labour market analysis that highlighted the wards with the greatest need of improvement in their APM, Unemployment, and Inactivity levels.

Discover Work Employability Pathway Outcomes

A comprehensive analysis of all customers supported on the Employability Pathway in Dundee since October 2019 has provided a valuable indication of the reach of services and it is our aim to provide this information as part of this report each year in the future. Notable results show that of all clients supported:

- 20% were parents

Of those who were parents:

- 70% were female
- 11% were aged 16-24 years
- 29% identified as migrant/had a foreign background/from a minority ethnic background
- 54% were from 15% most employment deprived areas (SIMD)
- 43% presented with a mental health condition

Employability Mentoring for Care Experienced Young People

The Scottish Attainment Challenge's Care-Experienced Children and Young People Fund allows DCC's Children & Families Service to continue to address specific outcomes affecting local care-experienced young people in relation to meeting the asks of The Promise.

In line with the city-wide vision that 'Every Dundee Learner Matters' there is a particular focus on improving pupil presence, participation, and progress. Building a strong, trusting relationship with at least one key adult in school enables better outcomes for care-experienced young people and so the service continues to employ a team of Pupil Support Workers, and an Employability Mentor to provide the much-needed scaffolding required to pursue improved outcomes.

In the period June 2022 – June 2023, 72 Care-Experienced Young People were supported by the Employability Mentor. From this, 53 positive outcomes have been recorded, including employment, further education, training and undertaking volunteering, with some young people securing multiple outcomes – e.g. an education and an employment outcome.

The young people supported are referred from a range of partners including Throughcare & Aftercare, Social Work, other agencies, such as residential houses, Action for Children, and CAHMS. They can also refer themselves to the service. This collaborative approach and effective communication enable the young person to be fully supported by all corporate parents involved in their lives and promotes safeguarding, improved wellbeing and positive outcomes.

In the past year, the service has continued to support the young people using a one-to-one approach, tailored to the young person's needs, which appears to be the most effective engagement method, facilitating strong and positive relationships between the young person and the Key Worker, in a safe and non-judgemental environment.

Work and Wages case studies

Child Poverty Pathfinder: Employability case

School Aged Childcare/Early Adopter Communities Childcare Project Employability Support

Click [here](#) to read the full case studies.

Benefits and Advice

30.4%*



of households receiving universal credit in Dundee City were lone parents.

(Source: DWP Claimants as of November 2023 *UCH percentage figure base is all universal credit households)

56.1%



of children in low income households (before housing cost) are within lone parent families.

(Source: DWP Stat Xplore – Children in low income families 2022/23 – please note figures are provisional – caution should be taken when interpreting these figures as data collection methodology was affected by the coronavirus pandemic)

66%



take up rate of pupils eligible for free school meals.

(Source: Dundee City Council, Children & Families Service – 2023/24 data refers to pupils stages P6-S6)

6,116 (25.8%)



of children aged under 16 years are living in relative low income families (before housing costs).

(Source: DWP – Children in low income families local area statistics UK financial year 2022/23 – figures are provisional (caution should be taken when interpreting this figure as data collection was affected by the coronavirus pandemic)

Strategic Highlights and Progress During 2023/24

- The Morgan Academy financial inclusion advice co-location project has assisted 149 households in Stobswell and the surrounding area since June 2023 and generated nearly £400,000 in financial gains for customers. The model, providing holistic family support in an accessible setting, is being expanded to Craigie and Braeview Academies from April 2024.
- The Council Advice Services / Citizens Advice Bureau joint Pension Credit Take up campaign held community events and drop-in sessions for two weeks in early 2024 covering venues across Dundee. 507 households were identified via Housing Benefit and Council Tax data. A telephone service is now also available, as is a home visiting service for those who were unable to access a venue. Financial gains for older people are estimated to have reached £600,000 by end of April 2024.

- In the last year the four separate organisations providing advice in Dundee (DCC Advice Services, Brooksbank Centre, CAB, and SCARF) have coordinated delivery of advice services. Since then, Aberlour has joined as a partner and negotiations with Hillcrest and Dundee Law Centre are taking place as potential future partners to the strategy.
- Aberlour's Tayside Poverty Pilot began in December 2021, providing support, access to money advice and a Debt Relief fund to alleviate the pressure of problematic debts for families in Dundee. In 2023/24 Aberlour awarded 16 applications totalling £61,500, supporting fifty people within those families. The average application made was £3,841. Public sector debt constitutes 85.1% of the total debts across all payments made.
- Since 2015, Dundee has led the development of the Welfare Advice and Health Partnership model in Scotland, offering stigma free welfare rights advice in GP surgeries across Dundee. Dundee received funding to expand the model in the city in 2023/24, resulting in the number increasing from eight GP practices to eleven. Total financial gains for residents from GP Surgeries was £3,447,036 in 2023/24
- Work is ongoing in partnership with Public Health Scotland to analyse data from Fuel Well programs and other data available on fuel support needs, to ensure that those in greatest need are supported in the future.
- Brooksbank's Carseview Welfare Service is now being funded directly by the Scottish Government until March 2025. In-patients and those supported by the Crisis Team can receive advice in hospital and in the community. The total financial gains raised through the project in its first two years were £1,102,388 up to June 2023.
- Social Security Scotland reported that in Dundee City during the period 1st April 2023 to 31st March 2024, 1,680 applications were received for the Scottish Child Payment. Between 1st April 2023 and 31st March 2024, the value of Scottish Child Payments issued in Dundee City was £14,507,900. As at 31st March 2024, 11,095 children in Dundee City were actively benefitting from the Scottish Child Payment.
- Social Security Scotland reported that between 26th July 2021 and 31st March 2024, the total number of Child Disability Payments in Dundee City stood at 100,695. The total value of these payments stood at £20,745,970. As at March 2024, 2,510 children in Dundee City were in receipt of the Child Disability Payment.

Performance Scorecard

Indicator	- 3 Years	- 2 Years	-1 Year	Latest Figure	Current Target	Target Year 3 (24/25)	Long Term Trend*
Children aged under 16 years and living in relative low-income families (before housing costs) Source: DWP Children in low-income families	21.7% (2019/20)	17.8% (2020/21)	24.7% (2021/22)	25.8% (2022/23)	16.7%	15.1%	▼
% of children who are in low-income households (before housing costs) and within lone parent families Source: DWP Stat Xplore – Children in low income families data set	43.9% (2019/20)	44.0% (2020/21)	50.1% (2021/22)	56.1% (2022/23)	41.8%	37.7%	▼
The % take up of free school meals (data is P6-S6) Source: DCC Children and Families Service	N/A	62% (2021/22)	65% (2022/23)	66% (2023/24)	65%	71%	▲

* Long term trend is the current figure compared to the average of the previous 3 years data, where 3 years' worth of data is not available, long term is based on the previous 2 years. When looking at the long term trend: = means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

Progress of Actions

Status of actions and agreed actions for next year

Actions in the plan: Benefits and Advice	Lead Service/ Agency	Due Date	Progress%
Promote uptake of Council Tax reduction to Care Leavers and other eligible young people to ensure their eligibility for Council Tax reduction is in place	DCC Children and Families Service	31-Mar-2025	100% (completed May 2024)
Work in partnership with the Scottish Prison Service and Department of Work and Pensions to ensure prisoners have access to their appropriate benefits on release	DCC Children and Families Service	31-Mar-2025	90%
Expand outreach of advice provision in the community through co-location within health services, schools, and grass-roots partner organisations	DCC Corporate Services	31-Mar-2025	70%
Set up a support hub within Morgan Academy where services can do outreach to support families e.g., money advice, employability, etc. This would include a trial of welfare rights supports also	DCC Children and Families Service	31-Mar-2025	60%
Agree a detailed business plan with all advice agencies to allow the new Advice Strategy to be implemented across all partners	DCC Corporate Services	31-Mar-2025	60%
Adopt gender-sensitive approach to service planning, regarding effects of welfare reforms on those impacted by substance use and women	DCC Corporate Services	31-Mar-2025	60%
Prioritise current year interventions aiming to tackle fuel poverty	DCC Corporate Services	31-Mar-2025	60%
Utilise Fuel Well data to target those most in need of support	DCC Corporate Services	31-Mar-2025	50%
Target efforts to increase uptake of pensioner benefits	DCC Corporate Services	31-Mar-2025	50%

Focus on take up of free school meals, free transport and free after-school activities as means of reducing the cost of living and adopt city-wide communication approach about these cost reducing initiatives	DCC Children and Families Service	31-Mar-2025	50%
Work with partners to devise a fuel poverty strategy for the city	DCC Corporate Services / Neighbourhood Services	31-Mar-2025	45%
Deliver training to Support Workers in partnership with Welfare Rights to provide advice within their teams	DCC Children and Families Service	31-Mar-2025	40%

Developing Fairness in Dundee: Priorities in Action

Tackling Fuel Poverty

In 2023/24 Dundee City Council provided funding of £105,000 to prioritise reducing the impact of increasing energy costs. Utilising Fuel Well data the fund was targeted at households with high levels of fuel debt who were at risk of having their supply disconnected. Advice Sector partners were encouraged to refer customers to this fund which is managed by Dundee Energy Efficiency Advice Project (DEEAP) and seeks to tackle high level fuel indebtedness.

DEEAP have also successfully started utilising the Fuel Bank Foundation scheme since January 2023. This scheme provides crisis support to households who have self-disconnected or are at risk of self-disconnection. In the 44 week period since the 1st January 2023, Council Officers made 1,496 applications, resulting in £41,760 worth of payments to keep people on energy supply.

Additionally, Dundee Citizens Advice Bureau received funding from the British Gas Energy Trust to provide fuel vouchers to customers alongside holistic welfare rights and energy advice. Customers needed to have a pre-payment meter, had to be in energy crisis and could access up to three vouchers per year.

SCARF has secured funding through the Energy Redress programme to support private let and homeowners with energy saving advice and measures to complement the work being done by DEEAP and CAB. Since April 2023 SCARF have supported over 600 households with energy efficiency advice, financial assistance, advocacy service and access to Scottish Government, Dundee City and SCARF home improvement programmes.

SCARF has also supported Dundee households with over £28,000 worth of fuel debt write off since April 2023. Dundee City Council is working with SCARF to deliver over £38,000 worth of home improvements in the city with fuel bill savings to customers estimated at over £26,000 as of December 2023.

Cash First Developments

Trussell Trust Partnership: Following input from Dundee Community Food Network and Faith in Community Dundee, the Trussell Trust and advice partners agreed to support those attending Dundee & Angus Foodbank's Community Hub using the Cash First model. This model is designed to provide welfare rights, benefits advice and / or income maximisation at the Community Hub.

Advice partners started working together in July 2023. The initial model will run until June 2025 and together, the organisations involved will seek to address poverty in Dundee through the provision of both emergency food and welfare rights, benefits advice and / or income maximisation on a co-located basis in Stobswell.

Advice Strategy partners have come together to offer training for Cash First Volunteers based at the Dundee & Angus Foodbank Community Hub and an iPad linking volunteers into advice from Council Advice Services has also been placed at the venue. Results since July 2023 show small numbers of participants in the initial stages. In general, however, those engaging are being assisted with multiple issues around income maximisation, debt, energy, and benefits advice. Reports are being collated by the Trussell Trust.

Faith in Community Dundee Community Guiders: During the basic Community Guiders programme (delivered by Faith in Community Dundee), trainees receive holistic training about Cash First signposting and referring, mental health engagement & resources, substance use resources, tackling stigma, and active listening skills, boundaries & confidentiality. The sessions are supported by money advice services, as well as other key partners, such as the NHS Tayside.

Seventeen people attended Community Guiders training across two cohorts (October 2023 and March 2024), and as a result Community Guider trained volunteers and staff are now present at several local community food projects across the city.

An awareness session for foodbank referrers was held to promote Cash First as a practice at the point of foodbank referral. 54 participants attended from a variety of referring agencies and over 90% of attendees agreed to implement the Cash First approach in their referral processes.

The Cash First Coordinator is currently working alongside the NHS Financial Inclusion Team and Dundee University Social Medicine Society to train medicine students interested in promoting a cash first approach by the end of 2024.

Faith in Community Dundee have also worked with advice agencies to map co-location of services within food project spaces, to ensure increased and targeted access to advice in the community: Council Advice Services can be accessed in seven food projects across four wards, Social Security Scotland are based in seven food projects across five wards and the DCC Housing Options team are co-located in five community projects.

Public Debt Policy Review

Aberlour and Council Advice Services Welfare Rights Team are currently exploring alternative approaches to the way that public bodies pursue and collect debt from families.

Recently published research, commissioned by The Robertson Trust, highlighted that 86% of the problematic debt for families was public sector debt. Aberlour confirm that these figures are reflected through their work locally. Through the delivery of intensive family services, supporting families from early intervention to 'edge of care' with practical, emotional, and therapeutic support, this test of change considers whether financial support for families with complex needs is a valid form of support.

Informed by the DFFF commissioners, Welfare Rights and the Council's Corporate Debt Team are examining options to review and amend collection practices for council debt (such as rent arrears, council tax arrears). Proposals for a closer working connection between Council Advice Services and Corporate Debt Recovery to assist families with financial support when it's most needed are also being considered.

Benefits and Advice case studies

Financial Inclusion Advice in School – Morgan Academy Connect Worker

Click [here](#) to read the full case studies.

Attainment and Child Poverty

28.2%



of children in Dundee City are in poverty after housing costs.

(Source: End Child Poverty 2022/23 data published June 2024)

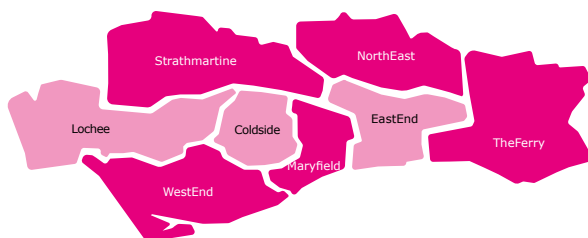
421

children looked after in Dundee City this represents 2% of the 0-17 years population.

(Source: Scottish Government, Children's Social Work Statistics 2022-23 looked after children – figures as of 31st July 2023)



10,171



children (aged 0-15 years) live in 20% most deprived data zones, this accounts for 42.9% of the children in that age group in Dundee City overall.

(Source: SIMD 2020 20% Most deprived data zones and National Records of Scotland mid 2021 Small Area Population Estimates)

The majority of Children (0-15 years) who live in East End (80.1%) Coldside (64.2%) and Lochee (50.1%) live in a data zone ranked in the 20% most deprived.

(Source: SIMD 2020 20% Most Deprived data zones and National Records of Scotland mid 2021 Small Area Population Estimates)



568

average tariff score for school leavers living in most deprived SIMD area.

(Source: Local Benchmarking Framework 2022/23)

1,118

average tariff score for school leavers living in least deprived SIMD area.

4.3%



difference in school attendance between children living in most deprived SIMD areas and the average for those living in less deprived SIMD areas.

(Source: Dundee City Council, Children and Families Service 2023/24)




Strategic Highlights and Progress During 2023/24

- Recent Care Inspectorate inspections of ten Dundee City Council nurseries carried out between May 2023 and March 2024 resulted in 100% of nurseries inspected being graded Very Good for quality of the setting, and 90% of nurseries inspected being graded as Very Good for quality of care, play & learning, leadership, and the quality of the staff team.
- The residential childcare service's consistent commitment to high quality care has been evidenced in the annual inspections of Millview Cottage, The Junction, Gillburn Cottage and Drummond / Forrester House by the Care Inspectorate.
- Recent figures show that 61% of eligible two-year-olds (239 in total) are accessing free childcare. This is a reduction on 2022/23, where the uptake was 77%. Uptake of free childcare for eligible 3 and 4 year olds is 99% according to 23/24 figures.
- In the three year period of the Our Promise action plan, a total of 26 out of 34 actions (76%) have been fully implemented. As a result, the number of care experienced children and young people gradually reduced from 442 in 2021 and 435 in 2022, to 429 in 2023. However, the city continues to have a higher proportion of care experienced children and young people than the national average at 1.6% versus 1.2% and is currently ranked 26th out of 32 local authorities.
- The Scottish Government Pupil Census 2023 reported that 27.7% of secondary pupils in Dundee City were registered for free school meals. This has decreased slightly from 28.2% reported in the 2022 Pupil Census.
- School Clothing Grants: the latest data shows that 32% of primary school pupils, 27% of secondary school pupils and 42% of children attending special provision received a School Clothing Grant. The current amounts awarded are £120 per primary school child and £150 per secondary school aged child. A total of 5,813 School Clothing Grants were issued in 2023/24.
- School meal debt: Dundee schools worked to identify families impacted by school meal debt. Working closely with the Corporate Debt Team, two rounds of this initiative were carried out in 2023/24, resulting in £13,761 of school meal debt being written off.
- All Dundee schools have now embedded Cost of the School Day actions in their School Improvement Plans. This includes removing cost barriers to P7 pupils participating in the P7 residential trips. Pupils are supported on an individual basis depending on need.
- During Challenge Poverty Week 2023 a podcast on the impacts of Cost of The School Day approach was recorded with pupils from three of Dundee's Primary Schools, gathering views from them on the range of support that their schools offer, and what else could be implemented to reduce costs for families even further. The podcasts can now be accessed on the Child Poverty Action Group Scotland's web page within the [Cost of the School Day resources](#).

- The poverty-related education attainment gap between primary aged pupils living in the least deprived areas and the most deprived areas within Dundee is currently smaller than the national average. The gap in literacy is 19.9 percentage points compared to the Scottish average of 20.5. For numeracy, the gap is 16.3 percentage points for Dundee, whilst the national average stands at 17 percentage points.
- Attendance rates for both primary and secondary school pupils increased in 2023/24, compared to 2022/23. For primary pupils the attendance increased from 91.1% to 91.9%, while for our secondary school pupils the attendance went up from 85.4% to 85.7%.

Performance Scorecard

Indicator	- 3 Years	- 2 Years	-1 Year	Latest Figure	Current Target	Target Year 3 (24/25)	Long Term Trend*
Children living in poverty to be reduced by half in 2030 Source: End Child Poverty	26.8% (2019/20)	22.5% (2020/21)	27.1% (2021/22)	28.2% (2022/23)	21.4%	19.3%	▼
Children who live within the 20% most deprived data zones Source: SIMD 2020 and NRS Small Area Population Estimates	N/A	43.8% (SIMD 2016)	43.8% (SIMD 2020)	42.9% (SIMD 2020 and NRS mid 2021 small area population estimates)	41.6%	37.6%	▲
Percentage gap in attainment – Average scores between school leavers living in SIMD 1 areas and SIMD 5 areas Source: DCC Children and Families Service	53% (2019/20)	51% (2020/21)	48% (2021/22)	49% (2022/23)	47%	43%	▲

Percentage point gap in literacy in P1-7 between pupils living in SIMD 1 areas and SIMD 5 areas Source: DCC Children and Families Service	N/A	20.4% (2020/21)	19.9% (2021/22)	19.9% (2022/23)	11.4%	10.3%	
Percentage point gap in numeracy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas Source: DCC Children and Families Service	N/A	17.3% (2020/21)	13.6% (2021/22)	16.3% (2022/23)	16%	14.4%	
Percentage point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5 Source: DCC Children and Families Service	3.4 (2020/21)	3.6 (2021/22)	4.3 (2022/23)	4.3 (2023/24)	3.4%	3.1%	

* Long term trend is the current figure compared to the average of the previous 3 years data, where 3 years' worth of data is not available, long term is based on the previous 2 years. When looking at the long term trend: = means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

Progress of Actions

Status of actions and agreed actions for next year

Actions in the plan: Attainment and Child Poverty	Lead Service/ Agency	Due Date	Progress%
Implement Our Promise to Care Experienced Children, Young People and Care Leavers 2021-23	DCC Children and Families Service	31-Mar-2025	100% (Completed March 2024)
Increase uptake of Continuing Care by care experienced Young People	DCC Children and Families Service	31-Mar-2025	92%
Refresh Cost of a School Day commitment for all schools	DCC Children and Families Service	31-Mar-2025	85%
Reduce levels of exclusion across primary and secondary sector	DCC Children and Families Service	31-Mar-2025	80%
Implement CELCIS (Centre for Excellence for Children's Care and Protection) Programme addressing neglect and enhancing wellbeing	DCC Children and Families Service	31-Mar-2026	75%
Accelerate closure of the poverty attainment gap	DCC Children and Families Service	31-Mar-2025	65%
Improve pupil attendance within primary and secondary sector	DCC Children and Families Service	31-Mar-2025	65%
Deliver Community Hubs for the city (community-based schools / campus model of education and support)	DCC Children and Families Service	01-Apr-2026	60%
Ensure all school staff complete the Cost of a School Day e-learning module	DCC Children and Families Service	30-Jun-2024	50%
Review the impact of Cost of a School Day actions by gathering views from pupils, parents / carers, and practitioners.	DCC Children and Families Service	30-Jun-2024	0%

Developing Fairness in Dundee: Priorities in Action

Developing Young Workforce (DYW) / Youth Participation

Each secondary school in Dundee, including Kingspark and Offsite, has a DYW Coordinator. There are several programmes in schools which seek to identify young people who live within areas of deprivation, who are not engaging in school, who have a lack of employment role models or have protected characteristics and then help them reach a positive destination. These include:

- Future Skills – a pre-apprenticeship pathway designed for Senior Phase students in partnership with Dundee & Angus College and Employers.
- Alexanders Community Trust “Design and Build” project – a curriculum opportunity for S3 and S4 which integrates young people from all neighbourhoods to build new relationships, encourage learning, enhance teamwork, develop communication. This offers young people an opportunity to learn and gain skills.
- John Clark / BOSH – an opportunity for ten pupils to work within the John Clark organisation one day a week to develop an understanding of the roles offered, with the opportunity of a full-time apprenticeship at the end.
- A new project where secondary schools use an app which helps to profile skills and experiences and match to the local labour need. The digital solution aims to improve social mobility and improve youth employment / participation for young people across Dundee.

In 2023/24 Dundee City schools had 19,362 young people involved in DYW Taycities related activities. This was delivered in conjunction with 753 employers and included a range of Work Inspiration, Work Experience, Volunteering and Entrepreneurship activities.

School Aged Childcare / Early Adopter Communities Childcare Project

Since the launch of the Early Adopter Communities Project part of the Scottish Government’s ‘Building a System of School Age Childcare’ programme the project received £508,000 for 2023/24 and has been extended to August 2024.

In 2023/24, 71 families (86 Children) registered for funded childcare places with School Age Childcare funded through the Early Adopter Communities Childcare Project. Of these families, 27 are lone parents, thirteen families have a disabled adult or child, and twelve families have three or more children.

A full time Family Key Worker is employed within School Age Childcare services and works closely with the Child Poverty Pathfinder Team in Linlathen. Through this worker, fourteen families have engaged with the Pathfinder including seven families accessing energy support, three families supported to access employability support to sustain their employment, two families who accessed education / adult learning services, and two families who have accessed training.

In Linlathen, 71 families have attended the new Thursday evening family drop-in sessions at Rowantree Primary School, supported by staff from the Early Adopter Communities

Childcare project, Neighbourhood Services, Pathfinder, The Yard, Community Health Nurses, and other services.

Support from The Yard for ten children with additional support needs has enabled their parents to continue working, increase their hours, and/or have respite to spend more time with other siblings.

A survey of families in Douglas and Mid Craigie regarding childcare needs generated 58 responses. Of these, 66% said they needed school aged childcare, 22% families said they did not need this service, and 12% responded with 'Maybe'.

Whole Family Wellbeing Fund (WFWF)

Locally, the Childrens Services Planning Partnership received £894k per year and with a carry forward added to this, was able to allocate £1.2m per year from 2023/24 to 2025/26. The Children and Families Executive Board commissioned Dundee Volunteer and Voluntary Action (DVVA) to coordinate community engagement and awareness raising. By October 2023 the Executive Board had awarded funding to thirteen projects across two rounds. The successful bids align with multiple priorities: Child Poverty, Inequalities, Literacy, Vulnerable Adolescents, Early Years, Emotional Health & Wellbeing, Child Healthy Weight, School Attendance, School Holidays, Volunteering, and Advocacy,

Awards made supported a range of activity including provision of emotional health & wellbeing support to expectant or new parents, support for parents with alcohol use issues, support for children with additional support needs, whole family support around literacy skills, supporting transitions from primary to secondary school, coordination and extension of summer play, healthy eating coordination & provision of tea clubs, and development of strategies around advocacy & volunteering.

Funding is recurring until 2025/26, and outcomes from funded activities are expected to be reported on during 2024-25 onwards.

Attainment and Child Poverty case studies

Cost of the School Day case study: St Paul's Academy

Bairns at Home: a new project by Dundee Bairns

**Care Experienced Children and Young People Fund:
Pupil Support Worker Team**

Kinship Team

Click [here](#) to read the full case studies.

Social Inclusion and Stigma

70%

of Engage Dundee participants struggled with cost of food

(Source: Engage Dundee 2023)

58%

of Engage Dundee participants had asked friends or family for financial help in the past 12 months

(Source: Engage Dundee 2023)



8,261

food vouchers issued from Dundee and Angus Foodbank.

(Source: Dundee and Angus Foodbank figures Jan-Dec 2023)



5,111

children fed via Dundee and Angus Foodbank.

(Source: Dundee and Angus Foodbank figures Jan-Dec 2023)



52.5%

Employment rate for those with a disability.

(Source: ONS Annual Population Survey 2022)

Strategic Highlights and Progress During 2023/24

- Delivery of the 'Responding to poverty and health inequalities in Dundee' awareness session is being expanded. In September 2023, three briefing sessions were delivered to 45 participants from the Council's Community Learning and Development and Corporate Business Support Service. The staff from Dundee University' School of Medicine delivered three sessions to 18 staff with three further sessions planned. The resources have also been used in teaching of 70 medical students. NHS Tayside Public Health staff plan to deliver 4-6 sessions this year for a range of audiences within their respective areas of responsibility.
- A plan targeting improving health and wellbeing for young carers was put in place. By June 2023 all young carers in S3 - S6 at secondary school had been offered a Health Check. From the start of the 2023/24 academic year, staff from The Corner have been meeting with S3 pupils and reviewing other pupils who have highlighted a need for mental health support.

- The Open Doors Programme launched in 2022 in response to the cost-of-living crisis, and it continued throughout 2023/24. The program enables residents to access free activities such as arts and crafts, group activities and free meals, stigma free, with the aim of reducing social isolation, improving mental wellbeing, and tackling loneliness and social exclusion. Open Doors is underpinned by a set of Dignity Principles and was developed in consultation with Dundee Fighting for Fairness.
- Funding was secured by Active Schools to employ a support worker to help young carers access sport and physical activities in an effort to promote inclusion and improve wellbeing.

Performance Scorecard

Indicator	- 3 Years	- 2 Years	-1 Year	Latest Figure	Current Target	Target Year 3 (24/25)	Long Term Trend*
Number of food vouchers issued from Dundee and Angus Foodbank Source: Dundee and Angus Foodbank	5,672 (2020)	6,979 (2021)	8,655 (2022)	8,261 (2023)	6,630	5,984	▼
Children fed via Dundee and Angus Foodbank Source: Dundee and Angus Foodbank	4,560 (2020)	5,212 (2021)	5,961 (2022)	5,111 (2023)	4,951	4,469	▲
Employment rate for those with a disability Source: ONS Annual Population Survey	46.6% (2019)	43.7% (2020)	46.3% (2021)	52.5% (2022)	48.6%	53.6%	▲

* Long term trend is the current figure compared to the average of the previous 3 years data, where 3 years' worth of data is not available, long term is based on the previous 2 years. When looking at the long term trend: = means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

Progress of Actions

Status of actions and agreed actions for next year

Actions in the plan: Social Inclusion and Stigma	Lead Service/ Agency	Due Date	Progress%
Review and co-ordinate local activity to tackle loneliness and social exclusion	DCC Chief Executive's Services	31-Mar-2025	100% (Completed March 2023)
Improve uptake of Free School Meals (FSM) by surveying young people to establish why they opt in / out of free school meals	DCC Children and Families Service	31-Mar-2025	100% (Completed May 2023)
Identify measures to ensure anyone street begging is supported	DCC Chief Executive's Services	31-Mar-2025	100% (Completed September 2023)
Expand the awareness of "Responding to poverty and health inequalities in Dundee" training delivered by Community Health team in partnership with DCC Community Planning team	DCC Neighbourhood Services / Chief Executive's Services	31-Mar-2025	100% (Completed May 2024)
Undertake research to understand the stigma and challenges experienced by people struggling against in-work poverty	DCC Chief Executive's Services	31-Mar-2025	85%
Develop youth activities via CLD youth workers team	DCC Neighbourhood Services	31-Mar-2025	75%
Reduce the barriers to education, employability, and volunteering for those with convictions by increasing referrals to Dundee employability, education support services and volunteering agencies from community justice partners	DCC Children and Families Service	31-Mar-2025	70%
Design and deliver training events responding to the stated learning needs of kinship carers	DCC Children and Families Service	31-Mar-2025	70%
Expand delivery of Dignity and the Right to Food awareness sessions for service providers who work with clients facing food insecurity	DCC Corporate Services / Chief Executive's Services	31-Mar-2025	70%

Increase opportunities for positive destinations for young people with Additional Support Needs, including complex needs, through transition planning and skills enhancement	DCC Children and Families Service	30-Jun-2025	60%
Improve offering from Active Schools Programme targeting children and young people from families on low incomes	Leisure & Culture Dundee	31-Mar-2025	50%
Develop activities and learning from Summer of Play	DCC Children and Families Service	31-Mar-2025	50%
Implement actions for positive destinations for young carers who are particularly vulnerable	DCC Children and Families Service	31-Mar-2025	20%

The following action has been cancelled:

“Map services for young people and families in each area to confirm availability and/or identify gaps” – Due to the work associated with the cost of living this action has been cancelled as services have had to prioritise other work such as the mapping of ‘Cozy Spaces’ provision under the Open Doors Programme. This action may be revisited in the future – Action cancelled March 2023

Developing Fairness in Dundee: Priorities in Action

Supporting Ethnic Minority Communities

Dundee International Women’s Centre (DIWC) is a community-based organisation, led and managed by women, the majority of whom come from ethnic minority communities. Based in Stobswell, it provides opportunities for marginalised and socially excluded women, with an emphasis on those from Black & Minority Ethnic (BME), refugee and migrant communities, to gain the confidence and life skills to participate better in social, educational, political, and economic life. It also helps women from Dundee who need a second chance in life. These are women who are isolated, often have poor mental health and may have experienced domestic abuse.

Many of the women supported have little or no ability to speak or write English which only adds to the isolation they already feel from being in a strange country. Currently, over 300 women attend classes and groups and over 90 children attended multiple creche sessions within the past 12 months. Women have told centre staff that the additional stress of the cost-of-living crisis has hit their families hard.

Within the past year DIWC secured funding to add additional posts for Outreach work, one focussing on the Cost of Living and one supporting women and families residing within Stobswell West. The Stobswell West Outreach project is a partnership project with DCC and Stobswell Forum, as part of the Local Fairness Initiative. The aim of this project is to facilitate access to specialist support including housing, income maximisation, and employability, to address the needs of women and families. This holistic support includes

signposting and supporting women to attend appointments and access services via statutory council and third sector services. The role also involves helping women to access free childcare within the Rise and Shine creche, and classes to reduce social isolation and increase health & wellbeing for women and children. Along with this the centre aims to have local people being more involved and have a voice within Stobswell West to create positive change and make a difference.

Dundee Gendered Services Project

The Gendered Services Project is a three year project funded by the Corra Foundation and the Dundee Alcohol and Drug Partnership (ADP), to support services in embracing a gendered approach to service provision. This is achieved through the provision of training, the development and implementation of an action plan for services, and consultancy support. Women with varying and complex needs in Dundee face specific challenges in accessing services. The Gendered Services Project explicitly considers the different needs of women, to enable and support women to access the services they need and to engage on an ongoing basis.

Women with lived experience of complex issues have co-produced many of the training materials and resources. They have developed resources to support the importance of safe spaces. These illustrate the barriers vulnerable women face in Dundee and highlight the importance of the key elements of a gendered service. Women with lived experience have also recorded interviews with staff from services in Dundee that already take a gendered approach for podcasts that are being used to complement the training and offer a digital resource for services.

The project has worked with several key agencies in the substance use sector to support them to develop a gendered approach to their service delivery and strategic plans. A recent round of funding applications saw agencies contact the project for support in ensuring a gendered approach was clear within their funding bids. The project has involved women with lived experience to help design a logo which organisations can display on leaflets, social media etc. When women see this logo displayed they will know that the organisation understands the challenges women face, and they should receive a trauma informed and gendered approach.

Outcomes achieved so far by the Gendered Services Project include training delivered to 248 people and 19 organisations. In addition, 26 women with lived experience have directly influenced the project's work.

Dundee Women's Hub

A direct action coming from the Gendered Services Project and from women's feedback was the need for a safe, women-only space where women could access a range of supports. Dundee Women's Hub opened in August 2023. It is a multi-agency support hub for women over 18 who are experiencing or have experienced multiple disadvantage, with a particular focus on substance / alcohol use, homelessness, commercial sexual exploitation, and other gender based violence.

The aim of Dundee Women's Hub is to reduce barriers for women to access support by offering holistic support under one roof. It is a safe and non-judgemental space for women to be supported, build positive relationships, and have opportunities to take

part in group activities. All services working within Dundee Women's Hub offer trauma-informed support to women accessing the hub.

The Hub aims to offer a rotating drop-in model for women in a central location, open five days a week and providing easy access to a wide variety of services for women. The team at the Hub provide information, support and advice primarily focused on substance use but recognise the range of additional complex challenges that women face alongside this such as accommodation; mental health; children, families & relationships; gender-based violence; access to education; training & employment; finance; benefits & debt; legal issues; health & wellbeing; and commercial sexual exploitation. A critical element of the Hub will be to provide childcare to reduce the barriers women may be facing when trying to engage.

The Women's Rape and Sexual Abuse Centre (WRASAC) are the lead partner, supported by Dundee Drug and Alcohol Recovery Service (DDARS), Community Justice Women's Team, Tayside Council on Alcohol, We Are with You, Hillcrest Futures, Dundee Women's Aid, and Barnardo's. All partners commit staffing resource to the project.

Social Inclusion and Stigma case studies

Dundee International Women's Centre – Supporting BAME Women in the City

Dundee Women's Hub case study

Click [here](#) to read the full case studies.

Health Inequalities



1,340

births registered in
Dundee City in 2022

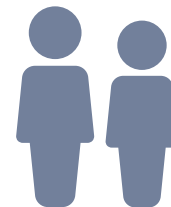
(Source: National Records of Scotland –
Birth Time Series Data)



66.5%

of respondents in the
2022 Scottish Survey
Core Questions rated
their general health as
very good or good

(Source: Scottish Government, Scottish
Core Survey Questions)



22%

of adults reporting a
limiting long-term physical
or mental health problem –
households with children.

(Source: Statistics.Gov.uk – Disabilities data set
taken from Scottish Government, Scottish Core
Surveys Questions)

23.8%

of primary 1
children
classified as obese
or overweight.

(Source: Public Health Scotland – Primary 1 Body
Mass Index (BMI) statistics Scotland 2022-23 –
BMI distribution epidemiological categories)



79.0 yrs

Female life expectancy
at birth.

(Source: National Records of Scotland – Life Expectancy in Scotland 2020-22
*provisional figures)



74.0 yrs

Male life expectancy
at birth.

Strategic Highlights and Progress During 2023/24

- NHS Tayside continues to offer income maximisation support through referrals from health visitors, family nurse partnership and maternity services. Work is ongoing to introduce similar pathways for income maximisation and parental employability support within paediatrics, including neonatal services, Children and Adolescents Mental Health Service, and complex needs centres to increase reach to priority families most vulnerable to the effects of poverty.
- In 2023/24, 25 maternity staff were trained on financial inclusion. Around thirty staff from acute paediatric service attended training leading to meetings to discuss referral options.
- The Advice Centre at Ninewells Hospital provided brief advice, signposting, and provision of information to 50 contacts weekly. Of these, on average, 92% are self-referrals. Over 70 referrals were made to CABs in Tayside with further referrals made to other services over the year.

- NHS Tayside continues to offer its workforce opportunities to support financial wellbeing and resilience: Five 'Your Financial Wellbeing' sessions were delivered to 127 staff; Credit union services are promoted to all staff; and Save Energy at Home sessions are available for all staff, provided by Home Energy Scotland
- In 2023/24, NHS Tayside focused on developing awareness of child poverty and the cost of living to medical and nursing students within the local universities. Over 180 students attended a session at the Ninewells Hospital Advice Centre.

Performance Scorecard

Indicator	- 3 Years	- 2 Years	-1 Year	Latest Figure	Current Target	Target Year 3 (24/25)	Long Term Trend*
Life Expectancy at birth (Males) Source: National Records of Scotland: Life Expectancy in Scotland Publications	73.9yrs (2015-17)	73.8yrs (2018-20)	73.5yrs (2019-21)	74yrs (2020-22)	N/A	N/A	=
Life Expectancy at birth (Females) Source: National Records of Scotland: Life Expectancy in Scotland Publications	79.5yrs (2015-17)	79.4yrs (2018-20)	79.1yrs (2019-21)	79.0yrs (2020-22)	N/A	N/A	=
Percentage of Primary 1 children classified as obese or overweight Source: Public Health Scotland – Primary 1 BMI Publication – due to covid19 pandemic figures for Dundee were not collected in the period 2019 / 20 and 2020 / 21	N/A	24.7% (2018/19)	26.6% (2021/22)	23.8% (2022/23)	23.5%	21.2%	▲

* Long term trend is the current figure compared to the average of the previous 3 years data, where 3 years' worth of data is not available, long term is based on the previous 2 years. When looking at the long term trend: = means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

Progress of Actions

Status of actions and agreed actions for next year

Actions in the plan: Health and Inequalities	Lead Service/ Agency	Due Date	Progress%
Develop and deliver the replacement strategic framework and delivery plan for Drug and Alcohol Recovery Services	Dundee Health and Social Care Partnership / Alcohol and Drug Partnership	31-Mar-2032	100% (Completed February 2023)
Re-start the face to face drop in service for care experienced young people to allow for support, guidance, and discussion to improve overall wellbeing	DCC Children and Families Service	31-Mar-2025	100% (Completed May 2023)
Develop a targeted plan for young carers to access health checks in partnership with the Corner to improve health outcomes and wellbeing	DCC Children and Families Service	31-Mar-2025	100% (Completed September 2023)
Deliver training on FORT to schools that will lead to increase referrals	DCC Children and Families Service	31-Mar-2025	100% (Completed May 2024)
Increase Crisis and Suicide prevention training to front-line staff and communities	Dundee Health & Social Care Partnership	31-Mar-2026	95%
Improve harm reduction service and responses to non-fatal overdoses	Dundee Health & Social Care Partnership	31-Mar-2026	90%
Develop Counselling service for young people in secondary schools	DCC Children and Families Service	31-Mar-2024	85%
Improve access to mutual-aid and peer-support recovery groups to help people avoid relapse into harmful substance use	Dundee Health & Social Care Partnership	31-Mar-2026	85%
Expand and scale up the Making Recovery Real Network approach in localities	Dundee Health & Social Care Partnership	31-Mar-2026	85%

Extend the AIM (Anxiety in Motion) programme within all secondary schools to support attainment of targeted S1 / S2 young people with mental health and wellbeing needs	DCC Children and Families Service	31-Mar-2025	80%
Increase delivery of mental health awareness training	Dundee Health & Social Care Partnership	31-Mar-2026	80%
Re-model mental health and wellbeing community services by developing early intervention services and crisis care models, including services delivered from GP Practice and 'peer navigation' services within acute hospital and accident and emergency setting	Dundee Health & Social Care Partnership	31-Mar-2025	80%
Deliver a range of Mental Health Awareness Training including Mentally Healthy Workplace, Resilience and Wellbeing and Scottish Mental Health First Aid	NHS Tayside	31-Mar-2025	80%
Target and support groups of young people at risk from early initiation into alcohol / drug use	Dundee Health & Social Care Partnership	31-Mar-2026	70%
Reduce teenage pregnancy and implement a Pregnancy and Parenthood in Young People Strategy	NHS Tayside	31-Mar-2026	40%
Embed financial inclusion pathways and routes to sustained positive destinations within Care Experienced Young People's Service (CEYPS)	NHS Tayside	31-Mar-2025	NEW ACTION
Increase in-patient referrals to money maximisation	NHS Tayside	31-Mar-2025	NEW ACTION
Co-produce actions to mitigate child poverty across the Women, Children and Families (WCF) division within NHS Tayside	NHS Tayside	31-Mar-2025	NEW ACTION
Support Whole Systems Approaches that will focus on child health inequalities and child poverty	NHS Tayside	31-Mar-2025	NEW ACTION
Increase referrals of "priority groups" who are at higher risk of poverty to money maximisation and parental employability services across maternity, health visiting, family nurse partnerships and paediatrics	NHS Tayside	31-Mar-2025	NEW ACTION

Set out approach, governance, and partnership arrangements to progress anchor activity; use the anchors framework to develop clear baselines in relation to workforce, procurement and land and assets pillars	NHS Tayside	31-Mar-2025	NEW ACTION
Deliver Community Wealth Building through the NHS Community Benefit Gateway (CBG)	NHS Tayside	31-Mar-2025	NEW ACTION
NHS continues to offer its workforce opportunities to support financial wellbeing and resilience	NHS Tayside	31-Mar-2025	NEW ACTION

Developing Fairness in Dundee: Priorities in Action

NHS Strategic Leadership

Within NHS Tayside there are plans to enhance the organisation's objectives for tackling child poverty through internal strategic structures. This will include identifying performance indicators that can show effective responses are implemented, monitored, and reported through existing systems.

NHS Tayside's Child Health Commissioner will be integral to securing support that will build on the work of Tayside Child Poverty Network and the Addressing Inequalities in Maternity Services group. Work will identify areas where approaches will reach priority families.

Infant Food Insecurity Pathway

In response to UNICEF's guide for local authorities and health boards on supporting families with infants under 12 months old experiencing food insecurity, NHS Tayside's Public Health team undertook engagement with health colleagues, social work, community food providers and advice providers across Tayside to identify current issues and the scale of the problem of infant food insecurity.

This scoping work found that there was a lack of robust data measurements that could show the extent of the problem. There were, however, anecdotal reports of families reducing formula intake, diluting formula to extend the tin or using opened or out of date first stage formula, adding thickener agents or moving onto a follow-on formula that is not nutritionally suitable for the age of the infant.

Public health staff participated in a short life working group that was led and facilitated by Scottish Government to produce a toolkit that will aid services and staff, across sectors. The toolkit is being used to develop a local Tayside Infant Food Insecurity Pathway that will be ready for consultation and feedback later in 2024. Training for frontline staff will support the pathway and a project brief for this is being considered by the University of Dundee. The focus of the training will include increased awareness of pathways of support and increased knowledge on safe formula feeding.

A monitoring / feedback form is also being developed to help measure implementation of the pathway and provide some baseline data.

NHS Tayside Anchor Strategy

NHS Tayside developed its Anchor Strategic Plan in October 2023. It involved widespread stakeholder engagement and consultation across key NHS services & local community planning partners. The strategy provides a positive platform for engagement with key partners around shared priorities, including:

- Delivery of NHS Tayside's Community Benefit Gateway, enabling potential suppliers to match community benefit contributions to local need.
- Support businesses to enhance their Fair Work credentials to improve their prospects of securing public sector contracts
- Increase referrals to employability services from NHS Tayside
- Increase opportunities for employment of priority groups within NHS Tayside.
- Agreement of a tailored set of indicators to quantify, understand and measure progress of the anchor strategy working across the pillars.

NHS Tayside has linked closely with Dundee's Local Employability Partnership to help deliver on some of these priorities, and this has directly led to a part-time funded post being recruited for 2024/25 to accelerate progress around employability opportunities to those furthest away from the labour market. NHS Tayside will prioritise care experienced young people; carers; Black and Minority Ethnic groups; people living in the 20% most deprived areas; people with disabilities; and lone parents.

Hope Point

Hope Point, initially known as The Community Wellbeing Centre, launched on the 31st July 2023 following extensive and robust stakeholder engagement that took place over an extended period. Families who had been bereaved by suicide and had consequently campaigned for a facility providing round the clock support to communities were closely involved in the development of the centre.

Hope Point offers 24/7 support for people experiencing emotional distress. No agency referral is required, so people can access support at their greatest point of need by self-referral. Phone, text, and face to face support is available regardless of the time of day or night.

Lived experience has been integral to the developments both in terms of consultation in the planning stages, and with regards to the staff team who are all employed in Peer Support roles. The centre offers a welcoming, non-clinical environment and staff come alongside people on a short term basis to help solve the difficulties they are facing and plan their next steps safely.

Hope Point is run by Penumbra, a mental health charity whose approach to recovery is underpinned by the HOPE framework, a holistic approach to wellbeing based on Home, Opportunity, People, and Empowerment.

In the first eight months since opening of Hope Point (August 2023-March 2024), the centre was accessed by 728 new people, with a total of 2,466 contacts made with the centre during that time, giving an average of 91 new people and 309 contacts per month on average.

Where appropriate, a distress measure is used where people self-rate the degree of their distress on a scale of 0 to 10. This takes place at the start and at the end of an intervention with Hope Point staff. 100% of those seeking support saw a decrease in their score.

Health Inequalities case studies

Midwives and Health Visitor Referral Pathway to Council Advice Services

NHS Health and Work Programme

Click [here](#) to read the full case studies.

Housing and Communities



31%

of all households in Dundee City were estimated to be fuel poor.

(Source: Scottish House Condition Survey: Local Authority Analysis 2017-2019)



456

households in temporary accommodation in Dundee City.

(Source: Dundee City Council – Neighbourhood Services figures as at 31st March 2024)



262

children living in temporary accommodation in Dundee City.



109

households with children or a pregnant woman in temporary accommodation in Dundee City.

£725



Median rent for a 2 bedroom property in the private sector per month.

(Source: Scottish Government Private Rent Statistics, Scotland 2010 to 2023 – Dundee and Angus Broad Rental Area year to end of September 2023)

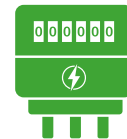
78%



of Engage Dundee participants stated that they struggled with the cost of gas/electricity

(Source: Engage Dundee 2023)

46%



of Engage Dundee participants stated that there have been instances in the past 12 months where they have not bought food / energy so that they could pay a bill

(Source: Dundee City Council, Corporate Services)

Strategic Highlights and Progress During 2023/24

- Funding has been secured from Dundee City Council to continue supporting the Dundee Community Food Network with ambient food provision for 2024/25
- In 2022/23, 54 new tenancies were created. DCC's percentage of tenancies sustained for more than a year increased from 85.7% in 2021/22 to 90.5% in 2022/23. Data for 2023/24 is not yet available
- The What Matters To You (WM2U) approach has resulted in several groups and cafes being run by parents with the support of the Community Empowerment Team. This led to increased peer support, access to services, and a greater sense of community.

The multi-agency approach is beginning to lead to system change, especially in Neighbourhood Services – Housing & Communities, putting families even more at the centre of decision making.

- The council's Housing Options team is based in five food projects offering access to advice in the community. A total of 166 people were supported between August and October 2023, with the main queries being regarding rent arrears / housing affordability, issues with landlords / repairs, homelessness applications and an increase in fuel poverty.
- DCC, working in partnership with Action for Children, has helped support young people and prevent homelessness. Last year the service assisted seventy young individuals and their families.
 - 16% of those supported utilised temporary accommodation
 - 45.5% successfully settled into independent tenancies or returned to their homes. Those who return home continue to be supported to prevent the risk of recurring homelessness
 - The remaining 38% received assistance within their existing circumstances, primarily involving sofa surfing, including emotional and practical support such as shopping, budgeting, and cooking
- An Education Scotland 'progress visit' carried out in January 2024 evaluated DCC's progress in Community Learning and Development. The evaluation assessed the CLD leadership in Dundee to be strong and effective. The CLD approach to tackling poverty and inequalities was deemed highly effective with strong collaboration of local and strategic partners, where local people feel listened to and valued. The inspection recognised that young people are benefitting from this approach by learning new skills and developing aspirations for the future, leading to an improved attendance for some pupils.

Performance Scorecard

Indicator	- 3 Years	- 2 Years	-1 Year	Latest Figure	Current Target	Target Year 3 (24/25)	Long Term Trend*
Number of applications assessed as homeless or threatened with homelessness Source: DCC Neighbourhood Services	1,114 (2020/21)	1,010 (2021/22)	1,100 (2022/23)	1,106 (2023/24)	980	922	▼
Number of children living in temporary accommodation Source: DCC Neighbourhood Services	235 (2020/21)	215 (2021/22)	229 (2022/23)	262 (2023/24)	209	196	▼
Households with children or pregnant woman in temporary accommodation Source: DCC Neighbourhood Services	105 (2020/21)	90 (2021/22)	92 (2022/23)	109 (2023/24)	87	82	▼
Number of Council and Registered Social Landlord housing completions Source: DCC Neighbourhood Services	27 (2020/21)	100 (2021/22)	101 (2022/23)	264 (2023/24)	200	200	▲
Percentage of council dwellings that are energy efficient (ESSH) Source: DCC Neighbourhood Services	87.1% (2020/21)	87.2% (2021/22)	90.7% (2022/23)	89.8% (2023/24)	90%	100%	▲

* Long term trend is the current figure compared to the average of the previous 3 years data, where 3 years' worth of data is not available, long term is based on the previous 2 years. When looking at the long term trend: = means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

The following action "Develop district heating schemes in non-domestic sectors with a view to expanding into households when and where appropriate" has been superseded by the action "Develop low and zero emission heat networks (district heating and communal heating systems) in areas deemed suitable." This change was made so that the action could reflect the work being undertaken in this area. This change was made in May 2023.

Progress of Actions

Status of actions and agreed actions for next year

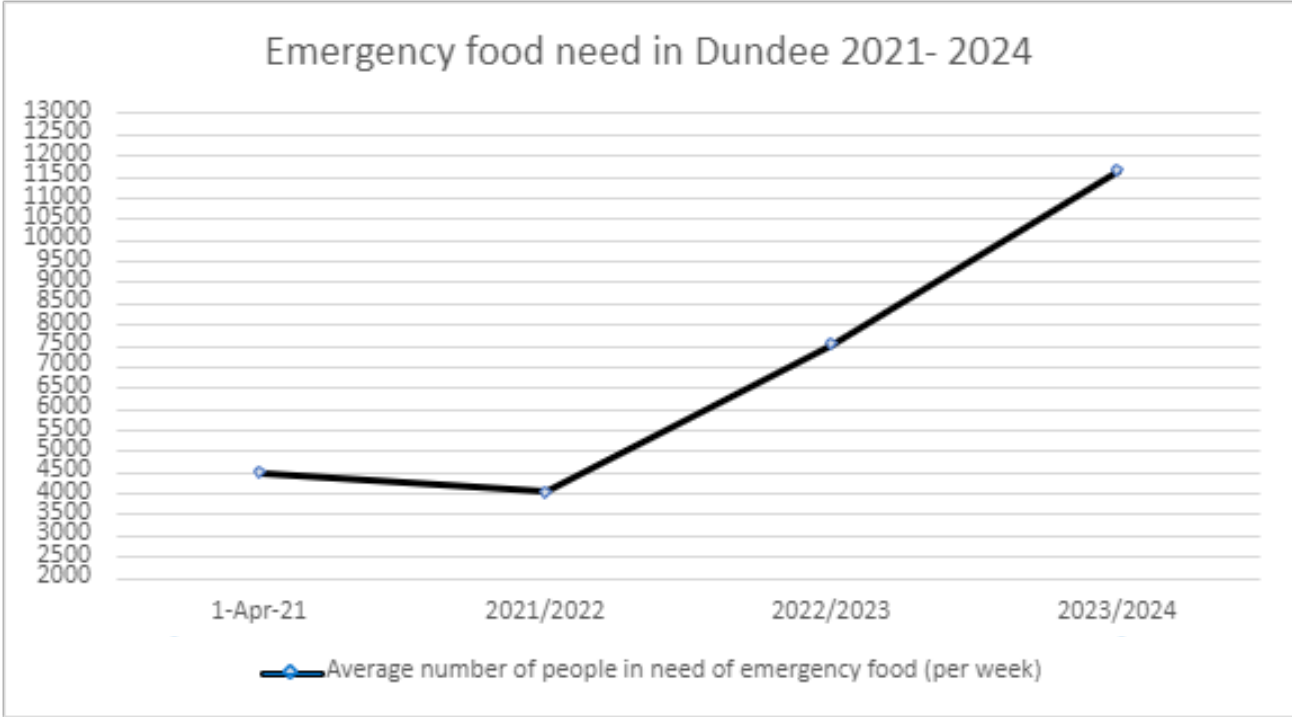
Actions in the plan: Housing and Communities	Lead Service/ Agency	Due Date	Progress%
Increase the number of accredited private sector landlords by 5%	DCC Neighbourhood Services	31-Mar- 2025	76%
Implement learning from "What Matters To You"	DCC Neighbourhood Services/ Children and Families Service	31-Mar- 2026	60%
Homelessness and Complex Needs – Implement a Lead Professional Model	DCC Neighbourhood Services	30-Sept- 2024	60%
Support to enable private tenants to making Repairing Standard referral to the First Tier Tribunal and Third-Party Referrals	DCC Neighbourhood Services	31-Mar- 2025	50%
Develop low and zero emission heat networks (district heating and communal heating systems) in areas deemed suitable	DCC City Development	31-Mar- 2025	30%
Undertake the data gathering over the next year on homelessness to allow better targeting of resources	DCC Neighbourhood Services	31-Mar- 2025	NEW ACTION
Expand access to housing advice in community	DCC Neighbourhood Services	31-Mar- 2025	NEW ACTION
Deliver a personal housing support plan for all new Dundee City Council tenants to ensure awareness and understanding of their full circumstances which will contribute to tenancy sustainment	DCC Neighbourhood Services	31-Mar- 2025	NEW ACTION
Examine potential for a pilot project in conjunction with Shelter aimed at raising awareness of tenants' rights and supporting vulnerable private sector tenants to make applications to Housing Property Chamber	DCC Neighbourhood Services	31-Mar- 2025	NEW ACTION
Target identified buildings in Stobswell West to increase number of secure door entry installations in properties	DCC Neighbourhood Services	31-Mar- 2025	NEW ACTION

Developing Fairness in Dundee: Priorities in Action

Dundee Community Food Network

The Dundee Community Food Network brings together over 30 food projects across Dundee to address the need for emergency food support in Dundee and ensure that dignified access to food is facilitated, primarily through a larder model. Larders operate a membership structure, making minimal charges for food provision, with the income generated covering some of their running costs.

Despite a range of poverty tackling policies including a cash first approach being adopted across Dundee, the need for community food support continues to be extremely high. Weekly numbers reached 13,600 people supported by January 2024. Overall, in 2023/24 the Dundee Foodbank, community larders, fridges and cafes provided food emergency support collectively to an average of 11,653 people per week. Community food projects spent an additional £104,000 over and above the DCC funding to meet this high demand.



The key findings of a November 2023 consultation with Network members showed the main reason residents attend was due to low income and debt, with the second most frequent reason being social isolation. Ten projects advised that people attended as they were seeking a referral to an advice agency for further support.

Fourteen projects reported that they mostly see families accessing their provision. Seven projects mostly see single adults, and two projects are mostly visited by older people. Most projects reported that people accessing their service live in the ward in which the project is based, with only a small number attending from surrounding postcode areas.

All projects that took part in the consultation reported that their volunteers, despite increased demand, regularly provide a wide range of support to their visitors, including Help in applying for social security payments, assistance in completing forms, referrals to housing support or the NHS, help to access fuel payments & advice, and access & assistance in using computer facilities & improving computer skills.

To address future sustainability of this provision, actions have been taken during 2023/24 to better address the underlying need for food support and target provision where it is needed most.

Housing Support Service

The Housing Support Team provides a free service for tenants of Dundee City Council, and anyone registered as homeless. The team works with primarily tenants who have higher support needs and those who are deemed at risk of losing their tenancy. It provides short to medium term support and can work with individuals for up to two years.

The primary aim is to empower service users to manage and sustain their tenancies independently. The Housing Support team currently provides flexible support to 106 tenancies with 30% of these being held by 16–25 year olds.

Tenancy Sustainment

The Tenancy and Estates Team provides services to individuals or families who are needing help to keep their tenancy. The team aims to prevent homelessness and create sustainable tenancies. The team has developed a screening tool for use with new and existing tenants that highlights any issues that may present a problem with the management of a tenancy. The main risk factors identified for not being able to keep a tenancy are poor allocation, financial problems, antisocial behaviour (either as victim or perpetrator), social isolation, property condition & maintenance, lack of furniture, and unemployment / low paid work.

To overcome these, the team supports people to find better property matches, maintain their properties, and find essential household items. They also help with income maximisation and support towards employment, either directly or via referral to specialist services. Other services are also called on to assist in dealing with anti-social behaviour and social isolation.

Particular attention is given to care leavers aged 16-25 that are part of Through Care After Care system to ensure they are allocated suitable properties that give them the best start.

Improving Access to Housing Advice in Community

DCC Housing has significantly expanded its outreach efforts to accommodate community needs. Five drop-in surgeries are offered every week, which provide vital housing options advice. These surgeries are held in or near all areas of deprivation across Dundee in community venues, ensuring accessibility for residents wherever they live. During these sessions, individuals can access guidance on various housing-related matters as well as gain referral to partners in the Third Sector, NHS, and Social Security Scotland to provide holistic support to those in need. Staff build working relationships with service users which prove invaluable in delivering tailored support and assistance.

Since July 2023, Dundee City Council Housing Services has provided aid to approximately 400 individuals. The reasons for seeking assistance included rent arrears, issues with private tenancies, domestic abuse, landlord notices, overcrowded housing, dwellings being unsuitable for health reasons, affordability challenges, repair issues, neighbour disputes, benefit concerns, and applications for Discretionary Housing Payments (DHP), among others. The team also offers general advice and facilitates referrals as necessary.

Residents who used the support for home energy costs available in Dundee rated this as very helpful. However, some respondents did not think they qualified for support in a range of areas due to being in employment, or simply did not know the support existed. Satisfaction with specific cost of living support in communities was extremely high and many positive comments were provided highlighting that the support was delivered in a non-stigmatising, local, and friendly manner. Consideration is being given to ways to support working people who may be unaware that they qualify for services or assistance

Homelessness

In 2023/24 there were 1106 applications assessed as homeless or at threat of homelessness, a slight decrease from 1100 households in 2022/23. Despite fewer applications assessed under the homelessness criteria, in 2023/24 there were 456 households living in temporary accommodation, including 262 children awaiting a permanent home. This is an increase from 365 households in temporary housing, including 229 children, in 2022/23. The number of households with children or a pregnant woman in temporary accommodation also increased from 92 in 2022/23, to 109 in 2023/24.

Housing and Communities case studies

Housing Support case study

National Literacy Trust Dundee Hub

Click [here](#) to read the full case studies.



www.dundee.gov.uk

REPORT TO: CITY GOVERNANCE COMMITTEE – 24 JUNE 2024

REPORT ON: NATIONAL CARE SERVICE UPDATE

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 141-2024

1. PURPOSE OF REPORT

1.1 This report updates members about the latest developments in relation to proposals for a National Care Service.

2. RECOMMENDATIONS

2.1 It is recommended that members:

- a note that the National Care Service (Scotland) Bill has passed Stage 1 of the Scottish Parliament's legislative process and will now move to detailed consideration by the lead Parliamentary Committee at Stage 2;
- b note that the Scottish Government has indicated some significant changes that they propose to make to the Bill, but much of the detail of how the National Care Service will operate, and the implications of this for local authorities, still remains to be decided. There remains some distance between the positions of Ministers and COSLA Leaders on aspects of the proposed legislation;
- c note the updates on discussions which are taking place between the Scottish Government, local government, and the NHS about both the governance aspects of the proposed National Care Service and the wider social care issues which the National Care Service (Scotland) Bill aims to address; and
- d note that update reports will continue to be submitted to Committee as further details emerge and as any decisions are required.

3. FINANCIAL IMPLICATIONS

3.1 There are no immediate financial consequences for the City Council arising from this report. However, there are likely to be implications arising from establishment of the National Care Service, depending on the detailed decisions which have still to be made about its scope and implementation.

4. DEVELOPMENTS WITH THE NATIONAL CARE SERVICE (SCOTLAND) BILL

4.1 Reference is made to the report to the Policy and Resources Committee on 25 October 2021 (Article III of the minute refers) which summarised the Scottish Government's consultation on proposed changes to health and social care, including the creation of a National Care Service, and recommended a response by the City Council; and to the report to the Policy and Resources Committee on 22 August 2022 (Article VIII of the minute refers), which advised members about the publication of the National Care Service (Scotland) Bill, including information on the extent to which the Bill clarified areas highlighted by the Council in its response to the earlier consultation, and set out a draft response to a call for views which had been issued by the Scottish Parliament.

4.2 The National Care Service (Scotland) Bill has now passed Stage 1 of the Scottish Parliament's legislative process, following a debate on the general principles of the Bill on 29 February 2024. <https://www.parliament.scot/bills-and-laws/bills/national-care-service-scotland-bill> The Bill now moves on to Stage 2 of the process, although the timescale for Stage 2 activities has still to be

announced. Seven Parliamentary committees took evidence and reported on the Bill during Stage 1, and further detail and amendments will be now discussed by the lead Health, Social Care and Sport Committee during Stage 2 of the Bill's consideration, before the full Scottish Parliament will vote on whether or not to pass the Bill at stage 3.

4.3 The timeline below was originally published by the Scottish Government prior to a 1-month delay to the Stage 1 debate and an ask from Parliament's HSCS Committee for additional time for Stage 2 scrutiny, so could be subject to change.

- Spring 2025: Shadow NCS National Board launch, shadow National Social Work Agency launch.
- Spring 2026: NCS National Board launch, National Social Work Agency launch.
- 2028/29: NCS local reform of Integration Authorities.
- 2028/29 – 2030/31: Continued iteration and delivery of local reform.

4.4 Key points made by Committees before the Stage 1 debate included:

- The Health, Social Care and Sport Committee's Stage 1 scrutiny report made a majority recommendation that the general principles of the Bill be supported. However, they highlighted a number of concerns in their 183-page report and said their support remains conditional on the Scottish Government addressing these concerns and agreeing to facilitate significant further scrutiny of the Bill at Stage 2, ahead of formal Stage 2 proceedings. The Committee said they understand that this is a 'framework Bill' but describe the lack of detail at this stage on what that framework will look like as concerning, arguing that this has limited their ability to scrutinise the proposals effectively, and they called on the Scottish Government to explore the possibility of establishing an expert legislative advisory group for the Bill to help guide the proposed co-design process. Assurances are also sought that a full list of Stage 2 amendments will be made available to the Committee as soon as possible, and well in advance of formal Stage 2 proceedings, to allow for significant further scrutiny.
- The Finance and Public Administration Committee's assessment of the revised financial memorandum for the Bill acknowledged that a significant amount of work had been undertaken to improve the cost estimates associated with the Bill since the Committee reported on the original financial memorandum in December 2022. This included narrowing the variances between the lower and upper cost ranges and enhancing the level of detail regarding the costs associated with the rights to breaks for unpaid carers. However, the Committee's assessment said that 'Given the ongoing co-design and continued uncertainty regarding the final policy detail relating to the Bill, although the variance in costs has reduced considerably, we are not confident that the figures presented in the updated financial memorandum and the accompanying shared accountability paper are an accurate reflection of the final costs of the Bill' and that 'understanding the economic benefits and improved delivery of care to be provided by the proposed National Care Service is crucial in assessing the overall cost-benefit of the proposals. However, insufficient information is currently available to fully allow for such analysis.' The Committee felt that the Scottish Government's approach of introducing a 'framework' Bill and using 'co-design' to develop the detail of the policy to be included in secondary legislation after the Bill is passed, presents considerable challenges in scrutinising the financial implications of the policy.

4.5 In June 2023, COSLA Leaders and Scottish Ministers reached an initial agreement around a national framework for 'shared legal accountability' in relation to the National Care Service. This framework included the default position that local authorities retain legal responsibility for the delivery of social care and social work functions, as well as retaining staff and assets. In addition, a new National Care Service National Board would be created, accountable to both Local Government and Ministers, with responsibility for national improvement, standards, and oversight, and with an agreed escalation framework in place for when standards are not met. Furthermore, COSLA Leaders agreed that local commissioning ensures that services best meet the needs of communities and helps offer security to the Local Government workforce. As such, Leaders said that local government retaining a key role in local commissioning should be central

to the development of a future local framework, in addition to reaffirming the belief that responsibility for children's services and community justice should remain with local government.

- 4.6 During the Stage 1 debate, the Minister for Social Care, Mental Wellbeing and Sport set out three significant changes that the Scottish Government intends to make to the Bill at Stage 2, in response to evidence taken at Stage 1 ongoing feedback from stakeholders and, in particular, the shared accountability agreement with COSLA outlined above. These three changes are that:
- a National Care Service Board will be established to oversee delivery across Scotland;
 - the Scottish Government will not now create new local Care Boards as originally planned, but will instead reform existing Integration Authorities; and
 - local authorities will retain responsibility for current functions and the delivery of social work and social care services, with no transfer of staff or assets.

The Minister said this change of approach reflects the challenges of a new fiscal environment. These changes would substantively reduce the cost of the Bill by removing the need to set up care boards and to transfer staff and assets. The Minister said this will mean the costs of setting up the National Care Service will be up to £345 million over 10 years, whereas the proposals set out in the Bill as originally introduced would have cost £1.6 billion over the same period.

- 4.7 The Minister also set out the difference she believes the National Care Service Board will make. It will include, as a minimum, an independent chair and representatives of the Scottish Government, local government, the NHS, and people with lived experience of receiving and delivering community health and social care. The Board will have an overview of the planning and delivery of community health and social care provision across all of Scotland. It will look at what is spent, what care is provided, who receives it, and the outcomes for those people. The Board will also have a support and improvement framework, to drive innovation and improvement, to help local areas where monitoring indicates that standards and needs are not being met, and to intervene if necessary. The Minister says the National Board will give a level of transparency that is not possible in the current system and will improve understanding of where people's experiences are inconsistent across Scotland, build on good practice and tackle challenges. Local Government, Scottish Government and NHS officials have engaged in extensive discussions on the role of the Board and how such a body should interact with different partners across the system, including responsibilities and accountabilities.
- 4.8 The most contentious part of the proposals remains the possibility that children's services and community justice services may be included within the scope of the National Care Service, in addition to adult social care services. This is contentious because many areas (including Dundee) have taken a decision not to include children's services and community justice services in the functions delegated to their local Health and Social Care Partnerships and have instead decided locally to keep these as Council services. Dundee City Council, among other local authorities, has taken the view that collaborative leadership and partnership is more likely to deliver improvement than structural change which would disrupt existing relationships between services. There is a concern that, to achieve their policy intention of greater consistency, Ministers may seek powers to mandate the delegation of children's and justice services if they feel that other arrangements will not ensure consistent applicability of National Care Service features and principles. This issue continues to be discussed at the COSLA Leaders Meetings, most recently on 31 May 2024, where Leaders expressed disappointment at the decision of the Scottish Government to continue to seek the power in legislation to enable Scottish Ministers to mandate the local delegation of children's services and justice social work services and include all children's and justice services under the auspices of the NCS National Board. It remains unclear the effect this will have on Scotland's ability to keep the Promise or improve outcomes for children more generally in the context of limited resources.
- 4.9 Other outstanding issues of concern to COSLA include chairing arrangements for IJBs, direct funding, accountability of the National Care Service National Board and the role of the National Social Work Agency. Leaders have agreed that COSLA officers and the Health and Social Care Spokesperson should continue to engage with the Scottish Government and Ministers on these

issues during the extended parliamentary process. Progress being made in the range of areas under discussion is summarised in section 5.

- 4.10 On 28th March 2024, the Scottish Government convened the first meeting of a National Care Service 'Expert Legislative Advisory Group'(ELAG). The establishment of this group emerged from a recommendation by the Scottish Parliament's Health, Social Care and Sport Committee, as a means to help guide the co-design of the NCS. The group is constituted of nearly 60 organisations and individuals, including third sector, disabled people's organisations, academics, and people with lived experience. ELAG is now meeting regularly. COSLA officers and NHS partners have been clear with Scottish Government officials that policy papers shared with this group must be respectful and explicit about the ongoing discussions taking place between COSLA and Scottish Government and should not contain positions of outstanding agreement. Despite this, COSLA say that papers were developed for discussion with the Expert Legislative Advisory Group which contain proposals which have not been agreed with COSLA Leaders, nor in some instances discussed between officials. At the Scottish Government – COSLA – NHS tripartite meeting which took place on 17 April, COSLA officers were clear about the need to ensure that information and policy proposals which are shared with wider partners and the public should be jointly developed and agreed, to reflect the partnership approach to shared accountability of the NCS. Officers were also clear about the risk of putting information into the public domain which has not yet been agreed, in particular the risk to ongoing relationships and the ability to come to consensus on issues of significant value and concern to Local Government.

5. DISCUSSIONS INVOLVING SCOTTISH GOVERNMENT, LOCAL GOVERNMENT AND NHS

5.1 Tri-Partite Meetings

- 5.1.1 Regular tri-partite meetings between representatives of the Scottish Government, Local Government and the NHS are continuing to take place in respect of the plans for a National Care Service. In addition, due to the breadth and pace of reform proposals and the complexity of the issues, a Local Government Advisory Group has been established, jointly chaired by COSLA and SOLACE, with inclusion of SOLAR, Society of Personnel Directors Scotland, Social Work Scotland, and Directors of Finance.

- 5.1.2 A summary of the issues being discussed at these meetings - both about the governance arrangements for the National Care Service and about the wider aspects of legislative and policy change which the Bill seeks to achieve - is set out below.

5.2 Governance Arrangements

5.2.1 National Social Work Agency

Along with local government, engagement is taking place with third sector providers of social work services, including children's social work, currently focused on the form which the proposed National Social Work Agency should take to achieve its responsibilities. Further work is being focused on three options: an Executive Agency, a Non-Departmental Public Body, or a private company (potentially co-owned by Scottish and Local Government, in an organisational format similar to The Promise). COSLA's position is that the National Social Work Agency should be based on joint accountability to both Scottish and local government.

5.2.2 Social Care in Prisons

The Scottish Government's current policy intention regarding social care in prisons includes the ambition that this service be nationally commissioned in future. COSLA has expressed an openness to consider national commissioning for prison social care, suggesting further discussions should take place which facilitate input from local authority advisers, including Chief Social Work Officers, to allow for a greater appraisal of the policy detail. A working group is being formed to further consider this proposal.

5.2.3 Direct Funding

COSLA Leaders have agreed to consider case studies of how direct funding of Integration Authorities may work in the context of the National Care Service, in order to inform a decision on whether or not this is something they choose to support. They have previously suggested that direct funding would only be agreed if additional and under strict conditions. NHS colleagues have indicated a willingness to test out different scenarios. A working group is to be set up to further explore direct funding case studies.

5.2.4 Local Chairing Arrangements

COSLA did not support plans for IJBs to be independently chaired by people appointed by Ministers, believing this would undermine local democratic accountability. The Minister for Social Care, Mental Wellbeing and Sport and COSLA's Health and Social Care Spokesperson have now agreed that a working group be formed to consider improvements in relation to IJB chairing arrangements, including strengthening the role of chairs and vice-chairs.

5.2.5 Enhancing the Voice of Lived Experience and Reforming Localities

The tri-partite group has agreed to set up two workstreams. The first group will explore enhancing the voice of lived experience within local and national decision-making. This group may consider the membership of reformed IJBs, the support available to public partners who sit on boards, and the role and effectiveness of existing committees and mechanisms. The second group will explore the strengthening of localities. The 2014 Public Bodies Act requires Integration Authorities to divide their area into two or more localities, intended to provide an organisational mechanism for local leadership of service planning to feed into strategic plans. The Scottish Government wish the group to explore the form of localities, including the number within areas, the role of participatory budgeting in empowering local communities, how localities should be reflected in strategic planning, and the potential for geographic alignment with other health and social care boundaries including GP clusters.

5.3 Wider Policy Issues included in the Bill

5.3.1 Right to Breaks for Carers

The National Care Service Bill as introduced included a modification to the Carers (Scotland) Act 2016 to introduce a right to "sufficient breaks" for unpaid carers, with local authorities responsible for identifying the need for support to enable sufficient breaks from care. COSLA Leaders have taken the view that this new right needs to be fully considered in terms of definition and regulations, as well as adequately funded in order to ensure successful implementation. A Right to Breaks Regulations and Guidance Group has been convened to focus on identifying potential regulations and guidance that would be required to accompany the right to breaks for carers provision in the Bill. One of the key issues is around the meaning of 'sufficient.' Alongside this, COSLA officers have worked closely with Social Work Scotland to scrutinise and challenge the financial assumptions within costings for the Right to Breaks and have written to highlight key areas of concern.

5.3.2 Complaints

The Bill as introduced included a provision for Ministers to provide a complaints service for services that the National Care Service provides, passing complaints on to the appropriate person. The consensus reached between COSLA Leaders and Ministers in June 2023 included that the National Care Service National Board would "provide effective oversight of local delivery of services, ensuring consistent, fair, human rights-based social care support and community health services, underpinned by effective complaints and advocacy for people." COSLA officers have engaged in discussion with the Scottish Government's policy team and are now involved in an External Programme Board. They have posed fundamental questions around what a complaints 'service' would look like for the National Care Service, given the agreement on shared accountability outlined in para 4.3 above, and in particular what the role of the National Board would be. There are also implications of the agreement that local

government will retain their staff and functions as to the reach and remit that would be appropriate for a new complaints service. There is a need to ensure this does not add an additional layer of complexity to a system that people with lived experience have already said is difficult to navigate.

5.3.3 Charter of Rights

The Bill as introduced included a provision for Ministers to prepare a National Care Service Charter, containing a summary of rights and responsibilities in relation to the NCS. Nothing in the Charter is to give rise to any new rights, impose any new responsibilities or alter an existing right or responsibility. The Charter is expected to be presented in secondary legislation. The Scottish Government intends to share a new draft of the Charter with the Parliament's Health, Social Care and Sport Committee early in 2024, that will form the basis for the next round of co-design and engagement. COSLA has raised the need for a Charter of Rights to clearly separate out existing legal rights or broader expectations people may have in accessing care and support and highlighted the need to align expectations and communications around the Charter with the shared accountability arrangement.

5.3.4 Workforce Charter

A Workforce Charter was not included within the National Care Service Bill as introduced, nor included in the Policy Memorandum, but emerged in autumn 2023 following public co-design activities. COSLA officers have requested more detailed understanding of what is intended.

5.3.5 Integrated Health and Social Care Record

The Bill as introduced included a provision for Ministers to provide by regulations for a scheme that allows information to be shared so that services can be provided effectively by the National Care Service and NHS. The Bill also provided for Ministers to create an information standard document. The intention is to create the foundation for an integrated health and social care record. However, no funding was included within either the original or revised financial memorandum for this. COSLA has been broadly supportive of the introduction of an integrated record, recognising the benefits this could bring in delivering services and improving the experiences of those seeking support. Scottish Government officials are currently developing an internal business case on the integrated record, with COSLA support.

5.3.6 Anne's Law

The Bill as introduced included a provision that Ministers may require providers of care homes to comply with any direction issued in relation to visits to, or by, residents of care accommodation. This is intended to strengthen the rights of people in care homes to see and spend time with people who are important to them, even in the event of an outbreak of infectious disease, and is a result of campaigning by families who were separated from loved ones for long periods during the pandemic. There is a working group that meets several times a year, and the drafting of Ministerial Directions on this will form part of the group's remit, and therefore require local government input at the appropriate time.

5.3.7 Reform of Advocacy Services

The Bill as introduced included a provision that Ministers may make regulations about the provision of independent advocacy services in connection with services provided by the National Care Service. Exploratory work by the Scottish Government is underway to clarify the wider landscape in relation to 'advocacy' services, as well as how these are funded and/or commissioned.

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 Leadership Team was consulted in the preparation of this report.

8. BACKGROUND PAPERS

- 8.1 None

GREGORY COLGAN
CHIEF EXECUTIVE

DATE: 6 JUNE 2024

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REPORT TO: CITY GOVERNANCE COMMITTEE – 24 JUNE 2024
REPORT ON: LOCAL CODE OF CORPORATE GOVERNANCE
REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES
REPORT NO: 162-2024

1 PURPOSE OF REPORT

1.1 To present to Committee the Council's Local Code of Corporate Governance.

2 RECOMMENDATIONS

It is recommended that the Committee:

- 2.1 approves the annual compliance review and updated Local Code of Corporate Governance as detailed in Appendix 1.
- 2.2 notes the progress against the 2023/2024 improvement action plan in Appendix 2.
- 2.3 approves the areas for improvements listed in Appendix 3 for 2024/2025.
- 2.4 notes the progress against the seven core principles of good governance from the CIPFA/SOLACE Delivering Good Governance in Local Government Framework (2016) listed in Appendix 4.

3 FINANCIAL IMPLICATIONS

3.1 None.

4 BACKGROUND

- 4.1 In 2016, CIPFA extensively revised the Code in its publication "Delivering Good Governance in Local Government: Framework" and the accompanying Guidance notes for Scottish Authorities, 2016 edition. The contents of the attached arise as a result of consideration of the Code including the requirement to improve accountability to the public and stakeholders by explaining how the authority has resolved any governance issues raised in the previous year's statement. An Annual Governance Statement is included in the Council's Annual Accounts and is also reported separately to Scrutiny Committee.
- 4.2 The annual compliance review seeks to maintain a high standard of corporate governance and to ensure continuous improvement. Previous compliance reviews suggest a high level of compliance with the guidelines, although areas for improvement were identified and acted upon. These improvements included the implementation of the corporate performance management system, the development of performance reporting on the Council's website and the development of a Risk Management Policy and Strategy. In addition, all national reports issued by relevant regulatory bodies are now referred to the Scrutiny Committee and/or the relevant service committee where appropriate.

5 CURRENT COMPLIANCE REVIEW

- 5.1 The current compliance review against existing guidance, to consider Corporate Governance arrangements and their implications for the authority, was carried out by key council officers and agreed by the Council Leadership Team.
- 5.2 Consistent use of the same scoring mechanism supports year on year monitoring of improvement and allows the Council to assess the extent of its compliance with the guidelines as presented in Appendix 4. The scoring mechanism suggests that the Council is 99% (2022/2023: 99%) compliant with the guidelines which, given their wide scope, is considered very good.

- 5.3 The scoring mechanism was used to assist and prepare the Improvement Agenda in Appendix 3 whereby senior officers identified areas where compliance with the code could be improved during the year. This also helps inform the overall Improvement Agenda in the Council's Annual Governance Statement.
- 5.4 In addition, as part of the Annual Governance Statement Executive Directors from each service are required to complete a self-assessment checklist in conjunction with their senior management teams, of their own governance, risk management and internal control arrangements. This exercise involves the completion of a 75-point checklist covering eight key governance areas of Service Planning and Performance Management; Internal Control Environment; Fraud Prevention and Detection; Budgeting, Accounting and Financial Control; Risk Management and Business Continuity; Asset Management; Partnerships; and Information Governance. That again indicated a high level of compliance, with an overall score above 92% (2022/2023: 91%).

6 POLICY IMPLICATIONS

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

7 CONSULTATIONS

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

8 BACKGROUND PAPERS

- 8.1 CIPFA's Delivering Good Governance in Local Government: Framework (2016) and corresponding Guidance Notes for Scottish Local Authorities (2016).

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

14 JUNE 2024

DUNDEE CITY COUNCILLOCAL CODE OF CORPORATE GOVERNANCE (2023/2024)FOREWORD

Dundee City Council strives to meet the highest standards of corporate governance to help ensure that it meets its objectives. The Council is determined to ensure that it delivers the best possible services to city residents. It has developed a modern and effective local democracy that responds quickly and flexibly, and delivers high quality services when and where people need them.

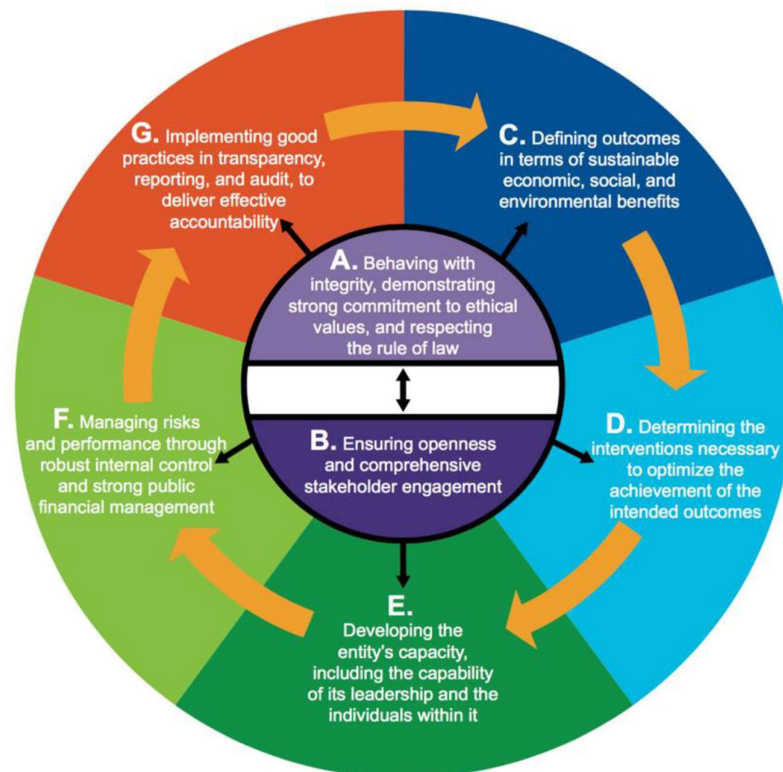
The Council is committed to effective decision-making that is transparent and open to genuine scrutiny. To support this, it provides on its website (www.dundee.gov.uk) details of its plans, policies, procedures and performance.

DEFINITION

Corporate Governance is the system by which Dundee City Council directs and controls its functions and relates to its community. An Annual Governance Statement is included in the Council's Annual Accounts each year and is also reported separately to Scrutiny Committee.

THE CODE

The Local Code of Corporate Governance for the Council consists of seven main principles of good governance derived from CIPFA's Delivering Good Governance in Local Government: Framework (2016):-

BEHAVING WITH INTEGRITY, DEMONSTRATING STRONG COMMITMENT TO ETHICAL VALUES AND RESPECTING THE RULE OF LAW

The Council is committed to the seven principles of Good Governance. The Council has introduced an Ethical Values Framework which is underpinned by these principles and is comprised of a framework of policies, procedures, behaviours and values by which the Council is controlled and governed. The documents that make up this framework provide the structures and guidance that Elected Members and Officers require in order to ensure effective governance across the organisation.

The Best Value Self-Evaluation ([Report 68-2020](#)) presented to committee in February 2020 covered eight Best Value themes, one of which was Governance and Accountability. The report highlighted the Council's commitment to the Local Code of Corporate Governance, the fact that good financial governance and scrutiny arrangements are in place, and that the roles and responsibilities of the statutory posts and Executive Directors are clearly set out in the Council's Standing Orders. This self-evaluation report also puts forward key improvement actions covering all eight themes which indicates that the Council is committed to continuous improvement not only to meet its basic standards but to be able to demonstrate advanced or exemplary practice.

The corresponding Accounts Commission [Best Value Assurance Report on Dundee City Council](#) which was published in September 2020 and reported to Committee in November 2020 ([Report 284-2020](#)) describes the Council's numerous strengths under the Governance and Accountability theme. It also highlights that this was one of only two themes that did not have any further areas of improvement that hadn't already been identified by the Council and reported to either Policy and Resources or Scrutiny Committee as part of its improvement agenda which is informed by the Local Code of Corporate Governance and the results from the governance self-assessment checklists completed by the Council's Service areas. This indicates that the Council's current corporate governance assurance process is a robust system of self-assessment.

The position around the Council's progress against the key improvement actions in the Best Value Self-Evaluation report was closely and regularly monitored and updated reports on progress were reported to committee in April 2021 ([Report 128-2021](#)), November 2021 ([Report 292-2021](#)), June 2022 ([Report 137-2022](#)), and December 2022 ([Report 293-2022](#)).

The Accounts Commission's Best Value Thematic Review 2022/2023 which was published in August 2023 and reported to the City Governance Committee in September 2023 ([Report 241-2023](#)). For year one, the thematic work requires auditors to carry out an overview of the effectiveness of council leadership (officers and elected members) in developing new local strategic priorities following the elections in May 2022. The Best Value Thematic Report 2022/2023 is positive and demonstrates good progress since the previous Best Value Audit in 2020. The report confirms the completion of all of the improvement actions which were recommended in the Best Value Assurance Report of 2020 and provides assurance that Dundee City Council complies with its statutory obligations to secure Best Value.

The Accounts Commission's current Best Value Thematic Review 2023/2024 is looking at Workforce Planning and will be published later in 2024.

The Council's Our People Strategy ([Report 288-2022](#)) sets out the strategic direction and ambitions for the workforce, linked to the City and Council plans with four clear values framed around a positive employee experience:

- 1) To be open and honest;
- 2) To be fair and inclusive;
- 3) To always be learning; and
- 4) To be innovative and transforming.

The Council has a range of systems and procedures in place to ensure that members and employees of the authority are not influenced by prejudice or conflicts of interest in dealing with its citizens. The Council maintains a continually updated [Register of Members Interests](#) which is available for inspection by members of the public. In addition, there is also an Officer's Register of Interest with recently expanded scope to include high risk posts. There is also a Register of Gifts, Gratuities and Hospitality.

The Council has Members and Officers Codes of Conduct in addition to the [Standing Orders of the Council](#), [Financial Regulations](#), [Tender Procedures and Delegation of Powers](#) and Disciplinary Procedures. The Council has a "[Whistle Blowing](#)" policy in place with a formal system to support the reporting of concerns received via a number of mechanisms, including a dedicated phone line and online form for [Whistle blowing and Fraud Reporting](#) to provide for the direct reporting of problems to senior managers without fear of recrimination. The Council also updated its [Counter Fraud and Corruption Policy](#) during 2022/2023. There is also an annual report on the Corporate Fraud Team's Activity and performance and whistle-blowing presented to the Scrutiny Committee ([Report 270-2023](#)).

The National Code of Conduct, the Disciplinary Procedures and the Local Code on Corporate Governance are also applicable in general terms to any external organisations to which elected members and/or officers are appointed. Such organisations must also comply with the [Following the Public Pound Guidelines](#) which is covered by a separate report to Committee.

The Council is committed to equal opportunities including both the elimination of discrimination and the use of positive action measures to ensure that employment opportunities, service provision and access to civic life are bias free and made equally and easily available to people from target groups.

ENSURING OPENNESS AND COMPREHENSIVE STAKEHOLDER ENGAGEMENT

During 2023/2024, the Council introduced a new committee structure to better reflect the needs and priorities of the city see Article II of the Minute of Meeting of the [Policy and Resources Committee of 26th June 2023](#).

From January 2024, live streams of Council meetings are available for the public to view on the Council's [YouTube channel](#) as well as recordings of previous committee meetings.

The overarching plan for Dundee City is contained within the Local Outcomes Improvement Plan: [City Plan 2022-2032 \(Report 255-2022\)](#). This document is prepared in partnership with other public sector organisations where mutual objectives have been established. Progress towards strategic actions and key performance indicators in both the City and [Council Plan 2022-2027 \(Report 280-2022\)](#) are now presented in a combined report to the Council Leadership Team, the Council's Scrutiny Committee, the City Governance Committee and the Dundee Partnership Management Group twice yearly.

The Council maintains a register of all consultation exercises undertaken with its stakeholders. These exercises inform the development of future service provision. The Council also publishes a comparative Performance Report whereby its performance is compared to the performance of similar urban authorities in its Family Groups as defined by the Improvement Service, these performance indicators are known as the Local Government Benchmarking Framework indicators. Each of the indicators in this report are also reported in detail on the [Dundee Performs](#) pages on the Council's website so that stakeholders can form an idea of how our performance compares to that of our peers.

The Council's revised Performance Management Framework for 2021-24 was approved in March 2021 ([Report 66-2021](#)). It sets out how the Council will consistently plan and manage performance and improvements to its services. This will enable key decision makers, both elected members and officers, to take necessary action based on facts about current performance.

The Council has also established eight Local Community Planning Partnerships (LCCPs) whereby stakeholders are consulted about community needs. These projects feed in to the wider planning process at corporate level. As with Council Meetings, all meetings of the [Local Community Planning Partnerships](#) are open to the public and full minutes of the meetings are recorded. The LCCPs combine national and City-wide priorities with local priorities to shape action. The Locality Leadership Scheme and Local Community Planning 2022-2027 ([Report 251-2022](#)) reviewed and updated the Local Community Plans for 2022-2027. Each council ward has a local community plan. The Elected Members from each ward engage with community representatives and representatives from third and public sector partner organisations based on local priorities. Each LCCP is chaired by a senior manager from within the Council and meets quarterly. The work of the LCPPs builds on over a decade of developing Dundee's Decentralisation Strategy and working to promote local co-ordination within the strategic priorities of the City. Quarterly Decentralisation Meetings provide the opportunity for the LCPP Chairs and Communities Officers to meet with senior management to discuss the links between local and City-wide strategies.

The community planning process is well regarded and the Council is committed to re-energising local community planning. Participatory budgeting is being extended and this commitment is outlined in the Council Plan 2022-2027. A report on Mainstreaming Participatory Budgeting was approved by Council Leadership Team (CLT) in February 2021 which will help to progress this issue. Community representatives and partners are consulted on and assist in the delivery of local solutions making use of the Community Empowerment Act to improve participation and devolve more local funding and assets.

The Council works effectively with a wide range of partners and stakeholders which has enabled a clear set of priorities to be identified which respond to the needs of communities in both the short and the longer term. The Dundee Partnership structure includes arrangements for overall governance along with a LCPP for each ward. The Council is the lead partner within the wider Dundee Partnership and coordinates the majority of the ongoing and strategic activity relating to community engagement. It is co-chaired by the Chief Executives of Dundee City Council and NHS Tayside and Membership consists of senior leaders from a wide range of public sector partners along with additional representatives from the Third Sector, Universities and Colleges, Chamber of Commerce and Scottish Government Liaison Team. There are also two Elected Members (The Council Leader and Major Opposition Group Leader) and two community representatives on this group.

In 2017/2018 the Council encouraged stakeholder engagement through the [Dundee Decides](#) website to allow local residents the opportunity to decide how the Council should spend the Community Infrastructure Fund. Since then the Engage Dundee annual consultation has been launched asking people in Dundee to tell public services, voluntary organisations and community groups what the priorities are where they live. Dundee City Council, Dundee Volunteer and Voluntary Action and community groups worked together through the initiative to collect information directly from citizens across Dundee. The information collected through the Engage Dundee process is used to inform Local Community Plans, Participatory Budgeting projects and local action across Dundee. During 2022/2023 the Dundee Climate Fund Vote ([Report 174-2022](#)) was launched. The Dundee Climate Fund Community Choices exercise, which was the first Scottish Local Authority led green Participatory Budget will deliver the Dundee Climate Fund over the next 4 years. During 2022/2023 [Dundee's Voice](#), a new digital participation platform, was launched that aims to seek the views of citizens and raise citizen engagement. In 2023/2024, the Dundee Climate Fund 2.0 continued with the Council's aim of seeking community engagement.

In addition, improvements have been made to some Council services as a result of listening to customers and service users. These improvements are reported to City Governance Committee annually ([Report 138-2023](#)).

A Community Wealth Building report was approved at committee in November 2021 ([Report 313-2021](#)). The delivery of the Community Wealth Building Strategy is a strategic priority in the new City Plan and the council will be working with partners to implement this. Progress during 2021/2022 was reported to the Policy and Resources Committee in April 2023 ([Report 70-2023](#)).

DEFINING OUTCOMES IN TERMS OF SUSTAINABLE ECONOMIC, SOCIAL AND ENVIRONMENTAL BENEFITS

The strategic plan for the city is governed by the [City Plan 2022-2032 \(Report 255-2022\)](#). This includes detailed information about the actions that public agencies and their partners will take to achieve our vision for the city. The plans present an integrated approach to public investment and service provision. They also include the promotion of joint working with NHS (Tayside) and other public bodies. The Council has also prepared the [Council Plan 2022-2027 \(Report 280-2022\)](#) which adopts the related targets and priorities expressed in the City Plan.

Individuals and groups from all sections of the community are encouraged to contribute to and participate in the work of the authority. The development of [Local Community Planning Partnerships](#), [Community Councils and Community Representative Bodies](#) for areas of the city within the boundaries of each parliamentary constituency is designed to encourage more grassroots participation in Council decision-making and to bring the Council closer to the people. Local Community Engagement Strategies and Local Community Plans have been developed for each multi-member ward as means of identifying and responding to local issues and involving communities in the planning and delivery of public services. In addition, the Council solicits views on a wide range of decisions and maintains a listing of community groups and voluntary organisations and invites their opinion on possible developments likely to affect them. A recent development has been the introduction of [Dundee Decides](#), which allow communities the opportunity to help direct how the Community Infrastructure Fund is spent. Since then the Engage Dundee consultation has been launched asking people in Dundee to tell public services, voluntary organisations and community groups what the priorities are where they live. During 2022/2023 the Dundee Climate Fund Vote ([Report 174-2022](#)) was launched. The Dundee Climate Fund Community Choices exercise, which was the first Scottish Local Authority led green Participatory Budget will deliver the Dundee Climate Fund over the next 4 years.

DETERMINING THE INTERVENTIONS NECESSARY TO OPTIMISE THE ACHIEVEMENT OF THE INTENDED OUTCOMES

The Council's combined annual Revenue and Capital Budget is of the order of £850 million. Budget compared to actual expenditure is closely scrutinised and overspends and underspends reported to [City Governance Committee](#) on a regular basis in order that members are kept fully and timeously aware of any significant departures from the budgeted position. In the course of the year, any departures from the budgeted position can be mitigated by the movement of resources from one budget heading to another in order to smooth out overall annual spend.

The council publishes an annual Budget Strategy report ([230-2023](#)) which includes an update to the Medium Term Financial Strategy. The annual Revenue Budget report includes a Statement on Reserves and Balances and includes a Longer-Term Revenue Budget Model ([Report 55-2024](#)).

The Council's revised Corporate Performance Management Framework for 2021-24 which was approved in March 2021 ([Report 66-2021](#)) aims to provide an overview of the Council's approach to performance management and the range of public reporting that takes place throughout the year. Performance is monitored and reported on the Council's Corporate Performance Management System. The framework aims to document the range of reports that are produced or are planned to be produced for Elected Members. This includes publishing information for the public reporting of performance. The reporting of performance to Elected Members, the public and other stakeholders helps to ensure accountability. Elected Members have a key role in prioritising and scrutinising improvement activity through the Committee process. In order to better equip Elected Members to meet their responsibilities in relation to managing performance, officers have delivered training on performance management, including how to measure performance in relation to improved outcomes. To ensure the Council's Scrutiny Committee complies with the recommendations in CIPFA's Position Statement: Audit Committees in Local Authorities and Police 2022, Scrutiny Committee members undertake a self-assessment of their performance, knowledge and skills, and an annual report is prepared from the Scrutiny Committee to the Council. This information is then used to identify any actions or training required for Scrutiny Committee members.

Service Level Service Plans have been developed for each of the five Council services, Leisure and Culture Dundee (L&CD) and Dundee Health and Social Care Partnership (DHSCP). The Service Plans relating to individual teams within each of the five Strategic Service Areas continue to be developed. The acceptance of ownership of these indicators by senior officers and elected members is key to their development. Key to the success of the Service Plans is the utilisation of the Corporate Performance Management System which enables performance monitoring, recording and reporting. Each service has a 'portal' in the Corporate Performance Management system containing the key performance indicators and actions from the City Plan, Council Plan, Fairness Action Plan and Local Government Benchmarking Framework (LGBF) for which they are responsible. In addition, progress updates against individual Service Plans are reported regularly to the relevant committee.

Over the remainder of the 2024/2025 financial year, the Council will be developing the reports to be drawn down from the Corporate Performance Management system in order that the best and most up-to-date performance information is readily available. Reports will be available for all tiers of the Council from Committee level down to team and individual level.

This will help ensure that performance issues are deeply embedded within the Council's work ethos at all levels improving services to all stakeholders.

DEVELOP THE ENTITY'S CAPACITY, INCLUDING THE CAPABILITY OF ITS LEADERSHIP AND THE INDIVIDUALS WITHIN IT

The Council has an induction programme for all employees which sets out the Council's vision and values. Individual service areas also deliver service specific induction. The Council is linked into national Workforce and Learning and Development agendas which are professionally specific and related to regulated and integrated services. The Council also works closely with other agencies on national Workforce and Leadership priorities through Convention of Scottish Local Authorities (CoSLA) and the Society of Personnel and Development Scotland (SPDS) and is represented on many national workforce groups.

The Council has specific leadership meetings in place to ensure a consistent and strategic message is discussed and disseminated. The Council Leadership Team meets monthly for topic specific focus on key strategic areas. The wider Council Leadership Team also meets monthly with separate service team meetings following this, ensuring a route for the cascade of information to the wider workforce. Regular Chief Executive Blogs are communicated using the Council's OneDundee intranet giving leadership messages and information which transcends individual services.

The Council has established a twice-yearly Leadership Conference for Senior Managers and officers to discuss emerging issues within Dundee and beyond. Senior leaders are involved in a number of groups at a national level. Relaunched in 2024, Leading Team Dundee, the Council's flagship development and engagement programme for leaders or those developing a leadership role, hold regular events, linked to the Leadership Conference themes or other key strategic or developmental issues. The Council also supports a range of accredited and in-house leadership development activity that supports personal and professional development as a leader.

The Council's Our People Strategy ([Report 288-2022](#)) It sets out the strategic direction and ambitions for the workforce, linked to the City and Council Plans with clear values framed around a positive employee experience:

- 1) To be open and honest;
- 2) To be fair and inclusive;
- 3) To always be learning; and
- 4) To be innovative and transforming.

The MyLearning Hub refers to My Contribution. The Council encourages employees to seek improvement to working practices and come up with solutions and ideas to continually improve the way things are done. By ensuring skills in performance management, service design and continuous improvement, the Council will have the ability to review the services that are provided to citizens and suggest better ways to deliver outcomes. An empowered workforce is crucial to the Council's journey towards having a positive culture of innovation, improvement and change. The Hub also contains a wide range of information on leadership, professional development, qualifications and continuous improvement opportunities available for all employees to consider.

Job descriptions and person specifications are available for all posts advertised. The Council's employee appraisal process, Quality Conversations, links employee objectives to the priorities in their Service's Service Plan and links to the Council Plan and the Council's Corporate Performance Management system records and monitor progress against key strategic projects. The Council published it's [Fair Work First Statement](#) in March 2024.

MANAGING RISKS AND PERFORMANCE THROUGH ROBUST INTERNAL CONTROL AND STRONG PUBLIC FINANCIAL MANAGEMENT

The Council has a developed Risk Management Policy and Strategy ([Report 227-2023](#)). This states that Dundee City Council is dedicated to the management of risk in order to:-

- safeguard its stakeholders
- protect its property
- ensure compliance with its statutory obligations
- preserve and enhance service delivery
- maintain effective stewardship of public funds
- protect its reputation and promote a favourable corporate image.

The main priorities within this policy are the identification, evaluation and control of risks which threaten the Council's ability to deliver services to the public. A comprehensive Risk Management Framework is in place. This includes:

- a Risk Management Policy and Strategy which incorporates governance / reporting arrangements, corporate risk appetite and risk assessment scoring matrix
- Corporate Risk Register in place and reported to Elected Members
- a Risk and Assurance Board (RaAB) which meets every second month – this includes all council Heads of Service and a representative from each of Dundee Health and Social Care Partnership and Leisure and Culture Dundee and is chaired by the Executive Director of Corporate Services
- Risk management procedural guidelines
- Formal adoption of risk management software within the Council's Corporate Performance Management System to enable effective monitoring of the council's risks.

The Council has a high-level Business Continuity Plan which sets out the arrangements by which the Council aims to continue to deliver its critical services in the event of an emergency event. Critical services are identified through a process of identification and analysis contained within risk registers. The Business Continuity Strategy continues to be developed and will require to be revisited in response to the Covid 19 crisis and will likely require to change from being neatly documented and allocated against defined events to assurance around leadership, delegation, built-in flexibility, and defining capabilities.

Resources aimed at improving internal control within the Council are allocated according to priorities determined by the [Internal Audit Annual Audit Plan 2024/2025 \(link to Scrutiny Committee's April Agenda Papers\)](#) reflecting the changing risks and priorities of the Council.

The Council's accounts include an annual corporate governance statement.

The Council's revised Corporate Performance Management Framework for 2021-24 which was approved in March 2021 ([Report 66-2021](#)) aims to provide an overview of the Council's approach to performance management and the range of public reporting that takes place throughout the year. Performance is monitored and reported on the Council's Corporate Performance Management System. The framework aims to document the range of reports that are produced or are planned to be produced for Members. This includes publishing information for the public reporting of performance.

The reporting of performance to Elected Members, the public and other stakeholders helps to ensure accountability. Elected Members have a key role in prioritising and scrutinising improvement activity through the Committee process. In order to better equip Elected Members to meet their responsibilities in relation to managing performance, officers have delivered training on performance management. To ensure the Council's Scrutiny Committee complies with the recommendations in CIPFA's Position Statement: Audit Committees in Local Authorities and Police 2022, Scrutiny Committee members undertake a self-assessment of their performance, knowledge and skills, and an annual report is prepared from the Scrutiny Committee to the Council. This information is then used to identify any actions or training required for Scrutiny Committee members.

The City Plan Annual Progress reports will include outcomes measures across three strategic priorities. All Strategic Services are required to produce a service plan showing their contribution to the priorities. The Council Plan adopts many of the City Plan targets. The Council Plan contains the Service Area Service Plans. The Council Plan Annual Progress reports contain Key Performance Indicators (KPI's). The approach to performance monitoring and reporting has been strengthened by adding a six-month mid-year performance report to the established process of annual reporting. Progress towards strategic actions and key performance indicators in both the City and Council Plans are now presented in a combined report to the Council Leadership Team, the Council's Scrutiny Committee, the City Governance Committee and the Dundee Partnership Management Group twice yearly. As many of the KPI's are in both the City Plan and Council Plan, this is a more effective way of reporting.

The overall performance of the Council is monitored through the Council Plan and includes indicators from the LGBF and National Performance Framework. The Council uses the Annual Local Government Benchmarking Framework as a significant comparative analysis tool and an annual report is submitted to the City Governance Committee followed by the Scrutiny Committee ([Report 71-2023](#)). A comparison report will be made to Committee every year and excerpts included on the Council's website on a user friendly basis [Dundee Performs](#).

The Improvement Service has also set up a number of benchmarking groups designed to improve performance throughout Scotland. These groups meet regularly and their findings reports to Committee to improve service delivery. Dundee City Council has representatives on all these working groups to ensure full participation in this important process.

The Council fosters relationships and partnerships with other public, private and voluntary organisations in delivering services that meet the needs of the local community.

The Council also responds to findings and reviews of Audit Scotland, other statutory bodies and its own Internal Audit Service.

IMPLEMENTING GOOD PRACTICES IN TRANSPARENCY, REPORTING AND AUDIT TO DELIVER EFFECTIVE ACCOUNTABILITY

The Council is committed to the transparency and scrutiny of its services and processes including decision-making. To that end a Scrutiny Committee was established in April 2009 with a wide-ranging remit including:

- scrutinise, review and examine reports and action plans relating to service delivery and Council policy referred to the Committee from the City Council, its Committees and Sub-Committees (excluding reports referred to a Best Value Working Group) and report back where necessary;
- examine and review external inspection reports which would benefit from scrutiny and report back to the relevant service committee as appropriate;
- review and monitor the Council's complaints system and report back to the relevant Committee as appropriate;
- review annually the Council's corporate governance arrangements and report back to the City Governance Committee as appropriate;
- consider and monitor the strategy, plan and performance of the Council's risk management arrangements and seek assurances that action is being taken on risk related issues;

- consider and monitor the strategy, plan and performance of the Council's Internal Audit Service;
- consider the strategy and plans of the Council's External Auditor;
- consider internal and external audit reports and seek assurance that appropriate action has been taken;
- monitor the implementation of internal and external audit recommendations agreed with management;
- receive the Annual Report of the Chief Internal Auditor;
- consider and monitor the effectiveness of the Council's anti-fraud and anti-corruption arrangements and receive reports on an exception basis;
- review performance reports; and
- review progress in implementing the City and Council Plans.

The Scrutiny Committee also has the power to establish scrutiny panels to review particular subjects which the Chief Executive determined would benefit from scrutiny.

The Council has in place a range of measures to support reporting and accountability including:

- an effective Council Committee structure;
- a Community Asset Transfer Strategy;
- a Council website that is maintained and developed;
- a "Dundee Performs" section on the Council website;
- a Council intranet system for sharing information internally;
- the Our People Strategy;
- integrated Impact Assessments ensures that all likely impacts of reports have been considered and provide details of any mitigation action required to overcome negative impacts;
- a Digital Strategy to guide investment in ICT;
- the OneDundee intranet site which provides access to corporate information and policies to employees who do not have day-to-day access to IT facilities;
- a social media policy which empowers service areas to harness these powerful communications channels while mitigating the potential risks;
- a Corporate Integrity Group;
- regular progress reports against the City Plan and the Council Plan;
- service plans for all service areas. Regular performance reports in relation to the service plans began to be reported to relevant Committees from November 2021
- a performance management framework
- a Senior Officer Resilience Group
- participation in the National Fraud Initiative strategy for sharing and cross-matching data with regular reports to Committee;
- a long-term Financial Outlook and Financial Strategy 2020-30;
- a Medium-Term Financial Strategy;
- a Longer-Term Revenue Budget Model;
- formal revenue and capital budgetary control systems and procedures;
- a Risk Management Policy and Strategy, Corporate and Service Risk Registers;
- a Corporate Governance Assurance Statement Group; and
- a Strategic Information Governance Group.

The Internal Audit Service operates in accordance with the Public Sector Internal Audit Standards and reports functionally to the Scrutiny Committee. Internal Audit undertakes an annual programme of work, which is reported to the Scrutiny Committee. The Chief Internal Auditor also provides an annual independent opinion on the adequacy and effectiveness of the Council's governance, risk management and control framework.

The roles and responsibilities of Councillors and Officers are clearly defined in the [Standing Orders](#) of the authority, the Scheme of Delegation of Powers to Officers of the Council, the Scheme of Tender Procedures and the Scheme of Financial Regulations.

The Council has corporate guidance on recruitment and selection and ensures that all officers involved are appropriately trained for their roles. Councillors' Professional Development is also available. Councillors on the Personnel Appointments Sub-Committee must undertake Fair Selection training. There is also further bespoke training for Elected Members sitting on the Licensing Committee and the Planning Committee and Councillors have also received training on the Ethical Standards regime and Performance Management.

The Council has a well-developed programme for supporting Elected Members to perform their role effectively including a half day “essential briefing” after each election, a series of “meet the managers” sessions, issuing induction notebooks produced by the Improvement Service and organising a series of other briefings and seminars. These sessions often focus on delivering change, particularly when new legislation or policies are being proposed. In addition, sessions are delivered on topics of interest or concern. Sessions are offered at various times during the day / evening to maximise opportunities for those Members who work or have other commitments to attend. The Council has adopted the Continuing Professional Development Framework for Elected Members developed by The Improvement Service.

The [Scheme of Members' Salaries, Pensions and Expenses \(Report 136-2022\)](#) sets out the terms of Councillors' remuneration. Details of all Councillors' expenses are published on the internet and in the local press on an annual basis.

The Council's Chief Executive is responsible to the authority for all aspects of executive management.

The Chief Executive, Executive Director of Corporate Services and Head of Democratic and Legal Services are responsible for ensuring that agreed procedures are followed and that all applicable statutes, regulations and statements of good practice are complied with.

The Executive Director of Corporate Services is responsible for ensuring appropriate advice is given to the Council on all financial matters, keeping proper financial records and accounts and maintaining an effective system of internal financial control under the terms of the Financial Regulations.

The Chief Social Work Officer is responsible for ensuring the provision of effective professional advice to the Council - elected members and officers - in the authority's provision of Social Work services.

The Chief Education Officer is responsible for ensuring the provision of effective professional advice to the Council - elected members and officers - in the provision of Education services.

The roles of senior officers are defined in agreed Job Descriptions. Employee performance is reviewed on an annual basis through the Council's appraisal process, Quality Conversations.

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DUNDEE CITY COUNCIL**CONTINUOUS IMPROVEMENT AGENDA FOR 2023/2024 – WITH PROGRESS UPDATES**

The Council's Corporate Governance working group identified the following areas for improvement to be taken forward during 2023/2024. Full details are included in the Council's Local Code of Corporate Governance ([Report 166-2023](#)) and the 2022/2023 Annual Governance Statement ([Report 167-2023](#)) updated for final version in 2022/2023 Audited Accounts to Scrutiny Committee on 25 October 2023([Report 314-2023](#)).

ORIGINAL IMPROVEMENT AGENDA ON 2022/2023 LOCAL CODE OF CORPORATE GOVERNANCE AND ANNUAL GOVERNANCE STATEMENT REPORTS						PROGRESS UPDATES	
	Improvement	Source	Details	Responsible Officer	Target Completion Date	Actual Completion Date	Comments (e.g. Estimated Completion Date, Reasons for delays, etc.)
1	Continue to develop Business Continuity Strategy.	Local Code of Corporate Governance 2017/2018. (Principle F: Managing Risk). Report 223-2017	Carried forward from 2022/2023. In progress.	Service Manager - Community Safety and Resilience.	31/12/2023		A Business Continuity Strategy has been drafted to be shared with the Risk and Assurance Board and Council Leadership Team for approval. *
2	Replace Construction Services' Costing System.		Carried forward from 2022/2023. In progress.	Head of Construction and Head of Customer Services and IT.	01/10/2023		Device roll out is complete. Sprint Testing is ongoing for costing system. Some rework required for financial processes. Work allocation sprint test for property maintenance team now in progress - feedback being reviewed to identify what changes / improvements can be made. Progress of implementation of Civica CX and Total Mobile has been delayed due to IT issues and other priorities (e.g. relets, etc.). Ongoing testing by Corporate Finance and Construction Services. Feedback will determine next actions. *

3	Develop a future needs analysis and workforce plan within each service area for the short, medium and long term in line with the Our People and Workforce Strategy.	Best Value Self-Assessment Report 68-2020	Carried forward from 2022/2023. In progress. To ensure staff skills match service delivery requirements and align workforce and strategic planning to ensure citizen's needs are being met in accordance with agreed priorities and statutory duties.	Joint Head of People.	31/12/2023	31/07/2023	Future Needs Analysis approved by Council Leadership Team in July 2023. Complete. All Service level Workforce Plans completed on 4 th April 2023.
4	Implementation of Corporate Property Management system.	Annual Governance Statement 2022/2023. (Self-Assessment Checklist (SAC): Internal Control Environment section).	New for 2023/2024.	Head of Design and Property Services.	31/03/2027		Project Initiation Document still currently being prepared for this project. Confirmation this will include spec for new system, option appraisal and confirmation of funding in capital programme. Resource requires to be identified to progress the next stage. *
5	Roll-out Procurement Strategy, including implementation of Sourcing Strategies.	Annual Governance Statement 2022/2023. (Self-Assessment Checklist (SAC): Budgeting, Accounting and Financial Control section).	New for 2023/2024.	Head of Corporate Finance.	31/03/2024	03/05/2024	Approved Procurement Strategy 2023-2024 now rolled out and has been refreshed by an updated 3-year Procurement Strategy covering the period 2024-2027. Sourcing strategy process is now also embedded although limits for preparation and approval of these is under review and will be reflected in the revised standing orders / tender procedures and updated in the relevant procurement guidance.
6	Full implementation of No Purchase Order No Pay.	Annual Governance Statement 2022/2023. (Self-Assessment Checklist (SAC): Budgeting, Accounting and Financial Control section).	New for 2023/2024.	Head of Corporate Finance.	31/03/2024	03/05/2024	Regular user training now in place and is available to services through MyLearn. Guidance on payments and purchasing agreed including review of approval levels for all purchase orders and process to update these and this was issued to all services in April 2024. Compliance with this guidance will be monitored on any ongoing basis.

7	Mandatory Data Protection Impact Assessment (DPIA) training for appropriate officers.	Annual Governance Statement 2022/2023. (Self-Assessment Checklist (SAC): Information Governance section).	New for 2023/2024.	Head of Democratic and Legal Services.	31/03/2024		To enable this action to be completed Services are currently identifying the appropriate officers to be trained. *
8	Review the Council's Standing Orders.	Annual Governance Statement 2022/2023. (Self-Assessment Checklist (SAC): Internal Control Environment section).	New for 2023/2024.	Head of Democratic and Legal Services.	30/09/2023		Order of Reference to City Council and Committees reviewed following amendments to the Committee Structure. Scheme of Delegation of Powers agreed by Council Leadership Team. Standing Orders will be considered by Elected Members after the Summer Recess by the City Governance Committee. *

* Carried forward items have been included in Appendix 3 with new target completion dates

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DUNDEE CITY COUNCIL**CONTINUOUS IMPROVEMENT AGENDA FOR 2024/2025**

The Council's Corporate Governance working group has identified the following areas for improvement, full details are included in the Council's Local Code of Corporate Governance, to be taken forward during 2024/2025:

	Improvement	Source	Details	Responsible Officer	Target Completion Date
1	Continue to develop Business Continuity Strategy.	Local Code of Corporate Governance 2017/2018. (Principle F: Managing Risk). Report 223-2017	Carried forward from 2023/2024. In progress.	Service Manager - Community Safety and Resilience.	31/03/2025
2	Replace Construction Services' Costing System.		Carried forward from 2023/2024. In progress.	Head of Construction and Head of Customer Services and IT.	31/03/2025
3	Implementation of Corporate Property Management system.	Annual Governance Statement 2022/2023. (Self-Assessment Checklist (SAC): Internal Control Environment section).	Carried forward from 2023/2024. In progress.	Head of Design and Property Services.	31/03/2027
4	Mandatory Data Protection Impact Assessment (DPIA) training for appropriate officers.	Annual Governance Statement 2022/2023. (Self-Assessment Checklist (SAC): Information Governance section).	Carried forward from 2023/2024. In progress.	Head of Democratic and Legal Services.	31/03/2025
5	Review the Council's Standing Orders.	Annual Governance Statement 2022/2023. (Self-Assessment Checklist (SAC): Internal Control Environment section).	Carried forward from 2023/2024. In progress.	Head of Democratic and Legal Services.	30/09/2024
6	Roll-out advanced risk management training module for senior officers.	Corporate Governance Assurance Statement Group.	New for 2024/2025.	Head of Corporate Finance	31/03/2025
7	Fully roll-out Quality Conversations.	Annual Governance Statement 2023/2024. (Self-Assessment Checklist (SAC): Internal Control Environment.	New for 2024/2025.	Head of People	31/03/2025

APPENDIX 4

The Council's Local Code of Corporate Governance 2023/2024 reflects the requirements of the CIPFA/SOLACE Delivering Good Governance in Local Government Framework published in 2016 and the supporting Guidance Note for Scottish Authorities published in November 2016. For each of the seven core principles of good governance, the CIPFA/SOLACE Delivering Good Governance in Local Government Framework (2016) provides supporting principles and a range of specific requirements that should be reflected in local authorities' Local Codes of Corporate Governance. The supporting Guidance Note for Scottish Authorities (2016) provides more detail and examples of evidence such as systems, processes and documentation that may be used to demonstrate local compliance with these principles.

The CIPFA/SOLACE template detailed within the Guidance Note for Scottish Authorities has been followed in developing the Council's Local Code of Corporate Governance. As part of the self-assessment process the Council's arrangements have been evaluated using the scoring system summarised in the table below:

EVALUATION	DEFINITION
4	Fully compliant with the requirement of the local code
3	Mostly compliant with the requirements of the local code
2	Partially compliant with local code requirements
1	Not compliant with local code requirements

The information gathered from the 2023/2024 self-assessment of the Council's governance arrangements and detailed in the attached schedules has been used to inform the areas to be included in the Council's improvement plan for the year.

PRINCIPLE A		Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
1	Behaving with integrity	1.1	Ensure members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation.	Councillors' and Employees' induction. Councillors' and Employees' Codes of Conduct. Head of Service sign off of Local Code of Corporate Governance. Appraisal process (Quality Conversations). Employee policies and procedures on OneDundee. Communication Strategy 2022-2027 and annual progress updates. Ethical Values Framework. Social Media Policy. Data Protection Policy. Data Breach Management Procedure. General Data Protection Regulation (GDPR) Employee Handbook. Leadership of Public Protection Arrangements reports. Open Data Policy. Annual Corporate Fraud Team Activity and Performance Report, including Whistleblowing.	4	N
		1.2	Ensure members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood.	Council Vision. Council Principles. Council Plan. Communication Strategy 2022-2027 and annual progress updates. My View system. Freedom of Information procedures. Data Protection Act compliance. Record Retention schedules. Leadership Conference, programme and values. Members' approval process.	4	N
		1.3	Lead by example and use these standard operating principles or values as a framework for decision making and other actions.	Declaration of interest made at meetings. Conduct at meetings. Shared values guide decision making. Develop and maintain an effective Scrutiny Committee. Annual Governance Statement. Compliance with CIPFA's Financial Management Code.	4	N
		1.4	Demonstrate, communicate and embed, the standard	Corporate fraud and corruption policy. Up-to-date register of interests.	4	N

		<p>operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively.</p>	<p>Up-to-date register of gifts, gratuities and hospitality. Whistle-blowing policy in place and widely available. Annual Corporate Fraud Team Activity and Performance Report, including Whistleblowing. Complaints policy and ensuing improvements. Improving Services through Listening to Customers and Service Users. Councillors' and Employees' Codes of Conduct. Minutes show declarations of interest. Our People Strategy 2022-2027. Pension newsletter. Service newsletters. Intranet. Employee Conditions, Policies and Procedures. Corporate Integrity Group. Risk Management Policy and Strategy. Corporate Procurement Strategy. Anti-Bribery Policy. Anti-Money Laundering Policy and Risk Register. Dedicated Corporate Fraud Team (CFT). National Fraud Initiative (NFI) biennial exercise participation and additional pensions data matching. Public reporting of Whistleblowing, NFI, CFT and Integrity Group cases / outcomes. Serious Organised Crime Group. Social Media Policy. Communication Strategy 2022-2027. Data Protection Policy. Data Breach Management Procedure. Performance Management Framework 2021-2024. Open Data Policy.</p>		
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PRINCIPLE A (cont'd)		Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
2	Demonstrating strong commitment to ethical values	2.1	Seek to establish, monitor and maintain the organisation's ethical standards and performance.	Scrutiny of ethical decision making. Championing ethical guidance at governing body level. Ethical Values Framework. Performance Management Framework 2021-2024.	4	N
		2.2	Underpin personal behaviour with ethical values and ensure they permeate all aspects of the organisation's culture and operation.	Provision of ethical awareness training. Integrated Impact Assessments. Equality outcomes. Ethical Values Framework. Our People Strategy 2022-2027. Social Media Policy. Data Protection Policy. Open Data Policy.	4	N
		2.3	Develop and maintain robust policies and procedures which place emphasis on agreed ethical values.	Appraisal processes take account of values and ethical behaviour. Staff recruitment policy. Procurement policy. Ethical Values Framework.	4	N
		2.4	Ensure that external providers of services are required to act with integrity and in compliance with high ethical standards expected by the organisation.	Agreed values in partnership working. Protocols for partnership working. Partnership document of agreed values.	3	Y
3	Respecting the rule of law	3.1	Ensure members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations.	Statutory provisions. Statutory guidance is followed. Standing Orders.	4	N
		3.2	Create the conditions to ensure that the statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements.	Job descriptions and specifications. Compliance with CIPFA's Statement on the Role of the Chief Financial Officer. Compliance with CIPFA's Financial Management Code. Terms of reference. Committee support.	4	N

PRINCIPLE A (cont'd)		Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law				
Supporting Principle		The local code should reflect the requirements for local authorities to:	Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)	
		3.3	Strive to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders.	Record of legal advice provided by officers. Record of other professional advice. Procurement and tendering procedures. Financial regulations.	4	N
		3.4	Deal with breaches of legal and regulatory provisions effectively.	Monitoring officer provisions. Record of legal advice provided by officers. Statutory provisions. Whistleblowing Policy.	4	N
		3.5	Ensure corruption and misuse of power are dealt with effectively.	Corporate fraud and corruption policy. Corporate Integrity Group. Dedicated Corporate Fraud Team. Anti-Bribery Policy. Anti-Money Laundering Policy and Risk Register. Annual Corporate Fraud Team Activity and Performance Report, including Whistleblowing.	4	N

PRINCIPLE B		Ensuring openness and comprehensive stake holder engagement				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
1	Openness	1.1	Ensure an open culture through demonstrating, documenting and communicating, the organisation's commitment to openness.	Annual Report. Freedom of Information Act publication scheme. Online Council Tax information. Council's goals and values. Council website. Scrutiny Committee held in public and live streamed since January 2024. Corporate Procurement Strategy. Tender Procedures. Register of Gifts, Gratuities and Hospitality. Register of Interests. Dundee Decides / Engage Dundee / Dundee Climate Fund / Dundee's Voice. Communication Strategy 2022-2027. Performance Management Framework 2021-2024. Best Value Assurance Report – Action Plan Progress Updates. Open Data Policy.	4	N
		1.2	Make decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification of the reasoning for keeping a decision confidential should be provided.	Record of decision-making and supporting materials. Agenda and Minutes of Scrutiny Committee. Documented follow-up requests. Changing for the Future Reviews. Best Value self-evaluation. Best Value Assurance Report – Action Plan Progress Updates.	4	N
		1.3	Provide clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensure that the	Decision-making protocols. Report pro-formas. Record of professional advice in reaching decisions. Meeting reports show details of advice given. Discussion between members and officers on the information needs of members to support decision-making.	4	N

		impact that the impact and consequences of those decisions are clear.	Agreement on the information that will be provided and timescales. Calendar of dates for submitting, publishing and distributing timely reports is adhered to. Integrated Impact Assessments.		
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PRINCIPLE B (cont'd)		Ensuring openness and comprehensive stake holder engagement				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
		1.4	Use formal and informal consultation and engagement to determine the most appropriate and effective interventions / courses of action.	Community Strategy. Use of consultation feedback. Dundee Decides / Engage Dundee / Dundee Climate Fund / Dundee's Voice. Mainstreaming Participatory Budgeting. Improving Services through Listening to Customers and Service Users. Performance Management Framework 2021-2024. Community Wealth Building in Dundee.	4	Y
2	Engage comprehensively with institutional stakeholders	2.1	Effectively engage with institutional stakeholders to ensure that the purpose, objectives, and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably.	Communication Strategy 2022-2027 and annual progress updates. Dundee Decides / Engage Dundee / Dundee Climate Fund / Dundee's Voice. Mainstreaming Participatory Budgeting. Improving Services through Listening to Customers and Service Users. Performance Management Framework 2021-2024. Community Wealth Building in Dundee.	3	Y
		2.2	Develop formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively.	Database of stakeholders with whom the authority should engage and for what purpose and a record of an assessment of the effectiveness of any changes. Performance Management Framework 2021-2024. Community Wealth Building in Dundee.	4	N
		2.3	Ensure that partnerships are based on trust, a shared commitment to change, a	Partnership framework. Partnership protocols. Community Councils.	3	Y

			culture that promotes and accepts challenge among partners and that the value of partnership working is explicit.	Dundee Partnership. Performance Management Framework 2021-2024. Community Wealth Building in Dundee.		
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PRINCIPLE B (cont'd)		Ensuring openness and comprehensive stake holder engagement				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
3	Engage stakeholders effectively including individual citizens and service users	3.1	Establish a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service provision is contributing towards the achievement of intended outcomes.	Record of public consultations. Partnership framework. Dundee Decides / Engage Dundee / Dundee Climate Fund / Dundee's Voice. Mainstreaming Participatory Budgeting. Improving Services through Listening to Customers and Service Users. Performance Management Framework 2021-2024. Community Wealth Building in Dundee.	4	N
		3.2	Ensure that communication methods are effective and that members and officers are clear about their roles with regard to community engagement.	Communication Strategy 2022-2027 and annual progress updates.	4	N
		3.3	Encourage, collect and evaluate the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs.	Communication Strategy 2022-2027 and annual progress updates. Joint needs assessment. Local Community Planning Partnerships. Dundee Decides / Engage Dundee / Dundee Climate Fund / Dundee's Voice. Improving Services through Listening to Customers and Service Users. Community Councils. Community Representation Bodies. Performance Management Framework 2021-2024. Community Wealth Building in Dundee.	4	N
		3.4	Implement effective feedback mechanisms in order to	Communication Strategy 2022-2027 and annual progress updates.	4	N

		demonstrate how their views have been taken into account.	Consultations. Dundee Decides / Engage Dundee / Dundee Climate Fund / Dundee's Voice. Improving Services through Listening to Customers and Service Users. Community Councils. Community Representation Bodies.		
	3.5	Balance feedback from more active stakeholder groups with other stakeholder groups to encourage inclusivity.	Processes for dealing with competing demands within the community, for example consultation. Dundee Decides / Engage Dundee / Dundee Climate Fund / Dundee's Voice. Improving Services through Listening to Customers and Service Users. Community Councils. Community Representation Bodies.	4	N
	3.6	Take account of the interests of future generations of tax payers and service users.	Reports. City and Council Plans. Joint strategic needs assessment. Long-term Financial Outlook and Financial Strategy 2020-2030. Financial Outlook and Strategy (including Medium-Term Financial Strategy). Longer-Term Revenue Budget Model. City Centre Strategic Investment Plan Progress Report, including Stakeholder consultation. Capital Plan.	4	N

PRINCIPLE C		Defining outcomes in terms of sustainable economic, social and environmental benefits				
Supporting Principle		The local code should reflect the requirements for local authorities to:	Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)	
1	Define outcomes	1.1	Have a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions.	Vision used as a basis for corporate and service planning. City and Council Plans, with twice yearly progress updates against strategic actions and key performance indicators in both Plans presented in a combined report to the Council Leadership Team, to Committee, and the Dundee Partnership Management Group. Communication Strategy 2022-2027 and annual progress updates. Council Leadership Team meetings. Service plans and regular progress updates. Thematic plans. Performance Management Framework 2021-24. Sustainable Procurement Policy. Dundee Climate Change Action Plan.	4	N
		1.2	Specify the intended impact on or changes for stakeholders including citizens and service users. It could be immediately or over the course of a year or longer.	Community engagement or involvement. Corporate and Service Performance Scorecards. Community strategy. Integrated Impact Assessment Tool. Dundee Climate Change Action Plan. Dundee Decides / Engage Dundee / Dundee Climate Fund / Dundee's Voice. Mainstreaming Participatory Budgeting. Improving Services through Listening to Customers and Service Users. Community Wealth Building in Dundee. City and Council Plans, with twice yearly progress updates against strategic actions and key performance indicators in both Plans presented in a combined report to the Council Leadership Team, to Committee, and the Dundee Partnership Management Group.	4	Y

		1.3	Deliver defined outcomes on a sustainable basis within the resources that will be available.	Regular reports on progress to Committee. Performance Management Framework 2021-24.	4	N
		1.4	Identify and manage risks to the achievement of outcomes.	Performance trends are established and reported upon. Risk Management Policy and Strategy, and Corporate and Services' Risk Registers. Risk and Assurance Board. Integrity Group with standing agenda item of horizon scanning. Internal audit function. Integrated Impact Assessment.	4	N
		1.5	Manage service users' expectations effectively with regard to determining priorities and making the best use of the resources available.	An agreed set of quality standard measures for each service element are included in service plans. Service quality comparators and analysis. Local Government Benchmarking Framework- Annual Public Performance Reports. Processes for dealing with competing demands within the community. Improving Services through Listening to Customers and Service Users.	4	N

PRINCIPLE C (cont'd)		Defining outcomes in terms of sustainable economic, social and environmental benefits				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
2	Sustainable economic, social and environmental benefits	2.1	Consider and balance the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision.	Capital investment is structured to achieve appropriate life spans and adaptability for future use so that resources are spent on optimising social, economic and environmental well-being: <ul style="list-style-type: none"> - Capital programme, - Capital Investment Strategy, - Capital Strategy. Long-term Financial Outlook and Financial Strategy 2020-2030.	4	N

			Financial Outlook and Strategy (including Medium-Term Financial Strategy). Longer-Term Revenue Budget Model. Integrated Impact Assessment. Best Value Assurance Report – Action Plan Progress Updates.		
	2.2	Take a longer-term view with regard to decision-making taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints.	Discussion between members and officers on the information needs of members to support decision-making. Record of decision-making and supporting materials. Risk Management Policy and Strategy, and Corporate Risk Register. Risk and Assurance Board. Long-term Financial Outlook and Financial Strategy 2020-2030. Financial Outlook and Strategy (including Medium-Term Financial Strategy). Longer-Term Revenue Budget Model. Capital Plan.	4	N
	2.3	Determine the wider public interest associated with balancing conflicting interests between achieving the various economics, social and environmental benefits through consultation where possible. In order to ensure appropriate trade-offs.	Record of decision-making and supporting materials. Protocols for consultation. Dundee Decides / Engage Dundee / Dundee Climate Fund / Dundee's Voice. Improving Services through Listening to Customers and Service Users. Integrated Impact Assessment.	4	N
	2.4	Ensure fair access to services.	Protocols ensure fair access and statutory guidance is followed. Customer Charter. Equalities Mainstreaming Report. Fairness Strategy.	4	N

PRINCIPLE D		Determine the interventions necessary to optimise the achievement of the intended outcomes.				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
1	Determining interventions	1.1	Ensure decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and include the risks associated with those options.	Discussion between members and officers on the information needs of members to support decision-making. Decision-making protocols. Option appraisal guidance and template. Agreement of information that will be provided and timescales.	4	N
		1.2	Consider feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts.	Financial strategy. Customer surveys used for service planning. Stakeholder surveys. Councillors' constituent feedback. Internal feedback. Complaints / Compliments feedback. Improving Services through Listening to Customers and Service Users. Performance Management Framework 2021-2024. Dundee Decides / Engage Dundee / Dundee Climate Fund / Dundee's Voice.	4	N
2	Planning interventions	2.1	Establish and implement robust planning and control cycles that cover strategic and operational plans, priorities and targets.	Calendar of dates for developing and supporting plans. Performance Management Framework 2021-2024.	4	N
		2.2	Engage with internal and external stakeholders in determining how services and other courses of action should be planned and delivered.	Community plans. Participatory Budgeting: Dundee Decides / Dundee Climate Fund. Employee Survey. Community Councils. Community Representation Bodies. Improving Services through Listening to Customers and Service Users. Dundee Decides / Engage Dundee / Dundee Climate Fund / Dundee's Voice.	4	N

		2.3	Consider and monitor risks facing each partner when working collaboratively including shared risks.	Partnership framework. Risk Management Policy and Strategy, Corporate and Services' Risk Registers, and Risk Management Framework. Risk and Assurance Board. Pan-Tayside Chief Internal Auditors meeting. Tayside Wide Risk Management Group (IJB/Health and local authority reps)	4	N
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PRINCIPLE D (cont'd)		Determine the interventions necessary to optimise the achievement of the intended outcomes.				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
		2.4	Ensure arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances.	Planning protocols.	4	N
		2.5	Establish appropriate Key Performance Indicators (KPI's) as part of the planning process to identify how the performance of services and projects is to be measured.	KPI's have been established and approved for each service element and included in the Council Plan and are reported upon regularly (Included in the Corporate Performance Management system). Service Plans with regular progress updates.	4	N
		2.6	Ensure capacity exists to generate the information required to review service quality regularly.	Reports include detailed performance results and highlight areas where corrective action is necessary. Corporate Performance Management system. Performance Management Framework 2021-2024. Best Value Assurance Report – Action Plan Progress Updates.	4	N
		2.7	Prepare budgets in accordance with organisational objectives, strategies and the medium term financial plan.	Evidence that budgets, plans and objectives are aligned. Capital Investment Strategy. Capital Strategy. Three-year Revenue Budget. Long-term Financial Outlook and Financial Strategy 2020-2030.	4	N

			Financial Outlook and Strategy (including Medium-Term Financial Strategy). Longer-Term Revenue Budget Model.		
	2.8	Inform medium and long-term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy.	Budget guidance and protocols. Long-term Financial Outlook and Financial Strategy 2020-2030. Financial Outlook and Strategy (including Medium-Term Financial Strategy). Longer-Term Revenue Budget Model. Corporate plans. Capital Investment Strategy. Capital Strategy. Three-Year Revenue Budget.	4	N

PRINCIPLE D (cont'd)		Determine the interventions necessary to optimise the achievement of the intended outcomes.				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
3	Optimising achievement of intended outcomes	3.1	Ensure the medium-term financial strategy integrates and balances service priorities, affordability and other resource constraints.	Feedback surveys and exit / decommissioning strategies. Long-term Financial Outlook and Financial Strategy 2020-2030. Financial Outlook and Strategy (including Medium-Term Financial Strategy). Longer-Term Revenue Budget Model. Three-Year Revenue Budget. Budget Guidance and Protocols.	4	N
		3.2	Ensure the budget process is all inclusive, taking into account the full cost of operations over the medium and longer-term.	Budgeting guidance and protocols. Long-term Financial Outlook and Financial Strategy 2020-2030. Financial Outlook and Strategy (including Medium-Term Financial Strategy). Longer-Term Revenue Budget Model. Corporate plans. Capital Investment Strategy. Capital Strategy. Three-Year Revenue Budget.	4	N

	3.3	Ensure the medium-term financial strategy sets the context for on-going decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage.	Financial strategy. Long-term Financial Outlook and Financial Strategy 2020-2030. Financial Outlook and Strategy (including Medium-Term Financial Strategy). Longer-Term Revenue Budget Model. Corporate plans. Capital Investment Strategy. Capital Strategy. Capital Plan. Three-Year Revenue Budget.	4	N
	3.4	Ensure the achievement of “social value” through service planning and commissioning.	Service Performance Scorecards demonstrate consideration of “social value.” Achievement of “social value” is monitored and reported upon. Corporate Procurement Strategy. Equalities. Integrated Impact Assessments.	4	Y

PRINCIPLE E		Developing the entity's capacity, including the capability of its leadership and the individuals within it				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
1	Develop the entity's capacity	1.1	Review operations, performance and use of assets on a regular basis to ensure their continuing effectiveness.	Regular review of activities, outputs and planned outcomes. Corporate Asset Management Strategy. Corporate Asset Management Plan. Property Asset Management Plan.	4	N
		1.2	Improve resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that outcomes are achieved effectively and efficiently.	Utilisation of research and benchmarking exercises e.g. APSE, CIPFA, Insight. LGBF indicators. LGBF-Annual Public Performance Reports. Improvement Service benchmarking study groups. Design a Modern Council Transformation Programme. Efficiency savings. Performance Management Framework 2021-2024. Benchmarking via professional national groups e.g. SLACIAG.	4	N
		1.3	Recognise the benefits of partnerships and collaborative working where added value can be achieved.	Dundee City Integration Joint Board. Other Joint Boards, Joint Committees, and Arms-Length External Organisations (ALEOs). Effective operation of partnerships which deliver agreed outcomes. Joint Consultation Arrangements including with the Trades Unions. Local Outcomes Improvement Plan: City Plan. Community Plan. Pan Tayside Chief Internal Auditors meeting. Community Wealth Building in Dundee.	4	N
		1.4	Develop and maintain an effective workforce plan to enhance the strategic allocation of resources.	Organisational development plan. CPD and e-learning. Our People Strategy. Employee and member briefings.	4	N

PRINCIPLE E (cont'd)		Developing the entity's capacity, including the capability of its leadership and the individuals within it				
Supporting Principle		The local code should reflect the requirements for local authorities to:	Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)	
2	Develop the capability of the entity's leadership and other individuals.	2.1	Develop protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained.	Job descriptions. Person specifications. Chief Executive and Executive Directors have considered how best to establish and maintain effective communication.	4	N
		2.2	Publish a statement that specifies the types of decisions that are delegated and those reserved for the collective decision-making of the governing body.	Scheme of delegation reviewed at least annually in the light of legal or organisational changes. Standing orders and financial regulations which are reviewed on a regular basis.	4	N
		2.3	Ensure the leader and the chief executive have clearly defined and distinctive leadership roles within a structure, whereby the chief executive leads the authority in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority.	Clear statement of respective roles and responsibilities and how they will be put into practice.	4	N

PRINCIPLE E (cont'd)		Developing the entity's capacity, including the capability of its leadership and the individuals within it			
Supporting Principle		The local code should reflect the requirements for local authorities to:	Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
		2.4 Develop the capabilities of members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by	Access to courses / information briefings on new legislation. Leadership strategy and programme. Collective training events. Improvement Service masterclasses and courses. Leading Team Dundee. Leadership Conference.	4	N
		- ensuring members and staff have access to appropriate induction tailored to their role and that on-going training and development matching individual and organisational requirements is available and encouraged.	Induction programme. Personal development plans for members and officers. Appraisal process (Quality Conversations).	4	N
		- ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensure that they are able to update their knowledge on a continuing basis.	For example, for members this may include - - scrutinise and challenge, - recognise when outside expert advice is required, - promote trust, - work in partnership, - lead the organisation, - act as a community leader. (through CPD training and IS masterclasses). Other externally developed management programmes. Self-Assessment by Scrutiny Committee Members.	3	Y

PRINCIPLE E (cont'd)		Developing the entity's capacity, including the capability of its leadership and the individuals within it			
Supporting Principle		The local code should reflect the requirements for local authorities to:	Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
		- ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from both internal and external governance weaknesses	Elected Members CPD. National Code of Conduct. Members Checklist. Efficient systems and technology used for effective support. Arrangements for succession planning. Documented shared values. Communicated shared values.	4	N
		2.5 Ensure that there are structures in place to encourage public participation.	Residents' panels. Stakeholder forum terms of reference. Strategic partnership frameworks. Community Councils. Suggestion schemes. Participatory Budgeting: Dundee Decides / Engage Dundee / Dundee Climate Fund / Dundee's Voice. Mainstreaming Participatory Budgeting. Improving Services through Listening to Customers and Service Users. Community Wealth Building in Dundee.	4	N
		2.6 Take step to consider the leadership's own effectiveness and ensure leaders are open to constructive feedback from peer review and inspections.	Review individual member performance on a regular basis taking account of their attendance and considering any training or development needs. Peer reviews.	4	N
		2.7 Hold staff to account through regular performance reviews which take account of training or development needs.	Training and development plan. Staff development plans linked to appraisal process (Quality Conversations). Implement appropriate Human Resource policies and ensure they are working effectively. Personal Harassment Procedure. Disciplinary Procedures. Our People Strategy 2022-2027. Anti-Bribery Policy.	4	N

PRINCIPLE E (cont'd)		Developing the entity's capacity, including the capability of its leadership and the individuals within it				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
		2.8	Ensure arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing.	Human Resource policies. Regular health e-mail bulletins. Healthy Living Initiative. Occupational Health. Healthy Working Lives Group. Employee Health and Wellbeing Framework 2023-2027. Policy on Promoting Health and Attendance. Tayside Mental Health and Wellbeing Strategy.	4	N

PRINCIPLE F		Managing risks and performance through robust internal control and strong public financial management.				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
1	Managing risk	1.1	Recognise that risk management is an integral part of all activities and must be considered in all aspects of decision-making.	Risk management protocol. Risk Management Policy and Strategy. Corporate and Service level Risk Registers. Risk Management Framework. Risk and Assurance Board. Risk training and guidance. E-learning courses on risk.	4	N
		1.2	Implement robust and integrated risk management arrangements and ensure that they are working effectively.	Risk Management Policy and Strategy, Corporate and Services' Risk Registers, and Risk Management Framework.	4	N
		1.3	Ensure that responsibilities for managing individual risks are clearly allocated.	Risk management protocol. Risk Management Policy and Strategy, Corporate and Services' Risk Register, and Risk Management Framework. Risk and Assurance Board.	4	N
2	Managing performance	2.1	Monitor service delivery effectively including planning, specification, execution and independent post-implementation review.	Performance map showing all key activities have performance measures. Benchmark information. Calendar of dates for submitting, publishing and distributing timely reports that are adhered to. Performance Management Framework 2021-2024.	4	N
		2.2	Make decisions based on relevant, clear, objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook.	Discussion between members and officers on the information needs of members to support decision-making. Publication of agendas and minutes of meetings. Agreement on the information that will be needed and timescales. Integrated Impact Assessments.	4	N

PRINCIPLE F (cont'd)		Managing risks and performance through robust internal control and strong public financial management.				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
		2.3	Ensure an effective scrutiny function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing the organisation's performance and that of any organisation for which it is responsible.	The role and responsibility for scrutiny has been established and is clear. Agenda and minutes of scrutiny meetings. Evidence of improvements as a result of scrutiny. Terms of reference. Training for members. Membership of scrutiny committee drawn from opposition groups. Self-Assessment by Scrutiny Committee Members.	4	N
		2.4	Provide members and senior management with regular reports on service delivery plans and on progress towards outcome achievement.	Calendar of dates for submitting, publishing and distributing timely reports that are adhered to. Performance reports. Quarterly performance reports. Statutory Performance Indicators. LGBF-Annual Public Performance Reports. Other indicators. Performance Management Framework 2021-24. Best Value Assurance Report – Action Plan Progress Updates.	4	N
		2.5	Ensure there is consistency between specification stages (such as budgets) and post-implementation reporting.	Financial standards, guidance. Financial Regulations and Standing Orders.	4	N
3	Robust internal control	3.1	Align the risk management strategy and policies on internal control with achieving objectives.	Risk Management Policy and Strategy, Corporate and Services' Risk Registers, and Risk Management Framework. Internal Audit Annual Plan and progress updates. Internal and external audit reports. Annual Report of Chief Internal Auditor.	4	N
		3.2	Evaluate and monitor risk management and internal control on a regular basis.	Chief Internal Auditor reviews governance, risk management and control annually and is included as a member of the Risk and Assurance Board.	4	N

PRINCIPLE F (cont'd)		Managing risks and performance through robust internal control and strong public financial management.				
Supporting Principle		The local code should reflect the requirements for local authorities to:	Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)	
		3.3	Ensure effective counter fraud and anti-corruption arrangements are in place.	<p>Compliance with CIPFA Code of Practice on Managing the Risk of Fraud and Corruption.</p> <p>Counter fraud and corruption policy.</p> <p>Up-to-date register of interests.</p> <p>Up-to-date register of gifts and hospitality.</p> <p>Whistle-blowing policy in place and widely available.</p> <p>Annual Corporate Fraud Team Activity and Performance Report, including Whistleblowing.</p> <p>Complaints policy and ensuing improvements.</p> <p>Members and officers code of conduct.</p> <p>Minutes show declarations of interest.</p> <p>Our People Strategy.</p> <p>Pension newsletter.</p> <p>Intranet.</p> <p>Employee handbook.</p> <p>Corporate Integrity Group.</p> <p>Risk Management Policy and Strategy.</p> <p>Corporate Procurement Strategy.</p> <p>National Fraud Initiative.</p> <p>Anti-Bribery Policy.</p> <p>Anti-Money Laundering Policy and Risk Register.</p> <p>Serious Organised Crime Group.</p> <p>Register of Interests.</p> <p>Register of Gifts, Gratuities and Hospitality.</p>	4	N
		3.4	Ensure additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control	<p>Annual Governance Statement.</p> <p>Effective internal audit service is resourced and maintained.</p> <p>Chief Internal Auditor's annual opinion on the organisation's governance, risk management and control framework.</p>	4	N

			is provided by the internal auditor.	Annual Internal Audit Plan. Internal Audit Plan Progress Reports. PSIAS External Quality Assessment. Internal Audit Charter.		
		3.5	Ensure an audit committee or equivalent group or function which is independent of the executive.	Scrutiny Committee complies with best practice. Terms of reference. Membership. Training. Chief Internal Auditor's reports functionally to the Scrutiny Committee and meets all members from the committee on an annual basis to discuss the risks facing the organisation. Self-Assessment by Scrutiny Committee Members.	4	N
4	Managing data	4.1	Ensure effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data.	Strategic Information Governance Group. Data management framework and procedures. Designated Data Protection Officer. Data Protection policies and procedures. Record Retention. Data Protection Policy. Data Breach Management Procedure. Dedicated Information Governance resources. IT Strategy. Data Centre Upgrade.	4	Y
		4.2	Ensure effective arrangements are in place and operating effectively when sharing data with other bodies.	Strategic Information Governance Group. Data sharing agreements. Data sharing register. Data processing agreements. IT Strategy.	4	N
		4.3	Review and audit regularly the quality and accuracy of data used in decision-making and performance monitoring.	Data quality procedures and reports. Data validation procedures.	4	N

PRINCIPLE F (cont'd)		Managing risks and performance through robust internal control and strong public financial management.				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
5	Strong public financial management	5.1	Ensure financial management supports both long-term achievement of outcomes and short-term financial and operational performance.	Financial management supports the delivery of services and transformational change as well as securing good stewardship. Long-term Financial Outlook and Financial Strategy 2020-2030. Financial Outlook and Strategy (including Medium-Term Financial Strategy). Three-Year Revenue Budget. Longer-Term Revenue Budget Model. Capital Plan. Capital Investment Strategy. Capital Strategy.	4	N
		5.2	Ensure well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls.	Budget monitoring reports. Long-term Financial Outlook and Financial Strategy 2020-2030. Financial Outlook and Strategy (including Medium-Term Financial Strategy). Three-Year Revenue Budget. Longer-Term Revenue Budget Model. Capital Plan. Capital Investment Strategy. Capital Strategy. Compliance with CIPFA's Financial Management Code.	4	N

PRINCIPLE G		Implement good practices in transparency, reporting and audit to deliver effective accountability.				
Supporting Principle		The local code should reflect the requirements for local authorities to:		Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)
1	Implement good practice in transparency	1.1	Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate.	Website. Performance Bulletin. Public meetings. Council agendas, minutes and recordings available online.	4	N
		1.2	Strike a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand.	Annual Report. Performance data published on website. Performance Management Framework 2021-2024. Executive Summaries from all Internal Audit Reports presented to Scrutiny Committee.	4	N
2	Implementing good practices in reporting	2.1	Report at least annually on performance, value for money and the stewardship of resources.	Formal annual report which includes key points raised by external scrutineers and service users' feedback on service delivery LGBF Annual Report. Performance Management Framework 2021-2024.	4	N
		2.2	Ensure members and senior managers own the results.	Appropriate approvals. Service Plan Progress Reports. Members training. Performance Management Framework 2021-2024.	4	N

PRINCIPLE G (cont'd)		Implement good practices in transparency, reporting and audit to deliver effective accountability.				
Supporting Principle		The local code should reflect the requirements for local authorities to:	Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)	
		2.3	Ensure robust arrangements for assessing the extent to which the principles contained in the Framework have been applied and publish the results on this assessment including an Action Plan for improvement and evidence to demonstrate good governance (annual governance statement).	Annual Governance Statement. Local Code of Corporate Governance Report. Compliance with CIPFA's Financial Management Code. Compliance with CIPFA's Role of the Chief Financial Officer. Corporate Governance Assurance Statement Group with representatives from each Service. Internally developed self-assessment checklist for completion at Service Level. Improvement Agenda Actions on Corporate Performance Management System.	4	N
		2.4	Ensure that the Framework is applied to jointly managed or shared service organisations as appropriate.	Annual Governance Statement. Partnership agreements. Partnership principles and objectives. Memoranda of Understanding.	4	N
		2.5	Ensure the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations.	Format follows best practice as advised by the Improvement Service. LGBF performance indicators. Other performance indicators. Performance Management Framework 2021-2024.	4	N
3	Assurance and effective accountability.	3.1	Ensure that recommendations for corrective action made by external audit are acted upon.	Recommendations have informed positive improvement.	4	N

PRINCIPLE G (cont'd)		Implement good practices in transparency, reporting and audit to deliver effective accountability.				
Supporting Principle		The local code should reflect the requirements for local authorities to:	Evidence to Demonstrate Compliance	Evaluation Level (1 - 4)	Requires Improvement (Y/N)	
		3.2	Ensure an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon.	Compliance with CIPFA's Statement on the Role of the Head of Internal Audit. Compliance with Public Sector Internal Audit Standards. EQA report. Meetings held with all Scrutiny Committee Elected Members annually as part of the Internal Audit planning process.	4	N
		3.3	Welcome peer challenge, reviews and inspections from regulatory bodies and implement recommendations.	Recommendations have informed positive improvement. Inspectorate reports. EQA.	4	N
		3.4	Gain assurance on risks associated with delivering services through third parties which is evidenced in the annual governance statement.	Annual Governance Statement. Risk Management Policy and Strategy, Corporate Risk Register.	4	N
		3.5	Ensure that when working in partnership, arrangements for accountability are clear and that the need for wider accountability has been recognised and met.	Community strategy. City Plan. Agreed values in partnership working. Protocols for partnership working. Partnership Framework.	3	Y

REPORT TO: CITY GOVERNANCE COMMITTEE 24 JUNE 2025
REPORT ON: COMMUNITY WEALTH BUILDING IN DUNDEE - PROGRESS UPDATE
REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES
REPORT NO: 179-2024

1 PURPOSE OF REPORT

1.1 The purpose of this report is to provide a progress update on the development of the Community Wealth Building (CWB) in Dundee and highlight the priorities looking forward.

2 RECOMMENDATIONS

2.1 It is recommended that elected members:

- note the information included within this report including the high-level update from the current action plan (Appendix1) and next steps outlined in paragraph 8;
- agree that draft CWB Charter (Appendix 2) be submitted to Dundee Partnership Management Group for approval with a proposed recommendation this is remitted the Inclusive Economic Growth Strategic Leadership Group (IEGSLG) to deliver and review progress.

3 FINANCIAL IMPLICATIONS

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

4 BACKGROUND

4.1 In November 2021, the findings of a report prepared by the Centre for Local Economic Strategies (CLES) on CWB in Dundee was considered by members ([Report 312-2021 refers](#)). In November 2022, a progress update was made to CLT that identified the next steps as follows:

- continue to consider the recommendations that were made by CLES and report progress on the implementation of these periodically to CLT;
- development of an extensive CWB Strategy for Dundee that includes key metrics where the outcomes of the successful implementation of this policy can be measured from;
- consider a launch event for CWB bringing together key figures from both Council and partners;
- establish a formal CWB Anchor Network to increase knowledge and commitment within key anchor organisation across the city.

4.2 This report provides an update on progress since this date.

5 CWB PROGRESS UPDATE

5.1 The Council has made good progress in integrating CWB principles into its key strategies within the Dundee Council Plan 2022-27 and City Plan for Dundee 2022-32. It is also being integrated into relevant service and thematic plans by using the lens of CWB to frame future direction. The CWB working group has continued to take forward actions in each pillar area i.e. making Dundee a CWB place, spending, workforce, finance, land and property and inclusive ownership. Highlights since previous update include:

- CWB Coordinator appointed, and Partners Conference delivered in May 2023.
- Communication plan created and awareness raising undertaken with council and external partners.
- A local spend monitoring system is now in place which allows the council to report on local spend. These figures show that 39% of Council procurement spend was spent with Dundee based companies, 58% with companies based in Tayside and Fife and 81% of procurement spend was spent with Scottish Companies and Suppliers (22/23 figures). This compares favourably to an average for Local Authority, local procurement spend of 29.6% for all authorities and 28.9% for comparable Councils (source Local Government Benchmarking Framework). This shows Dundee has the highest local spend figures of comparable councils and 4th highest of all Scottish Authorities.
- Work to encourage local contractor spend in capital programmes also resulted in over £24m subcontract activity being spent locally. Further targeted spend categories are included in the updated Corporate Procurement Strategy 2024-27 (report 156-2024 refers).
- Meet the Buyer Tayside event was held in February 2024, with 545 registrations and 332 individuals attending from 199 different Scottish Companies. 86% of respondents indicated it would make them more likely to bid after attending with 82% feeling more capable of bidding after attending. 90% rated the event as excellent or good.
- A Community Wishes approach will be launched in June 2024.
- Working in partnership with the Council's Climate Team our scope 3 emissions have been mapped that will allow us to better target categories for climate improvement measures. Further details of this will be incorporated into the updated Procurement Strategy 2024-27 (report 156-2024 refers).
- Dundee CWB Procurement Working Group has been established, pulling together procurement managers from anchor partners. Key focus will be on local spend, community benefits and fair work and climate action in procurement.
- The Climate Change participatory budgeting programme was delivered.
- CWB Land and Property Working group has been developed. This internal council group has subsumed the membership and responsibilities of the previous Council Asset Transfer group as well as additional members able to lead on the Land and Property elements of the CWB Action Plan.
- The Dundee Living Wage Action Group continues to drive forward continued support for the Living Wage and had its highest performing year to date and in October 2023 had already achieved 128 Living Wage Employers in the City, covering 43,466 workers and uplifting 2,082 individuals.
- The Discover Work Partnership Dundee's Local Employment partnership which includes the Councils Employability service have continued to deliver their academies model as a way of supporting unemployed candidates into employment opportunities. Programmes have been delivered NHS Tayside, Social Security Scotland, Tayside Contracts and within Dundee City Council through the traffic warden's programme. The Council also continues to pilot reserving specific posts for employability clients a model which has potential to be used with other public sector partners.
- Consultation undertaken with generative business organisations including Corporate Development Scotland, DSEN and The Circle.
- Commissioned research to map generative businesses and the support available to them in Dundee, indicating there are 143 inclusive ownership companies in Dundee, 87% Social Enterprises, 13 co-operatives and employee-owned businesses.

6 CWB STRATEGY AND ACTION PLAN

6.1 While the CLES action plan was a helpful tool in establishing a baseline approach, it is recommended that we now build on our own learning and progress to date to include a more focussed and simplified plan in the forthcoming CWB Strategy. This will include easy to understand reporting outcomes which can be used with a range of groups including communities. As well as setting out the strategic direction the strategy and action plan will take forward the priorities going forward. These will include:

- To develop online content that explains the different elements and highlights progress to date with relevant case studies.
- Delivering the procurement change transformation programme which will allow the team to better realise CWB potential of contracted provision.
- Refreshing the Community Benefits Policy in line with CWB requirements.

- Delivering Community Wishes approach as part of that policy.
- Responding to C⁰² monitoring assessment and Inclusive Ownership generative business research.
- Work with anchor partners through the CWB Procurement Working Group to agree local spend targets and identify areas where organisations can work better together to engage local and generative business.
- To develop a Community Land and Asset Strategy which will simplify the process and expand the range of options open to community groups to access, manage or own council properties and a monitoring system which allows the council to better understand and report on community use of council assets including leases.
- Explore the capacity of local credit unions to expand to other anchor partners.
- To continue to promote Dundee as a fair wage economy through promotion of the Real Living Wage and other Fair Work First priorities.
- To continue to support the Discover Work Partnership aims to deliver outstanding and recognisable improvements in outcomes for customers by:
 - Strengthening the functions and effectiveness of Discover Work;
 - Supporting relevant actions identified in 'A Step Change for Young Dundonians' report to improve our sustained destinations for 16 - 19-year-olds.
 - Improving employability outcomes for customers;
 - Establishing, promoting, and increasing awareness of Discover Work
- Based on research develop a Virtual Hub or Community of Practice to support the activity and promotion of generative business models.

It is noted that the proposed strategy would be for the Council but reference the opportunities and activities which could be delivered in partnership. This approach is broadly in line with other local authorities and takes cognisance of the fact that NHS Tayside along with all NHS Boards have produced their own Anchor Strategy in line with Scottish Government requirements. The production of this strategy and renewed action plan will also help the council be in line with the likely requirements of the Community Wealth Building Scotland Act which the Scottish Government has committed to enact within this parliament.

7 CWB PROPOSED PARTNERSHIP ARRANGEMENTS

7.1 While good progress has been continuing in delivering outcomes within the council, partnership activities are currently not as progressed. While initial thoughts where to propose a standalone Anchor Network of senior staff from partners to lead CWB it was recognised that this would be contrary to the recent review of Dundee Partnership management structures with its intention to eliminate unnecessary duplication. Remitting this within existing structures will however result in some challenges and after consultation with the Chairs of the IEGSLG it is recommended:

- The Anchors Charter being approved by the Dundee Partnership Management Group (DPMG) represented by leaders of the principal Anchor partners including NHS Tayside. It is recommended that this group approve the Charter and task it to the Inclusive Economic Growth Strategic Leadership Group to deliver. This would be accompanied by annual or bi-annual reporting. This addresses issues of seniority of staff signing the Charter on behalf of their organisation and membership of key anchors not being represented at Inclusive Economic Growth Strategic Leadership Group level. Those organisations not represented in either group i.e., Social Security Scotland and Housing Associations will be approached directly and will have the opportunity to be represented within thematic working groups.
- As the proposed function of an Anchor Network is to agree collective strategic actions around the key areas of CWB and report on progress, this can be achieved through the production and agreement of a charter and individualised organisations action plans and reporting. A proposed draft Charter, developed in partnership with anchor partners and stakeholders at the CWB event in May is attached in Appendix 2. It is proposed this is taken to the next meeting of the CPLG for discussion and agreement.

8 NEXT STEPS

8.1 The next steps for the CWB WG can be summarised as follows:

- develop CWB Strategy included a refreshed and simplified plan with easily to understand reporting outcomes which can be used with a range of groups including communities
- submit paper to Dundee Partnership Management Group requesting adoption of the CWB Partners Charter and tasking to the Inclusive Growth Strategic Leadership Group
- consider any necessary alignment with NHS Anchors Strategy Reporting Requirements – recognising that this is being led by public health colleagues not those currently engaged in Dundee Partnership Structures
- continue to take forward DCC Specific Action plans and approve the creation of thematic CWB partnerships working groups in key areas.
- develop draft strategy, amended action plan, and submit to Committee together with any other progress updates.

9 POLICY IMPLICATIONS

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

10 CONSULTATIONS

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

11 BACKGROUND PAPERS

11.1 None.

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

3 JUNE 2024

CLES Action Plan Update - May 2024

Recommendation	Status	Update at May 2024
Dundee as a Community Wealth Building Place		
Apply a community wealth building lens to Dundee's economic development approach	Ongoing	Community Wealth Building recognised as a key priority in Dundee City Council Plan 2022 to 2027 and City Plan for 2022 to 2032 to deliver Inclusive Growth. CWB now a key consideration in relevant service plans and programmes and central to areas e.g. this is reflected in changes within the updated Corporate Procurement Strategy 2024-27.
Develop a set of tailored indicators to measure success	Ongoing	The process of identifying indicators and measures helped to highlight challenges with elements of the proposed approach. Indicators being finalised for amended plan and will be published with the strategy.
Establish a Dundee Anchor Network	Ongoing	A successful partnership launch was held in May 2023 that indicated support for the creation of a partnership structure to support CWB and created a draft partnership CWB Charter. This has now reported recommending that the responsibility for CWB has been tasked to the Inclusive Economic Growth Strategic Leadership Group. The details of these arrangements at a practical level are still in development.
Build a community wealth building culture within Dundee	Ongoing	CWB Communications Plan developed. Considerable progress has been made in raising awareness of CWB approaches with teams and partners within Dundee. It is recognised that this will be an ongoing process to increase understanding of CWB and how individual members of staff, partners and members of the community can positively contribute to these objectives.
Seek to influence wider regional programmes and initiatives, including Tay Cities, to follow a community wealth building approach	Ongoing	Tay Cities projects reference CWB in benefit realisation plans. Continue to share good practice with other Tayside Councils as they consider their individual CWB approaches. Tay Cities Regional Economic Strategy being refreshed and will include reference to CWB approach.

Spending		
Recommendations	Status	Update May 2024
Improve the baseline reporting around local spend	Complete	Baseline now established for Dundee, Regional (Tayside and Fife) and Scotland for DCC. Developing baseline with partners. Moving to quarterly spend monitoring to improve reporting.
Convene a cross-departmental working group to identify ways to increase opportunities for local generative suppliers	Ongoing	Research commissioned under Inclusive Ownership pillar to better understand composition of inclusive business. Reporting on spend with generative business not possible due limitations of data. Developing supported business baseline with partners.
Develop a community benefits strategy across Dundee's anchors which includes Fair Work First	Will be taken forward differently	Anchor partners will seek to share information and good practice on CB approaches. Will explore opportunities to expand CB Wishes approach to anchor partners.
Deploy community benefits wish-lists in Dundee	Ongoing	DCC Community Wishes approach in development for launch in June 2024.
Use public procurement to shape the market around improved sustainability and low carbon	Ongoing	DCC has undertaken carbon monitoring exercise of current contracts to identify priority categories to target carbon reduction measures against in relation to emissions that are part of the supply chain. Procurement and climate change colleagues are now working together to develop appropriate approaches as part of the preparation procurement sourcing strategies for relevant contracts.
Finance		
Recommendation	Status	Update May 2024
Address challenges around personal finance in Dundee including developing other vehicles for debt repayment	Ongoing	Council Advice Services continue to provide money advice, information, and income maximisation services. This includes can access to specific discretionary funds to help certain areas of debt such as housing payments, crisis grant, welfare payment and the provision Hardship Fund for Council tenants. It is not planned to create an interest free loan book as suggested by CLES at this stage.
Explore how Tayside Pension Fund can be used to promote more responsible and ethical investment including supporting local endeavours	Ongoing	DCC are responsible for the administration and investment of TPF. TPF Pension Fund Investment Strategy already requires responsible and ethical investment as part of Environmental, Social Governance (ESG) Policy. TPF will continue to seek funding opportunities as to how this can be considered while balancing fiduciary duties.
Consider alternative funding solutions such as Community Municipal Investments (CMI) to crowdfund low carbon and other community priority projects	Ongoing	The viability of crowd funding from a mass audience is still being considered. The Council has undertaken its latest participatory budgeting exercise to allocate £375,000 of funding to 22 climate projects in the first year, with year 2 programmes underway. There is a commitment to continue to explore opportunities for participative budgeting in the new Council Plan.

		Consideration is being given to promoting existing local credit unions among anchor partners.
Land and Property		
Recommendation	Status	Update May 2024
Integrate community wealth building into the way DCC utilises and develops Council land and property.	Ongoing	Baseline mapping of less than market value leases identified 60 leases to charities or third sector organisations which benefited communities. CWB Land and Property Working Group formed with view to subsuming previous Community Asset Transfer group (subject to committee approval) and to replace current asset transfer scheme with a community land and asset strategy. Land and Assets Strategy currently under development.
Build capacity and deepen participation enabling communities to shape land and property use and development.	Complete	Test of Change undertaken with bowling greens. Evidence found that actively marketing non-operational assets generated interest and engagement from communities.
Work with Dundee's anchor institutions to explore the use of public sector land and property to build community wealth.	On Hold	Explore City Wide approach with anchor partners to land and property assets. Explore the creation of a Register of Land and Assets across anchor partners.
Workforce		
Recommendation	Status	Update March 2024
Work with anchors to target recruitment, employment and skills approaches towards areas and groups furthest from the labour market.	Ongoing	Discover Work Strategy & Action Plan completed in April 2022, absorbing the Scottish Government Plan for No-One Left Behind, Dundee Poverty Profile, recommendations from Dundee Fairness Commission, Dundee Drugs Commission, and Dundee City Plan. Developed and delivered sector-based work academies with a range of public sector anchors including Social Security Scotland and Tayside Contracts.
Progress a targeted approach to Fair Work across Dundee	Ongoing	With the ongoing support of the Living Wage Action Group - Anchor partners now all Living Wage Accredited. Working with anchor partners and the private sector have supported 128 companies to become accredited covering 43,466 workers. Continue to support other areas of Fair Work including exploring Living Hours Accreditation. Develop approaches to help anchor partners evidence fair work first approaches and share good practice.
Develop relationships with existing businesses and routes to employment in future sectors.	Ongoing	Discover Work partnership continues to develop programmes to engage employers in employability programmes - examples include the NHS Youth Skills programme. Career Ready Schools Programme. Future Skills programmes.

Work with Dundee anchors to introduce workforce planning across the public sector.	On Hold	Work to undertake work force mapping across anchor partners has been delayed by staffing issues in this area across anchor partners. Audit Scotland Thematic review of Workforce Innovation and planning complete and awaiting report.
Inclusive Ownership		
Recommendation	Status	Progress May 2024
Establish a virtual Community Wealth Hub to align Dundee's business support resource to community wealth building.	Ongoing	Inclusive ownership research undertaken which maps the sector and support available. Based on research will establish a web portal or community of practice to support Inclusive ownership business.
Explore the potential of inclusive ownership in key foundational and future sectors, and actively pursue their development in Dundee.	On Hold	Will be taken forward by Community of Practice when established.

Dundee Anchor Charter Draft

Dundee Partnership Vision

Through its Community Wealth Building approach, Dundee's anchor institutions will seek to support the delivery of the Dundee Partnership's strategic priorities of reducing poverty and inequalities, tackling climate change, and delivering inclusive economic growth.

Community Wealth Building

Community Wealth Building provides a framework to deliver a wellbeing economy through harnessing the power and influence of anchor institutions. It seeks to redirect wealth back into the local economy and puts more control in the hands of local people. It supports anchor institutions to secure more benefits from their procurement and develop their local economy through greater local spend and promoting a more diverse business base which ensures that greater wealth is retained locally and benefits local people. It ensures that anchors are Fair Work First employers who are engaged in employing and developing local people to meet their potential. Finally, it supports anchor institutions to use their financial and land and property resources in a way which is productive and beneficial to local communities.

Anchor Institutions are organisations that are rooted in places by their purpose, history, land, and assets, and established local relationships. We, as Dundee's Anchor Institutions, have a powerful role to play to embed Community Wealth Building practice in Dundee. By increasing community wealth, all communities improve, wellbeing improves, and people have the opportunity to thrive.

Our Commitment to Community Wealth Building in Dundee

We will commit to long term collaboration between Dundee Anchor Institutions to reframe the development of our local economies and environments through Community Wealth Building. This includes a commitment to increase understanding of Community Wealth Building within our organisations, agree actions for our organisations and to report on progress to the Dundee Partnership.

PILLAR PURPOSE	PILLAR OBJECTIVE	ANCHOR PLEDGE
<p>Spending and Procurement We commit to using our spend to support a diverse local business base</p>	<p>Maximise economic, social, and environmental benefit for the community through development of local supply chains comprising local SMEs, employee-owned businesses, social enterprises, cooperatives, and other community owned enterprises</p>	<ul style="list-style-type: none"> • Commit to undertaking supply chain and spend analysis and work towards increasing local spend where possible. • Agree targets to increase local spend. • Proactively engage with other anchor institutions to identify and progress joint procurement opportunities, whilst supporting local and generative businesses to bid and respond to opportunities. • Look to include community benefit requirements, which include Fair Work First to all relevant contracts across anchors and work to promote common approaches. • Look to establish measures which embed circular economy principles, improve sustainability, and reduce emissions across anchors.
<p>Fair Employment We commit to being a Fair Work First employer to ensure the wellbeing of our workforce</p>	<p>Create fair and meaningful employment and training opportunities by engaging in employability activity, recruiting from priority groups, paying the living wage, and building progression routes for workers</p>	<ul style="list-style-type: none"> • Implement Fair Work First approach including becoming a Living Wage Accredited Employer. • Commit to providing secure, safe employment, addressing gender pay imbalances and developing strategies for in-work progression and wellbeing support. • Ensure workers are given an effective voice including access to trade union membership. • Engage in employment and training programmes including work placement, employment programmes and apprenticeships. • Develop recruitment approaches including academies which aim to recruit locally and from priority groups where appropriate, e.g. young people, people with long-term health problems, people experiencing poverty and unemployment or care experienced people. • Seek opportunities to collaborate across partners including joint training, workforce planning and redeployments.
<p>Land and Assets We commit to the productive use of our land and assets to support local communities and enterprises</p>	<p>Anchors are often major land holders and can support equitable land development and ownership models, including the imaginative use of assets for community and wider social and economic use, and which help to address climate change</p>	<ul style="list-style-type: none"> • Commit to undertaking an asset review to identify opportunities to use public sector land and property to build community wealth. • Proactively support communities who wish to use or develop underutilised assets. • Promote sustainable use of land and assets for community benefit.

<p>Financial Power We commit to harnessing and growing local wealth</p>	<p>Increase ethical and local investment and increase access to money advice and credit for low-income groups</p>	<ul style="list-style-type: none"> • Seek to invest in ethical, environmentally sustainable, or local economic development opportunities. • Support and promote progressive finance initiatives, including local credit unions to staff across our organisations and support money advice services. • Actively encourage staff and service providers to shop locally and ethically, supporting 'Keep it Local' campaigns. • Seek opportunities to bring increased funding and investment into the city.
<p>Inclusive Ownership We commit to supporting plural ownership of the economy</p>	<p>Advance inclusive economic ownership models such as local SMEs, employee-owned businesses, social enterprises, supported business, cooperatives, community enterprises and mutually owned companies and thus enable more wealth that is generated locally to stay within the community</p>	<ul style="list-style-type: none"> • Commit to support development of generative business models in local supply chains. • Proactively engage with communities to co-produce local services and initiatives. • Develop a Community of Practice for Inclusive business models in Dundee.

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REPORT TO: CITY GOVERNANCE COMMITTEE – 24 JUNE 2024
REPORT ON: CUSTOMER SERVICES & IT: SCHOOL CLOTHING GRANTS
REPORT BY: EXECUTIVE DIRECTOR OR CORPORATE SERVICES
REPORT NO: 176-2024

1.0 PURPOSE OF REPORT

1.1 The purpose of the report is to recommend an increase in Dundee City Council's School Clothing Grant payments based on the inflationary uplift in the 2024-25 Local Government Budget Settlement.

2.0 RECOMMENDATIONS

2.1 The Committee is asked to approve an increase of £5 for every eligible pupil with payment to be made in July 2024 in time for academic year 24/25.

3.0 FINANCIAL IMPLICATIONS

3.1 The Scottish Government provided an additional £31,000 of funding to support an uplift in school clothing grants. Based on current take-up of 5,818 eligible pupils the proposed increase will cost £29,090. It should be noted that the number of eligible pupils varies from year to year.

4.0 BACKGROUND

4.1 In June 2021, Scottish Government and COSLA Leaders reached an agreement to increase the national minimum amount of School Clothing Grant. The minimum levels increased to £120 per eligible primary school pupil and £150 per eligible secondary school pupil.

4.2 Scottish Government contacted Local Authorities in April 2024 to ask for support in considering an inflationary uplift to the national minimum amounts to School Clothing Grants. In 2024-2025, the Scottish Budget included an inflationary uplift of £0.9 million on the previous year's funding to support Local Authorities manage this increase. Dundee City Council's share of this funding is £31,000.

Below details the current and predicted cost based on supporting 5,818 pupils

	Current		Plus £5 each	
	Primary	Secondary	Primary	Secondary
No of pupils	3396	2422	3396	2422
Clothing Grant amount	£120	£150	£125	£155
Sub total	£407,520	£363,300	£424,500	£375,410
Total	£770,820		£799,910	

- 4.3 Reducing child poverty and inequalities in incomes, education and health is one of Dundee City Council's key priorities. By increasing School Clothing Grants, we are continuing to prioritise welfare support grants to children and families, which drives toward the Council's and Scotland's national mission to end child poverty.
- 4.4 School Clothing Grants provide financial assistance towards the cost of school clothing for families on a low income. The eligibility criteria are entitlement to one of the following benefits:
- Income Support
 - Job Seekers Allowance - Income Based,
 - Income Related Employment and Support Allowance,
 - Universal Credit (where take-home pay is less than £796 per month),
 - Support under Part VI of the Immigration and Asylum Act 1999,
 - Housing Benefit,
 - Council Tax Reduction
 - or Child Tax Credit with an income of less than £19,995 (as assessed by HMRC),
- 4.5 The Council's Benefit Delivery Team support citizens by automatically awarding School Clothing Grants to eligible families. The team actively promotes Council Tax Reduction, which not only supports citizens with their Council Tax but allows for an automatic award for School Clothing Grant without the need for a separate application.

5.0 POLICY IMPLICATIONS

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

6.0 CONSULTATIONS

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

7.0 BACKGROUND PAPERS

- 7.1 None

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

DATE: 6 JUNE 2024

JACQUI KOPEL, HEAD OF CUSTOMER SERVICES & IT.

Integrated Impact Assessment

Committee Report Number: 176/2024

Document Title: School Clothing Grants

Document Type: Policy

Description:

A committee report recommending an increase to School Clothing Grants

Intended Outcome:

To agree an increase of £5 to every eligible pupil

Period Covered: 01/07/2024 to 30/06/2025

Monitoring:

The Benefit Delivery Team will monitor this through monthly reports

Lead Author:

Catherine Paterson, Service Manager Customer Services, Corporate Services,

catherine.paterson@dundee.gov.uk , 01382 431293,

Dundee House 50 North Lindsay Street Dundee DD1 1QE

Director Responsible:

Robert Emmott, Executive Director of Corporate Services, Corporate Services

robert.emmott@dundee.gov.uk, 01382 433633

Dundee House 50 North Lindsay Street Dundee DD1 1QE

Equality, Diversity and Human Rights

Impacts & Implications

Age: Positive

School pupils will benefit from this increase, ensuring fairness and equality.

Disability: No Impact

Gender Reassignment: No Impact

Marriage & Civil Partnership: No Impact

Pregenancy & Maternity: No Impact

Race / Ethnicity: No Impact

Religion or Belief: No Impact

Sex: No Impact

Sexual Orientation: No Impact

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

No

Fairness & Poverty

Geographic Impacts & Implications

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

Positive Implications: All of the families with eligible school children entitled to receive School Clothing Grants within Dundee will be positively impacted with this recommendation.

Household Group Impacts and Implications

Looked After Children & Care Leavers: Positive

This increase will be a welcome boost to care experienced children who may encounter multiple disadvantages and all young people who are eligible to these grants.

Household Group Impacts and Implications

Carers: Positive

This increase will support families who may be facing financial difficulties due to caring responsibilities.

Lone Parent Families: Positive

Lone parent families will be significantly supported as data suggests they are twice as likely to be in relative poverty after housing costs.

Single Female Households with Children: Positive

As lone parent above.

Greater number of children and/or young children: Positive

Larger families who are more likely to be reliant on out of work benefits, which may be capped, will embrace this increase.

Pensioners - single / couple: No Impact

Unskilled workers or unemployed: Positive

Low income families most at risk from poverty will benefit from this increase.

Serious & enduring mental health problems: No Impact

Homeless: Positive

Families with an unsettled lifestyle require as much support as possible - more than one school uniform may be needed throughout the year. Therefore this increase is much needed.

Drug and/or alcohol problems: Positive

Families with chaotic lifestyles will be positively impacted with this additional support.

Offenders & Ex-offenders: No Impact

Socio Economic Disadvantage Impacts & Implications

Employment Status: No Impact

Education & Skills: Positive

Reducing child poverty and inequalities is one of the Council's key priorities, by increasing School Clothing Grants we are continuing to prioritise welfare support grants to children and families to help remove stigma and encourage children to achieve their best.

Income: Positive

Additional financial assistance is beneficial to all low income families.

Caring Responsibilities (including Childcare): No Impact

Affordability and accessibility of services: No Impact

Fuel Poverty: No Impact

Cost of Living / Poverty Premium: Positive

Most families on a low income will benefit from the increase in a School Clothing Grant

Connectivity / Internet Access: No Impact

Income / Benefit Advice / Income MaximisationPositive

Awarding the increased grants automatically ensures eligible families are not missing out.

Employment Opportunities: Positive

Employment opportunities can be enhanced through an improved school experience.

Education: Positive

The increase may encourage better school engagement which will lead to better life outcomes.

Health: No Impact

Life Expectancy: No Impact

Mental Health: No Impact

Overweight / Obesity: No Impact

Child Health: Positive

The increase will support low income families

Neighbourhood Satisfaction: No Impact

Transport: No Impact

Environment

Climate Change Impacts

Mitigating Greenhouse Gases: No Impact

Adapting to the effects of climate change: No Impact

Resource Use Impacts

Energy efficiency & consumption: No Impact

Prevention, reduction, re-use, recovery or recycling of waste: No Impact

Sustainable Procurement: No Impact

Transport Impacts

Accessible transport provision: No Impact

Sustainable modes of transport: No Impact

Natural Environment Impacts

Air, land & water quality: No Impact

Biodiversity: No Impact

Open & green spaces: No Impact

Built Environment Impacts

Built Heritage: No Impact

Housing: No Impact

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

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

Corporate Risk

Corporate Risk Impacts

Political Reputational Risk: No Impact

Economic/Financial Sustainability / Security & Equipment: No Impact

Social Impact / Safety of Staff & Clients: No Impact

Technological / Business or Service Interruption: No Impact

Environmental: No Impact

Legal / Statutory Obligations: No Impact

Organisational / Staffing & Competence: No Impact

Corporate Risk Implications & Mitigation:

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

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REPORT TO: CITY GOVERNANCE COMMITTEE – 24 JUNE 2024

REPORT ON: IT SECURITY FOR LAPTOPS

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 177-2024

1.0 PURPOSE OF REPORT

1.1 To seek approval for the purchase of licenses for security of laptops and tablet devices.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee:

(a) agree to the purchase of licenses for the security system;

(b) delegate authority to the Head of Customer Services & IT to purchase licenses required for the security system

3.0 FINANCIAL IMPLICATIONS

3.1 Cost of license purchase is £200,000 for 5 years of licensing.

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

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 In recent years we have seen significant changes in the way Council staff work. The use of laptops to support hybrid working has changed the demand on IT services. We have seen a similar increase in the use of laptops and tablet devices in schools to support digital learning.

4.3 Significant investment has been made in laptops for corporate staff. Laptops provide a flexible device to work from anywhere, providing increased mobility and flexibility. There has also been a changing demand for laptops and mobile devices in schools for learning and teaching.

4.4 To further maximise the investment in laptops and ensure a secure and flexible service is provided, a new security solution is required to protect the laptops and provide secure access to applications and data.

4.5 The current security system is approaching the end of the contract and needs to be replaced. This system does not provide the functionality required to support the large number of laptops and tablet devices. The new system will provide the necessary security enhancements and integrate with other security products to provide end to end protection. It will also provide improved reporting and visibility for IT staff to respond to security incidents. This will ensure the system meets requirements for the next five years.

4.6 The future strategy is to use more cloud services. The new system supports secure access to current IT systems and future cloud services. New security models have developed in recent years to support hybrid working and provide the scalability and flexibility required for cloud

services and changing demand. The new system will support these new security models that will be an important part of IT security for the future.

- 4.7 Committee report 334-2023 was approved to provide fibre internet and security services for schools. Part of the tender exercise for this service included an option for the security system licenses required for the laptops and tablet devices. As this option was described in the initial tendering exercise, it can now be utilised to purchase the licenses from the same supplier, which was Commsworld.

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:

Description of Risk	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.	Costs and requirements are known as it is an existing contract and service.
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	New technology but skills and knowledge already exist
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	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.	Existing contract being utilised.
Procurement Risk – where a procurement is found unsound in law, through the public procurement rules	Previous procurement exercise has been carried out.

7.0 CONSULTATIONS

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

8.0 BACKGROUND PAPERS

- 8.1 None.

JACQUI KOPEL
HEAD OF CUSTOMER SERVICES & IT

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

7 JUNE 2024

REPORT TO: CITY GOVERNANCE COMMITTEE 24 JUNE 2024

REPORT ON: PROCUREMENT OF ATTAINMENT AND PROGRESS TRACKING SOFTWARE

REPORT BY: EXECUTIVE DIRECTORS OF THE CHILDREN AND FAMILIES SERVICE AND CORPORATE SERVICES

REPORT NO: 181-2024

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to provide an update on the development of a sourcing strategy for the tender process for Attainment and Progress Tracking software and to seek approval to commence a compliant tender process, leading to the award of a contract.

2.0 RECOMMENDATION

2.1 It is recommended that the Committee:

- Approves the commencement of a procurement exercise in respect of the project described below, based on the sourcing strategy, summarised in this report.
- Delegates authority to the Executive Director of the Children and Families Service to award a contract to the successful bidder, following a tender process carried out in compliance with the Public Contracts (Scotland) Regulations of 2015.
- Approves expenditure on the project to the total value described in 3.1 below.

3.0 FINANCIAL IMPLICATIONS

3.1 The estimated cost of the contract is £260,000 over three years or £420,000 over 5 years. There is provision in the Strategic Equity Fund (SEF), which is currently confirmed until 2026, to meet the costs of the contract. This is on the basis that the current SEF runs to 2026 and that the SG have not yet announced what equity funding will be made available thereafter. When required, the actual yearly cost will be worked out on a per pupil basis with each school's per capita budget reduced by the cost per pupil on the school's roll to fund the overall cost of the yearly contract, in agreement with Head Teachers.

3.2 Any material deviation from this sum, resulting from the tender process that is above the amount allowed for contingencies, will require further approval from this Committee, prior to the contract being awarded.

4.0 BACKGROUND

4.1 This report supports the Council's IT Strategy which was approved at the City Governance committee on 4 March 2024 (Article VIII of the minute of meeting and 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 This report supports the Children and Families Service improvement priority to improve educational outcomes for all and to narrow attainment and achievement gaps which was approved by City Governance Committee on 4 September 2023 (Article III of the minute of meeting and Report 185-2023).

- 4.3 This cloud-based software system will provide a platform which allows all users to track, monitor and analyse pupils' attainment and achievement data and report to parents on this progress. The system will also support narrowing attainment and achievement gap by allowing access to relevant data to identify appropriate interventions in learning and teaching. The system will also track pupils' attendance and will allow all data to be analysed in several ways, in a timeous manner.
- 4.4 It is anticipated the contract length will be 3 years with the option to extend for a further two years and it is expected to cost in the region of £260,000 over the three-year period. 5 years estimated cost £420,000.
- 4.5 Following market evaluation and consultation with other local authorities the Attainment and Progress Tracking software system is deemed to be the most appropriate tool to meet Children and Families Service requirements.
- 4.6 The service is currently using a bespoke in-house system which requires significant officer time to collate and analyse the necessary data. The current system requires data, which has been saved in multiple different platforms, to be collated three times a year and then analysed by a central team. This is shared with schools which provides a static snapshot of attainment and attendance information relating to cohorts of pupils.
- 4.7 The new system will be more automated and will provide easily accessible, instant, user-friendly information for all key stakeholders e.g. parents, teaching staff, Senior Leadership teams in schools as well as central officers. This new system will also allow schools to set up their own bespoke campaigns which should improve the tracking of any interventions and lead to more effective use of their Pupil Equity Funding.
- 4.8 An implementation plan, which is expected to take three years, has been developed by the Performance Improvement Strategy Group. This plan covers necessary training to ensure the benefits the new system has, can be maximised by all key stakeholders.
- 4.9 Community Benefits will be added to the Invitation to Tender document and will include the Community Wish List for the contractor to contribute in line with the value of the contract.

5.0 SOURCING STRATEGY SUMMARY

- 5.1 There are limited providers available to provide a bespoke system to meet Dundee City Council Children and Families requirements. The proposal is to adopt an Open Tender process. The contractor will be awarded via the Most Economically Advantageous Tender (MEAT) criteria. This would be based on the criteria of 30/70 price/quality ratio.
- 5.2 Community Benefits will be included in the tender documentation and evaluated and scored. Community Wish List will be utilised in line with the Contract Value. Fair Work First shall also be included within the tender documents and evaluated and scored to ensure that all regulations are adhered to.

6.0 RISK ANALYSIS

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

Description of Risk	Actions 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.	The requirement will be tendered to ensure value for money is achieved.
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	Pre-tender engagement has been undertaken with the supply market to gain insight to supplier market capability. There will be a clear specification of requirements as part of the Invitation to Tender documentation.
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	Appropriate monitor arrangements will be put in place to monitor supplier performance
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.	Bidder capability will be evaluated as part of the ITT process
Procurement Risk – where a procurement is found unsound in law, through the public procurement rules	Standard DCC terms and conditions for ICT Software will form part of the Invitation to Tender documentation. An open tender exercise will be carried out in accordance with Procurement Regulations

7.0 CONCLUSION

- 7.1 The approval of this report will allow the procurement process to be carried out for Attainment and Progress Tracking software.

8.0 POLICY IMPLICATIONS

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

9.0 CONSULTATION

- 9.1 The Council Leadership Team were consulted in the preparation of this report and are in agreement with its content.

10.0 BACKGROUND PAPERS

- 10.1 None

Robert Emmott
Executive Director
Corporate Services

Audrey May
Executive Director
Children and Families Service

Date: June 2024

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REPORT TO: CITY GOVERNANCE COMMITTEE – 24 JUNE 2024

REPORT ON: PROCUREMENT OF RENTAL, SERVICE AND MAINTENANCE OF GYM EQUIPMENT (MANAGED SERVICE)

REPORT BY: CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR OF CHILDREN & FAMILIES SERVICE

REPORT NO: 175-2024

1. PURPOSE OF REPORT

1.1 The purpose of this report is to provide an update on the development of a sourcing strategy for the tender process for Rental, Service and Maintenance of Gym Equipment and to seek approval to commence a compliant tender process, leading to the award of a contract.

2. RECOMMENDATION

2.1 It is recommended that the Committee:

- a) approves the commencement of a procurement exercise in respect of the project described below, based on the sourcing strategy, summarised in this report.
- b) notes the outcome of the tender will be brought back to committee for approval in due course.

3. FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications associated with this report, other than the estimated cost of the contract to be awarded, the sum of which has already been approved in the Chief Executive Services and Children & Families Service Revenue Budgets. From previous experience and market testing carried out, the total cost of the contracts awarded is anticipated to be £700,000 over 5 years. The final costs of the tender award will be reported to committee when seeking approval to award this in due course.

4. DETAILS OF THE PROJECT BEING COMMISSIONED

4.1 The objective of the contract is to provide gym equipment to both Schools and Leisure Active members across many of the sites in Dundee. Leisure Active members pay a monthly fee for access to the facilities and equipment. By arranging a rental contract, it allows current trends to be kept up with by being able to change equipment with 30 days of notice to the supplier. By using a single supplier to rent, service and maintain all gym equipment, it allows Dundee City Council to have a strategic relationship with the supplier and ensure that gym equipment provision is up to date with all trends and ensures no downtime in equipment items ensuring continuity of service for the patrons of Dundee.

4.2 There are many companies that can provide servicing and maintenance; however, the rental model aspect is quite unique with a small number of suppliers who can provide such a managed service.

4.3 Having up to date working equipment, along with in-trend equipment which can be introduced throughout the lifetime of the contract, for patrons of Dundee to use, is a significant community benefit. With multiple styles of leisure active memberships, it is affordable for all. This contract will contribute to providing a sustainable way to exercise for the community of Dundee.

5. SOURCING STRATEGY SUMMARY

- 5.1 This will be an open tender procedure and the successful supplier will receive an award of contract for an initial period of 3 years with two options to extend for 1 year, totaling 5 years.
- 5.2 Having a single supplier to provide this managed service allows the programming of servicing of equipment to be scheduled in a way which minimises engineer travel which in turn reduces environmental impact.
- 5.3 This Sourcing Strategy seeks approval to progress with an appropriate, compliant tender process and the tender opportunity will be advertised via Public Contracts Scotland (PCS). Bidders will go through a selection process to assess capability to the needs and requirement of the contract and a tender evaluation process to determine best value.

6. RISK ANALYSIS

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

Description of Risk	Actions to be taken to manage Risk
Commercial Risk - That either the price objectives are not achieved up front or there are other costs that arise during the contract and diminish the overall benefits.	There is medium commercial risk as the equipment must always be in operation for public and school use. Failure to have equipment can lead to a loss of revenue for leisure memberships and can affect the school curriculum. A contract for a managed service as proposed in this report, mitigates this risk.
Technical Risk - This concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the specification	The provision of gym equipment is not a significant technical requirement and there are multiple companies who can provide equipment, service and maintain it. The specification for these elements is straight forward. Suppliers in this market may extend their service model to include rental (and provide a fully managed service).
Performance Risk - This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	There is a limited performance risk as there will be a detailed specification regarding the requirements to ensure the equipment is up to par. The service specification will detail performance requirements to ensure that there is no equipment downtime, as having a piece of equipment out of service for longer than a day can have an adverse effect on membership. By having a tight specification this will eliminate any risk.
Contractual Risk - Being able to remedy the shortcomings in the contractor's performance without severely damaging the contract and about avoiding reliance on the contracted supplier as the contract develops.	The specification will hold KPI's to limit contractual risk due to these factors.

<p>Procurement Risk - where a procurement is found unsound in law, through the public procurement rules</p>	<p>The supplier market for a managed service (rental of equipment) is not saturated with suppliers.</p> <p>This procurement exercise will involve an open tendering procedure which will be carried out in accordance with Procurement Regulations.</p>
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7. POLICY IMPLICATIONS

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

8. CONSULTATION

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

9. BACKGROUND PAPERS

- 9.1 None.

GREGORY COLGAN
CHIEF EXECUTIVE

Date: 6 JUNE 2024

AUDREY MAY
EXECUTIVE DIRECTOR OF CHILDREN & FAMILIES SERVICE

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