

City Chambers
DUNDEE
DD1 3BY

18th October, 2024

Dear Colleague

You are requested to attend a MEETING of the **CITY GOVERNANCE COMMITTEE** to be held in the Council Chamber, City Chambers, City Square, Dundee and also to be held remotely on Monday, 28th October, 2024 following the meetings of the City Council, Children, Families and Communities and Neighbourhood Regeneration, Housing and Estate Management Committees called for 5.00pm.

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

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

Yours faithfully

GREGORY COLGAN

Chief Executive

AGENDA OF BUSINESS

1 DECLARATION OF INTEREST

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

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

2 MINUTE OF PENSION SUB COMMITTEE AND PENSION BOARD OF 24TH JUNE, 2024 - Page 1

(The above minute is submitted for information and record purposes).

3 WINTER FUEL PAYMENT

This Item has been placed on the Agenda at the request of Bailie Keenan who will ask the Committee to agree to:-

- (i) Instruct the Chief Executive to write to the Chancellor of the Exchequer, Rachel Reeves MP and the First Minister of Scotland, John Swinney MSP on behalf of the Council calling for the

Winter Fuel Payment to remain non-means-tested and that the eligibility level for Pension Credit should be raised to reflect the cost of living for those who are currently just above the eligibility level;

- (ii) The Council taking all possible actions to maximise the uptake of Pension Credit in Dundee; and
- (iii) The Council signposting Dundee pensioners who are pushed into debt because they are no longer eligible for the Winter Fuel Payment to all available means of advice and support.

4 CAPITAL EXPENDITURE MONITORING 2024/2025 - Page 5

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

5 REVENUE MONITORING 2024/2025 - Page 23

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

6 CITY PLAN FOR DUNDEE 2022/2023 – ANNUAL REPORT FOR 2023/2024 - Page 33

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

7 RESPONSE TO EXTERNAL AUDITORS ANNUAL AUDIT REPORT TO MEMBERS OF DUNDEE CITY COUNCIL AND THE CONTROLLER OF AUDIT FOR THE YEAR TO 31ST MARCH, 2024 - Page 87

(Report No 292-2024 by the Executive Director of Corporate Services, copy attached).

The Accounts were issued under cover of Agenda for meeting of the Scrutiny Committee of 25th September, 2024 the link to which is as follows:-

<https://www.dundee.gov.uk/reports/agendas/scr250924ag.pdf>

8 ANNUAL TREASURY MANAGEMENT ACTIVITY 2023/2024 - Page 91

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

9 DUNDEE INTEGRATION JOINT BOARD - PERFORMANCE AND STRATEGIC PLANNING DEVELOPMENTS - Page 107

(Report No 316-2024 by the Acting Chief Officer, copy attached).

10 BUDGET STRATEGY AND FINANCIAL OUTLOOK FOR 2025/2026 Page 127

(Report No 288-2024 by the Executive Director of Corporate Services, copy attached).

11 COMMUNITY REGENERATION FUND – PARTICIPATORY FUNDING - Page 133

(Report No 165-2024 by the Executive Director of Neighbourhood Services, copy attached).

12 CONSULTATION PROCESS – EAST END COMMUNITY CAMPUS - Page 165

(Joint Report No 299-2024 by the Executive Director of Children and Families Service, the Executive Director of Neighbourhood Services and the Director, Leisure and Culture Dundee, copy attached).

13 CONTRACT FOR DUNDEE SCHOOLS MUSIC THEATRE SOUND AND LIGHTING - Page 169

(Joint Report No 300-2024 by the Executive Director of Children and Families Service and the Executive Director of Corporate Services, copy attached).

14 CUSTOMER SERVICES PLATFORM - Page 171

(Report No 290-2024 by the Executive Director of Corporate Services, copy attached).

The Committee may resolve under Section 50(A) (4) of the Local Government (Scotland) Act 1973 that the press and public be excluded from the meeting for the undernoted items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 6 and 9 of Part I of Schedule 7A of the Act.

15 LEASE OF LAND

16 SALE OF PROPERTY

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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 24th June, 2024.

Present:-

PENSION SUB-COMMITTEE

Bailie Willie SAWERS

COUNCILLORS

Ken LYNN

Steven ROME

Dorothy McHUGH

PENSION BOARD

Bill DUFF (Angus Council)

Arthur NICOLL (Unison)

Stewart DONALDSON (Perth & Kinross Council)

George RAMSAY (Unite the Union)

Bailie Willie SAWERS, 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 Keenan and Kenny Dick.

III MINUTE OF PREVIOUS MEETING

The minute of meeting of 18th March, 2024 was submitted and approved.

IV TAYSIDE PENSION FUNDS RISK REGISTER

There was submitted Report No 183-2024 by the Executive Director of Corporate Services seeking approval of the Quarterly Risk Register for Tayside Pension Fund which was updated on 27th May, 2024, noting no changes to risk profile since the previous report.

The Sub-Committee and Board:-

- (i) approved the Quarterly Risk Register for Tayside Pension Fund.

V TAYSIDE PENSION FUND INTERNAL AUDIT REPORTS – ESG AND TPR GENERAL CODE ADVISORY REVIEWS

There was submitted Report No 184-2024 by the Executive Director of Corporate Services informing the Sub-Committee and Board of the Audit Reports prepared by the Fund's Internal Auditor, PricewaterhouseCoopers (PwC).

The Sub-Committee and Board:-

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

VI TAYSIDE PENSION FUND INTERNAL ANNUAL AUDIT REPORT 2023/2024

There was submitted Report No 185-2024 by the Executive Director of Corporate Services informing the Sub-Committee and Board of the Annual Audit Report for 2023/2024 prepared by the Fund's Internal Auditor, PricewaterhouseCoopers (PwC).

The Sub-Committee and Board:-

- (i) agreed to note the content of the Annual Report as well as the content of the appended reports on specific audit exercises undertaken, and approved the management response.

VII PENSION ADMINISTRATION PERFORMANCE – QUARTERLY UPDATE TO 31ST MARCH, 2024

There was submitted Report No 186-2024 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.

VIII TAYSIDE PENSION FUND ANNUAL GOVERNANCE AND GOVERNANCE COMPLIANCE STATEMENTS

There was submitted Report No 187-2024 by the Executive Director of Corporate Services presenting the Annual Governance Statement and Governance Compliance Statement for approval and inclusion into the unaudited Annual Accounts for the year ended 31st March, 2024. This report set out the Governance arrangements of Tayside Pension Fund and the extent to which it complied with regulations.

The Sub-Committee and Board:-

- (i) approved the Annual Governance and Governance Compliance Statements which were included as an Appendix to this report; and
- (ii) instructed the inclusion of the statements in the Annual Accounts for the year to 31st March, 2024.

IX TAYSIDE PENSION FUND ANNUAL REPORT AND ACCOUNTS 2023/2024

There was submitted Report No 188-2024 by the Executive Director of Corporate Services providing some additional commentary on the unaudited Annual Accounts 2023/2024 which were being submitted to the Sub-Committee and Board along with this report.

The Sub-Committee and Board:-

- (i) agreed to note the content of the covering report;
- (ii) agreed to note the unaudited Annual Accounts which have been submitted along with this report in Appendix A to the report;
- (iii) agreed to instruct the Executive Director of Corporate Services to arrange for the unaudited Accounts to be signed as necessary; and
- (iv) agreed to instruct the Executive Director of Corporate Services to submit the Annual Accounts to the Fund's external auditor.

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.

X TAYSIDE PENSION FUND

(a) TAYSIDE PENSION FUND PERFORMANCE SUMMARY

There was submitted Report No 189-2024 by the Executive Director of Corporate Services reviewing the investment performance of the Fund's investment managers for the quarter to 31st March, 2024. 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 JANUARY 2024 TO 31ST MARCH 2024**

There was submitted Report No 159-2024 by the Executive Director of Corporate Services reviewing the investment activities of Tayside Pension Fund's seven Fund Managers for the quarter 1st January to 31st March 2024 and summarising the transactions of each Fund Manager and showing the market values of the Pension Fund.

The Sub-Committee and Board:-

- (i) noted the information contained therein with regard to the performance of the Tayside Main Fund and its Fund Managers.
- (c) **QUARTERLY FUNDING UPDATE AS AT 31ST MARCH, 2024**

There was submitted Report No 190-2024 by the Executive Director of Corporate Services reviewing the current funding level of the Fund as assessed by the Fund Actuary.

The Sub-Committee and Board:-

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

XI SOCIALLY RESPONSIBLE INVESTMENT - SIX MONTHLY REPORT

There was submitted Report No 191-2024 by the Executive Director of Corporate Services reviewing the progress by the Fund Managers regarding positive engagement in line with the Policy on Environmental, Social and Corporate Governance approved by the Sub-Committee (Article XIV of the Minute of Meeting of the Pension Sub-Committee of the Policy and Resources Committee of 18th March, 2024, Report No 81-2024 refers).

The Sub-Committee and Board:-

- (i) noted the information contained within this report with regards to the activities of the Fund Managers during the six-month period ended 30th September, 2023.

XII PRESENTATION

Robert Evans and Roberto Cagnati from Partners Group gave a short presentation to the Sub-Committee and Board.

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

Willie SAWERS, Chair.

REPORT TO: CITY GOVERNANCE COMMITTEE – 28 OCTOBER 2024

REPORT ON: CAPITAL EXPENDITURE MONITORING 2024/25

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 266–2024

1 PURPOSE OF REPORT

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

2 RECOMMENDATION

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

3 FINANCIAL IMPLICATIONS

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

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

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

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

4 BACKGROUND

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

In addition to monitoring the in-year budget (i.e. 2024/25) the total projected cost of each project will be monitored against the cost when the tender acceptance was approved at Committee. Furthermore, the projected completion date for each project will be monitored against the completion date as anticipated when the tender report was approved. The capital programme is being monitored in conjunction with the Council's asset managers.

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

4.2 Local Authorities from 1 April 2004 are required, by Regulation, to comply with the Prudential Code under Part 7 of the Local Government Act 2003. The Capital Budget for 2024/25 is being monitored within the framework of the updated Prudential Code 2021.

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

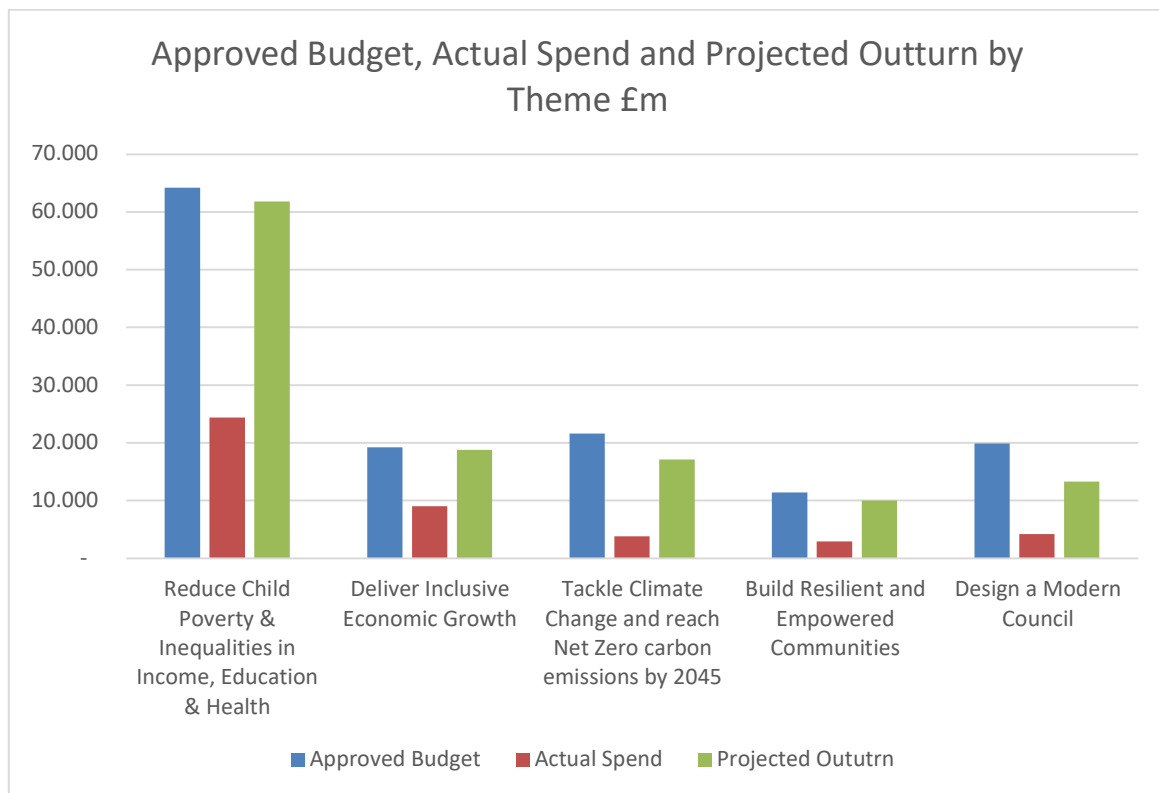
5 GENERAL SERVICES CURRENT POSITION

5.1 Appendix 2 details the latest projected outturn for major projects and programmes, both for 2024/25 and for the whole project life-span. In addition, the Appendix monitors project timescales, with approved completion dates taken from tender approval reports. In some instances, it is not possible to provide approved or projected total project costs and timescales due to the project being a block programme containing various smaller projects within it. In these cases, the total cost is assumed to be the budgeted figure plus previous year actuals. The projected completion date is assumed to be the end of the financial year. In addition, Procurement Strategy reports are being approved at committee which gives the Executive Directors delegated authority to award a contract to the successful bidder, without having to come back to committee, thus the approved total cost and timescales are not readily available for monitoring (previously taken from approved committee tender report). In these cases, reliance is on Service Officers updating the monitoring spreadsheet.

Appendix 1 summarises the total gross expenditure for 2024/25 and how this expenditure is funded. The projected budgeted capital expenditure is 100% of the projected capital resources. Project cashflows, for phasing of budgets, are constantly being reviewed. Actual expenditure to 31 August is £44.296m, 37% of the Revised Budget 2024/25 compared to 22% for the same period last year.

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

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



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

5.2 2024/25 Expenditure Variations

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

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

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

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

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

5.4 Projected Total Cost Variations

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

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

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

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

6 HOUSING HRA - CURRENT POSITION

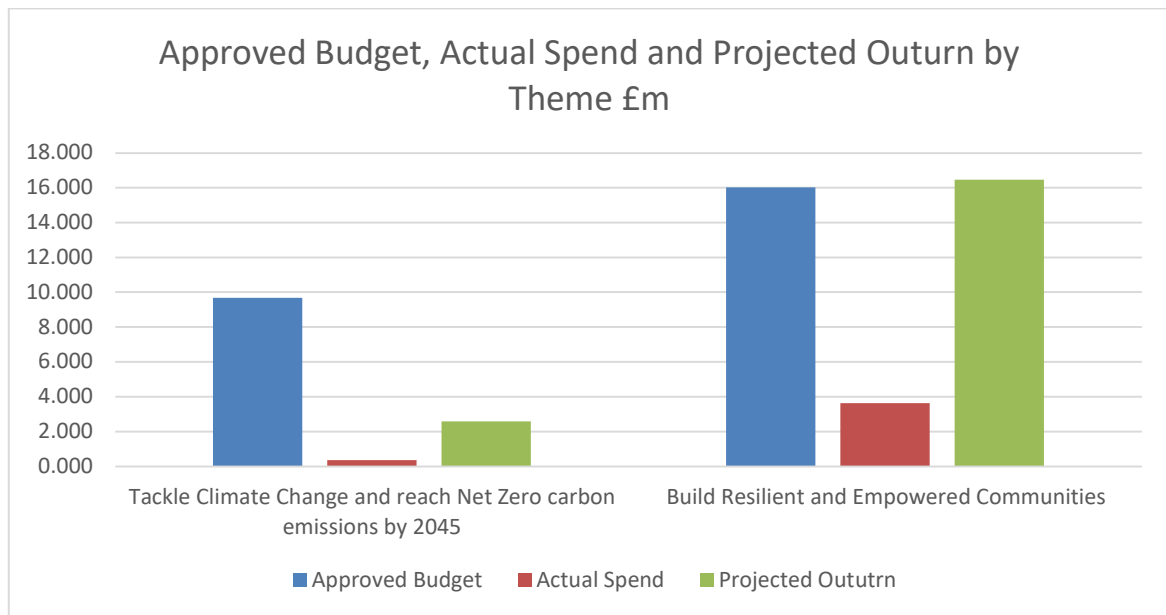
6.1 2024/25 Expenditure Variations

Appendix 2 details the latest projected outturn for each project, both for 2024/25 and for the whole project lifespan. In addition, the Appendix monitors project timescales. In some instances, it is not possible to provide approved or projected total project costs and timescales due to the project being a block programme containing various smaller projects within it. In these cases, the total cost is assumed to be the budgeted figure plus previous year actuals. The projected completion date is assumed to be the end of the financial year. In addition, Procurement Strategy reports are being approved at committee which gives the Executive Directors delegated authority to award a contract to the successful bidder, without having to come back to committee, thus the approved total cost and timescales are not readily available for monitoring (previously taken from approved committee tender report). In these cases, reliance is on Service Officers updating the monitoring spreadsheet.

Appendix 3 summarises the total gross expenditure for 2024/25 and how this expenditure is funded. The projected budgeted capital expenditure is 100% of the projected capital resources. Project cashflows, for phasing of budgets, are constantly being reviewed. Actual expenditure to 31st August 2024 is £3.987m, 21% of the Revised Budget 2024/25 compared to 12% for the same period last year.

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

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



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

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

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

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

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

6.4 Projected Total Cost Variations

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

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

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

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

7 RISK ASSESSMENT

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

8 POLICY IMPLICATIONS

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

9 CONSULTATION

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

10 **BACKGROUND PAPERS**

10.1 None.

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

18 OCTOBER 2024

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

Appendix 1

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

REDUCE CHILD POVERTY AND INEQUALITIES IN INCOMES, EDUCATION AND HEALTH

Project/Nature of Expenditure	Approved Budget 2024/25 £000	Total Adjusts £000	Revised Budget 2024/25 £000	Expenditure to 31/8/24 £'000	Projected Outturn 2024/25 £000
MAJOR PROJECTS - Reduce Child Poverty and Inequalities					
Harris Academy Extension	200	(5)	195	116	195
(Less External Funding)	(200)	5	(195)		(195)
School Estate Investment-East End Community Campus	63,657	(2,557)	61,100	24,226	61,100
OTHER PROJECTS - Reduce Child Poverty and Inequalities	360	174	534	14	534
(Less External Funding)		(250)	(250)		(250)
Net Expenditure	64,017	(2,633)	61,384	24,356	61,384
Receipts	(200)	(245)	(445)		(445)
Gross Expenditure	64,217	(2,388)	61,829	24,356	61,829

Note 1

Actual Project Cost to 31/8/24 £000	Current Approved Project Cost £000	Projected Total Cost £000	Approved Completion Date	Projected/ Actual Completion Date
4,745	5,174	4,824	Dec-23	Aug-24
(4,629)	(5,174)	(4,824)		
54,345	100,800	100,800	Jul-25	Jul-25
3,573	4,571	4,492		
58,034	105,371	105,292		
(4,629)	(5,174)	(4,824)		
62,663	110,545	110,116		

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2024-29

DELIVER INCLUSIVE ECONOMIC GROWTH

Note 1

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

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2024-29

TACKLE CLIMATE CHANGE AND REACH NET ZERO CARBON EMISSIONS BY 2045

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

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2024-29

BUILD RESILIENT AND EMPOWERED COMMUNITIES

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

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

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2024-29

DESIGN A MODERN COUNCIL

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

Note 1

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

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2024-29

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

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

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

BUILD RESILIENT AND EMPOWERED COMMUNITIES - HOUSING REVENUE ACCOUNT ELEMENT

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

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

Note 1: The Current approved project cost is either the approved cost as per the tender price, or the revised budgeted figure as per the Capital Plan 2024-29

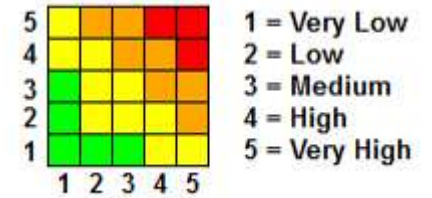
DUNDEE CITY COUNCIL CAPITAL EXPENDITURE MONITORING 31 AUGUST 2024

Appendix 3

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

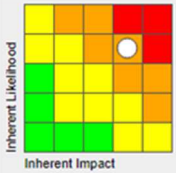
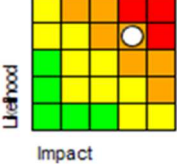
APPENDIX 4

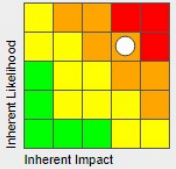

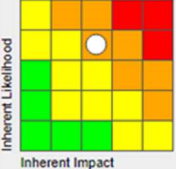

Pentana Risk Matrix



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

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

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

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

Risk Title	Causes	Impact	Consequence	Inherent Risk	Controls	Residual Risk (Current)
	<ul style="list-style-type: none"><li data-bbox="383 236 654 475">Businesses are delaying applying for business loans for expanding etc in anticipation that interest rates will come down further.				receiving receipts can be matched against the expenditure slippage.	

REPORT TO: CITY GOVERNANCE COMMITTEE – 28 OCTOBER 2024

REPORT ON: REVENUE MONITORING 2024/2025

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 244-2024

1 PURPOSE OF REPORT

1.1 To provide Elected Members with an analysis of the 2024/25 projected revenue outturn as at 31 July 2024 and the impact on the Council’s overall balances position.

2 RECOMMENDATIONS

2.1 It is recommended that the Committee:

- (a) note that as at 31 July 2024 the General Fund is projecting an overall overspend of £4.364m against the adjusted 2024/2025 Revenue Budget and the impact this has on the projected Council’s General Fund Balances;
- (b) approve the recovery plans totalling £1.320m set out in paragraph 3.2 and note if implemented this would reduce the above projected overspend to £3.044m;
- (c) note the budget adjustments totalling £3.049m and detailed in the second column of Appendix A as virements to the previously approved Revenue Budget;
- (d) note that as at 31 July 2024 the Housing Revenue Account (HRA) is projecting an overspend of £0.915m against the adjusted HRA 2024/25 Revenue Budget and the impact this has on the element of the projected Renewal & Repair Fund balance earmarked to HRA;
- (e) note the key strategic, operational and financial risks being faced by the Council outlined in Appendix B;
- (f) note that the Chief Executive and Executive Directors will continue to take appropriate steps to manage current and recurring revenue expenditure, including reviewing vacancies and any new recurring commitments, reducing expenditure and reviewing service provision; and
- (g) notes the current position on Leisure and Culture Dundee (LACD), as set out in paragraph 7.1.

3 FINANCIAL IMPLICATIONS

3.1 The unallocated portion of the General Fund as at 31 July 2024 is projecting an overspend of £4.364m against the adjusted 2024/25 Revenue Budget. The impact this would have on the Council’s General Fund Balances is outlined below:

General Fund	Opening Balance 1 April 2024 £000	(Surplus) / Deficit for the Year £000	Projected Balance 31 March 2025 £000
Earmarked Carry-forwards*	4,124		4,124
Organisational Change Fund	2,388		2,388
Covid cost related pressures*	2,750	700	2,050
Covid recovery measures	405		405

Service change initiatives	5,000		5,000
Roof Remedial Works	2,702	1,771	931
Cost of Living Pressures	200		200
Contribution to 2024/25 budget	6,640	6,640	0
Other Earmarked Funds	3,934		3,934
Service concessions flexibility	39,773		39,773
Total earmarked funds	67,916	9,111	58,805
Unallocated Balance	9,815	4,364	5,451
Total General Fund	77,731	13,475	64,256

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

- 3.2 To address the above projected overspend, officers have identified potential savings amounting to £1.320m. These are set out in the table below and recommended for approval. Subject to this agreement this would reduce the projected overspend to £3.044m.

Officers are also exploring the extent to which uncommitted grants of £1.685m in City Development can be used to offset the overspend and a further update will be provided to Committee.

Detail	Total Saving £000
Chief Executive - reduce marketing activities	10
City Development - capitalisation of property costs that meet eligibility criteria	250
Neighbourhood Services – increase charges for temporary accommodation (please note this item is subject to ongoing consideration and further information will require to be provided to committee prior to implementing any changes)	240
Corporate – use of unallocated general fund contingency	436
Corporate – use of earmarked reserves	384
Total	1,320

- 3.3 The approved budget included an allowance of 3% for the 2024/25 pay awards for both LGE and teachers. Provision for this is included within contingencies and has not yet been allocated to service budgets. It should be noted that CoSLA's pay offer for LGE staff, of either 3.6% or an uplift of £0.67 per hour where this would be higher, will be implemented. It should be noted that in overall terms, the pay offer has been estimated to be an average increase of 4.27%. The latest pay offer for teachers is also 4.27%, effective from 1 August 2024. Also, to be noted is the receipt from Scottish Government of an additional £0.601m relating to last year's pay awards that have already been paid. This funding has been included in this report, with the assumption that this will cover any pay award over 3%. Officers will reflect in future reports the actual increase once pay negotiations are concluded.
- 3.4 Based on the financial information available as at 31 July 2024 the HRA outturn position for 2024/25 is projecting an overspend of £0.915m. Further details are provided in section 8 of this report.

4 BACKGROUND

- 4.1 Following approval of the Council's 2024/25 Revenue Budget by the City Governance Committee on 29 February 2024, this report provides the projected revenue outturn position as at 31 July 2024, against the adjusted 2024/25 Revenue Budget.

4.2 The total 2024/25 Revenue Budget is £468.789m. For revenue monitoring purposes, the Council Tax Reduction Scheme budget of £13.772m is moved from expenditure to income and netted off against Council Tax income. This results in total budgeted expenditure of £455.017m for revenue monitoring purposes, as set out in Appendix A.

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

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

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

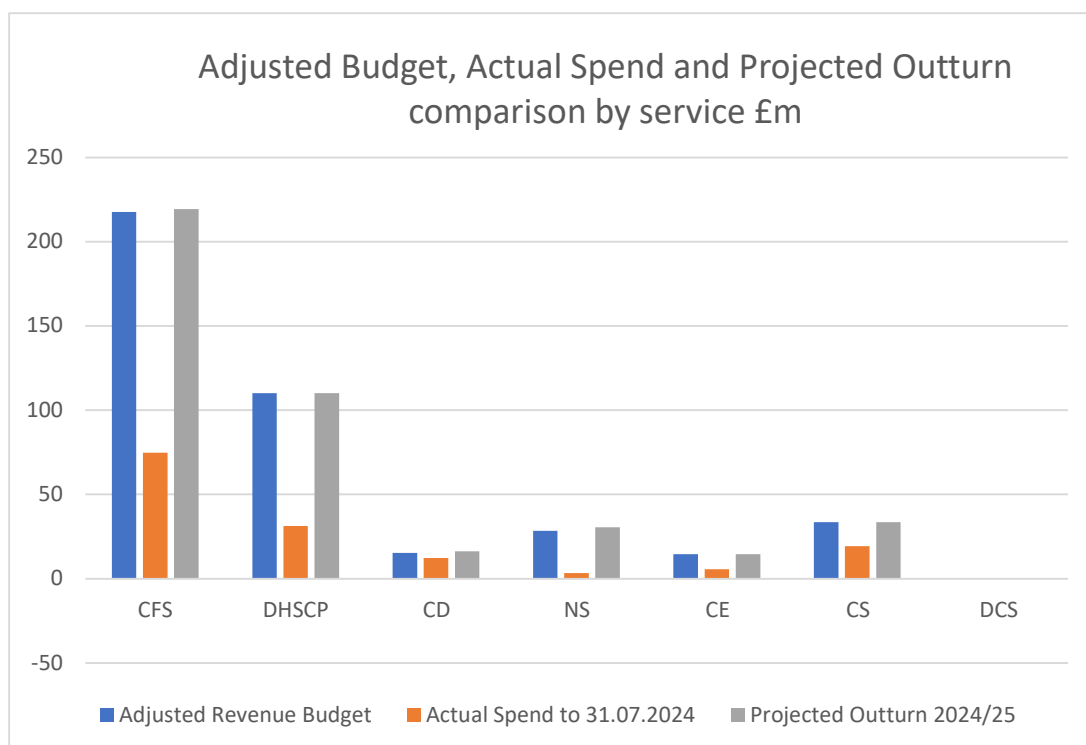
Appendix B lists the key strategic, operational and financial risks being faced by the Council.

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

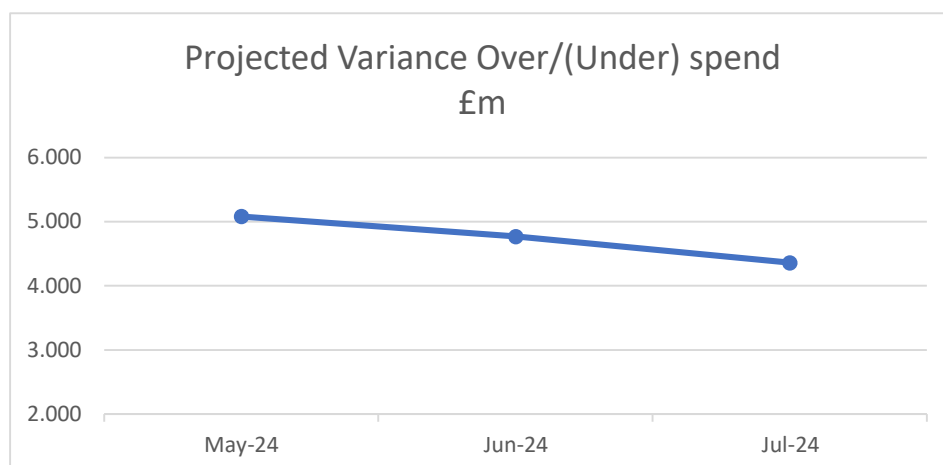
5.1 The forecast position as at 31 July 2024 for General Fund services is summarised below.

	(Under)/Over Spend as at 31 July £m	(Under)/Over Spend as at 30 June £m	Movement (from previous month) £m
Net Expenditure	4.446	4.923	(0.477)
Sources of Income	(0.082)	(0.150)	0.068
Net projected reduction uncommitted balances	4.364	4.773	(0.409)

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



The graph below shows the projected variance over the reported periods.



5.2 The table below details the key factors which contributed to the movement from previous month.

	£m
Projected increase in the overspend mainly within Children Services third party payments as a result of increased residential school placements, an increased number of families in receipt of Self Directed Support and fostering and adoption fee increases	0.250
Additional costs incurred within City Development property costs relating to urgent repairs in Morgan Academy	0.220
Projected underspend in Construction mainly relating to underspends within Supplies and Services	(0.178)
Increase in the projected underspend within City Development's staff costs	(0.300)
Additional income from recoveries of architect services fees in 2023/24	(0.429)

6 DETAILED ANALYSIS

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

6.1 Children & Families Services: £1.733m overspend

	£m
Projected overspend in LGE mainly as result of demand for Additional Support Needs staff	1.294
Projected increase in Non-Domestic Rates payable due to the increase in poundage rate for properties with Intermediate and Higher rateable values	0.544
Projected overspend mainly within Children Services third party payments as a result of increased residential school placements, an increased number of families in receipt of Self Directed Support and fostering and adoption fee increases	0.448
Additional income relating to funding for unaccompanied asylum-seeking children	(0.618)

Please note that a detailed review of teacher numbers and costs is currently underway, the results of which will be reflected in a future Revenue Monitoring report. In the meantime, the working assumption contained within this report is the teacher's budget will break even.

The Children and Families budget includes an assumption of £4.032m of grant funding for teachers that is dependent on maintaining teacher numbers. The basis of determining these and the application of exceptions, for example, in relation to Scottish Equity Funding and Pupil Equity Funding, is the subject of ongoing discussions between COSLA and the Scottish Government. Officers will continue to monitor this and further updates will be provided to Committee as more information becomes available.

6.2 Dundee Health & Social Care Partnership (DHSCP)

The latest financial monitoring report presented to Dundee IJB projects an overspend of £6.197m for 2024/25 (utilising actual info for first 3 months to end June), with this information presented to Dundee IJB at its meeting on 21st August 2024. This projected overspend exceeds 2024/25 IJB Financial Plan where up to £4m has been identified and set aside in IJB Reserves to cover the planned in-year shortfall. While sufficient general Reserves are held to fund this additional overspend if required, a Financial Recovery Plan is being progressed to minimise the unplanned overspend and also return the IJB to a sustainable annual financial position.

DHSCP is continuing to respond to significant operational challenges in demand and demographics (notably the growth in Care at Home provision as a result of shift in care to help mitigate against hospital delayed discharges, unnecessary hospital admissions, reduce social care unmet need and reduce Care Home beds), and in particular staffing challenges (both recruitment and retention, sickness absence and premium cost of back-fill cover), complexity of needs in community settings, and the wider impact of deferred treatments on health and wellbeing following the pandemic period, all of which continue to impact on the projected financial position. Operational managers and finance team continue work to explore ways of mitigating the overspend through efficiencies, cost reduction, transformation and savings opportunities and any impact of these actions will be reported in due course.

Under the risk sharing arrangement reflected in the Integration Scheme, the Integration Joint Board (IJB) retains any underspend within its reserve balances for investment in integrated health and social care services in future years. Sufficient Reserves are held by Dundee IJB to cover the projected 2024/25 shortfall therefore there is no anticipated additional contribution requirement or financial risk forecast in 2024/25 for Dundee City Council.

6.3 City Development: £0.908m overspend

	£m
Increase in projected overspend in property mainly due to costs of unplanned and health and safety related repairs, including £220k additional costs occurred for urgent works at Morgan Academy	1.590
Forecasted reduction in income relating to the decrease in off-street parking income	0.700
Funded by earmarked Covid reserve to meet associated loss of income	(0.700)
Reflects projected increased provision for bad debts mainly as a result of commercial rents	0.327
Additional rental income within Dundee House	(0.144)
Projected underspend in staff costs due to vacancies	(0.436)
Additional income from recoveries of architect services fees in 2023/24	(0.429)

The Executive Director of City Development is reviewing whether further staff slippage may offset some of the additional costs by the end of the year.

Dundee's Low Emissions Zone (LEZ) scheme was launched on 31 May 2024. It is noted that the Transport (Scotland) Act 2019 states that all income from the Low Emission Zone must be first used to facilitate the scheme. It is forecast that income from the LEZ will decline over time and revenue received in the first year will be set aside to contribute to future years costs of operating and maintaining the LEZ infrastructure. The total value of fines issued up to 25 August

2024 was £0.454m, relating to 5,599 contraventions. However, the value of payments received to the same date was £0.096m. This compares with an estimated cost of £0.230m for operating the LEZ in 2024/25.

Fines are issued at values ranging from £60.00 for first offence rising to £960.00 for fifth offence. There is a 50% reduction in the value if the fine is paid within 14 days. The gross value of £0.454m

does not include write-offs for exemptions or reductions due to early payment, or provisions for unrecoverable fines.

Following a government review in 2022 the level of planning fees has been increased. Officers are considering the impact of this and will report this in future reports. It is also noted the above position excludes any variance relating to Winter Maintenance which may occur if weather conditions are similar to previous years.

6.4 Neighbourhood Services: £2.057m overspend

	£m
Projected underspend in staff costs due to vacancies	(0.551)
Projected overspend in waste management third party payments, mainly relating to increased MEB Gates Fees, increased tonnage and forecasted lower electricity income expected to be gained from the excess revenue share for the waste to energy contract	1.035
Projected shortfall in income generated from trade waste and recyclables	0.250
Streetscene & Land Management: income mainly from projects, interment fees and ground maintenance activities are forecasted to be lower than budgeted	0.622
Reduction in expected income from old waste plant due operational issues and lower than expected electricity revenues due to ongoing market conditions	0.742

6.5 Construction Services: (£0.178m) underspend

	£m
Reflects that costs of materials and consumables in relation to priced works have been lower than anticipated	(0.178)

6.6 New Monies: (£1.790m) underspend

Reflects the share of additional £62.7m monies announced by Scottish Government after the budget was agreed that will now be used to replenish any balances used. In addition, the Council will receive a share of an additional £21.0m (£0.601m) which will go towards pay awards in excess of what has been budgeted.

6.7 Corporate Fleet: £1.910m overspend

Reflects the projected net overspend associated with the corporate fleet. The cost of the Council's fleet remains a budget pressure due to rising expenditure in relation to the external hire of vehicles used by services together with the cost of parts and materials for vehicle repairs. A review is underway to ensure the overall fleet utilised by services is in line with the budget provision available and that the true cost of fleet managed on behalf of external bodies is recovered accordingly. The review is ongoing and the outcome will be reported to members as part of future monitoring reports.

7 EXTERNAL ORGANISATIONS

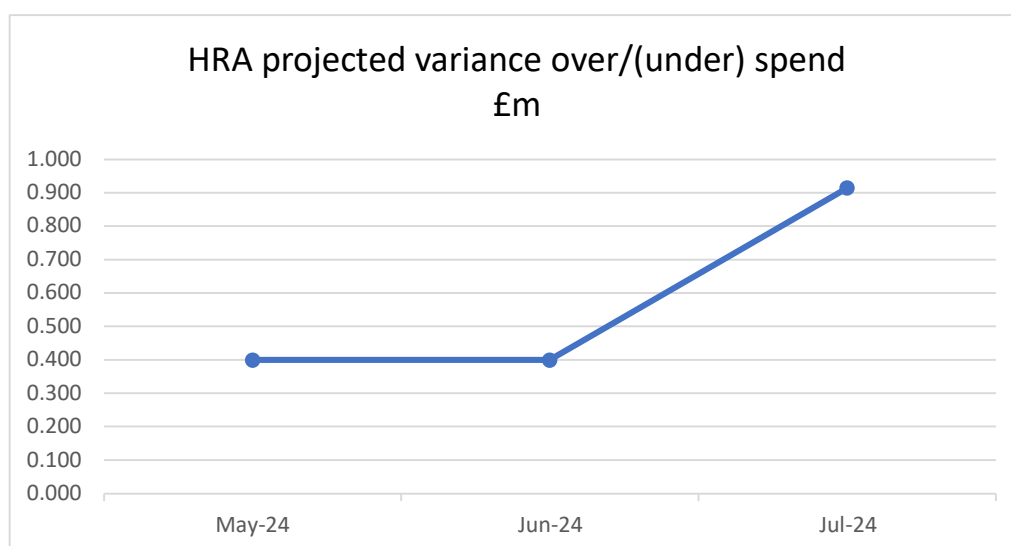
- 7.1 Leisure and Culture Dundee (LACD) suffered considerable income shortfalls during the Covid-19 pandemic, due to the effects of lockdowns and operating restrictions once facilities reopened. It is recognised that, whilst facilities are now fully operational, income levels will take some time to be restored to pre-pandemic levels. To provide certainty, stability and time for Leisure and Culture Dundee to develop a balanced budget from 2024/25 onwards Dundee City Council confirmed its continuing financial support to cover the deficit position for a period until 31 March 2024. In December 2023, it was further agreed that the Chief Executive be authorised to extend the support to Leisure and Culture Dundee to 30 June 2024 should this be necessary. The Council will also continue to undertake cash flow management support to LACD to allow it to remain in credit at all times, and therefore have sufficient cash to continue to operate, thus allowing it to proceed as a going concern and meet its everyday cash liabilities. Any additional financial support provided will be met from reserves.
- 7.2 Our budget includes the assumption that Tayside Contracts will return a surplus in 2024/25, our share of which will be £0.343m. Please note we have set aside an allowance for Tayside Contracts pay awards within our pay contingency and will track the cost of Tayside Contracts services against service and central budgets.

8 HOUSING REVENUE ACCOUNT - MONITORING POSITION AT 31 JULY 2024

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

	(Under)/Over Spend as at 31 July £m	(Under)/Over Spend as at 30 June £m	Movement (from previous month) £m
Net Expenditure	1.365	0.500	0.865
Sources of Income	(0.450)	(0.100)	(0.450)
Net over/ (underspend)	0.915	0.400	0.515

The graph below shows the projected variance over the reported periods.



Please note that the forecast position is compared to the HRA budget as recast in report 139-2024 submitted to and approved by the Neighbourhood Regeneration, Housing and Estate Management Committee on 13 May 2024.

- 8.2 The key variances that make up the July position are shown in the table below. These figures reflect movements for the full year to date.

	£m
Projected overspend in property costs mainly relating to additional void costs due to empty properties being let for longer than budgeted, additional expenditure on unmetered landlord supplies and gas safety maintenance and emergency repairs	1.365
Additional rental income	(0.450)

- 8.3 Any final variance will be adjusted against the Renewal & Repair Fund and any final overspend will be offset against the Renewal & Repair Fund, the housing element of which amounted to £7.317m as at 31 March 2024. A system of ongoing monitoring will continue to take place up to 31 March 2025 with the objective of the HRA achieving a final outturn which is below or in line with the adjusted 2024/25 HRA Revenue Budget.

9 RISK ASSESSMENT

- 9.1 In preparing the Council's 2024/25 Revenue Budget, the key strategic, operational and financial risks faced by the Council over this period were considered. To alleviate the impact these risks may have if they occur, a number of general risk mitigation factors are utilised by the Council.
- 9.2 The key risks in 2024/25 have been assessed both in terms of the probability of whether they will occur and the severity of their impact on the Council should they indeed happen. These risks have been ranked as either zero, low, medium or high. Details of this risk assessment are included in Appendix B to this report. Any changes to the assessment from the previous reporting period, together with any additional comments included, are highlighted in bold type.

10 POLICY IMPLICATIONS

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

11 CONSULTATIONS

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

12 BACKGROUND PAPERS

- 12.1 None.

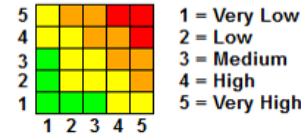
ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

18 OCTOBER 2024

DUNDEE CITY COUNCIL									
2024/2025 REVENUE OUTFURN MONITORING									
PERIOD 1 APRIL 2024 - 31 JULY 2024									
	Approved		Adjusted			Projected	Previous	Movement	Actual
	Revenue	Total	Revenue	Actual	Projected	Variance	Months	since	31.07.2024
	Budget	Budget	Budget	Spend to	Outturn	Over/(under)	Projected	Previous	as a % of
	2024/25	Adjustments	2024/25	31.07.2024	2024/25	spend	Variance	Month	Adjusted
	£m	£m	£m	£m	£m	£m	£000	£000	Budget
General Fund Services									
Children & Families	213.996	3.658	217.654	74.739	219.387	1.733	1.550	0.184	34%
Dundee Health & Social Care Partnership	110.180		110.180	31.139	110.180	0.000	0.000		28%
City Development	15.258	(0.009)	15.249	12.203	16.157	0.908	1.417	(0.509)	80%
Neighbourhood Services	28.439	0.009	28.448	3.246	30.505	2.057	2.028	0.029	11%
Chief Executive	13.835	0.620	14.455	5.524	14.455	0.000	0.000		38%
Corporate Services	33.568		33.568	19.215	33.568	0.000	0.000		57%
Construction Services	0.000		0.000	0.309	(0.178)	(0.178)	0.000	(0.178)	
	415.276	4.278	419.554	146.375	424.074	4.520	4.995	(0.474)	35%
Capital Financing Costs / Interest on Revenue Balances	22.429		22.429	0.000	22.429	0.000			
Contingencies:									
- General	0.500		0.500		0.500				
- Budget growth/Cost Pressures	13.278	(3.019)	10.259		10.259				
- New monies	0.599	1.790	2.389		0.599	(1.790)	(1.790)		
Tayside Contracts surplus	(0.343)		(0.343)		(0.343)				
Corporate Fleet	0.000		0.000		1.910	1.910	1.910		
Miscellaneous Items	(2.044)		(2.044)	(0.681)	(2.044)				33%
Discretionary Non Domestic Rates (NDR) Relief	0.392		0.392	0.484	0.392	0.000	0.000		123%
Supplementary Superannuation Costs	2.938		2.938	0.228	2.744	(0.194)	(0.192)	(0.003)	8%
Tayside Valuation Joint Board	0.945		0.945	0.310	0.945				33%
Empty Property Relief Devolution	1.048		1.048	0.349	1.048				33%
Total Expenditure	455.017	3.049	458.066	147.065	462.513	4.446	4.923	(0.477)	32%
Sources of Income									
General Revenue Funding	(304.241)	(3.049)	(307.290)	(131.128)	(307.290)				43%
Contribution from National Non Domestic Rates (NDR) Pool	(73.695)		(73.695)	(24.565)	(73.695)				33%
Council Tax	(63.906)		(63.906)	(13.690)	(63.988)	(0.082)	(0.150)	0.068	21%
Assumed SPPA Teachers Superannuation Contrib	(2.280)		(2.280)	(0.760)	(2.280)	0.000	0.000		33%
Use of Capital Grant to fund pay award			0.000		0.000				
Use of Balances -									
Balance on Covid Recovery Fund	(6.640)		(6.640)		(6.640)				0%
Committed Balances c/f	0.000		0.000		0.000				
Service concessions	(4.255)		(4.255)		(4.255)				0%
Change Fund	0.000		0.000		0.000				
(Surplus)/Deficit for the year	0.000	0.000	0.000	(23.077)	4.364	4.364	4.773	(0.409)	
(Surplus)/Deficit for Housing Revenue Acct	0.000	0.000	0.000	(5.993)	0.915	0.915	0.400	0.515	

Risks - Revenue Assessment

Corporate Risk Matrix



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

REPORT TO: CITY GOVERNANCE COMMITTEE – 28 OCTOBER 2024

REPORT ON: CITY PLAN FOR DUNDEE 2022-32 – ANNUAL REPORT FOR 2023/24

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 285-2024

1. PURPOSE OF REPORT

- 1.1 The second annual progress report on the City Plan for Dundee 2022-2032 was considered and agreed by the Dundee Partnership on 5 September 2024. The Dundee Partnership Management Group committed to bring updates to their individual organisations for noting.

2. RECOMMENDATIONS

- 2.1 It is recommended that Committee:
- a) notes the progress made since the first report on the City Plan for Dundee 2022-32 in October 2023;
 - b) notes that the Strategic Leadership Groups will review performance indicators that have deteriorated and take measures to improve these going forward;
 - c) remits the annual report to the Scrutiny Committee for further consideration; and
 - d) remits the Council Leadership Team to monitor Dundee City Council's commitment and inputs to delivering actions supporting this plan.

3. FINANCIAL IMPLICATIONS

None.




4. BACKGROUND

- 4.1 The Community Empowerment (Scotland) Act 2015 gave community planning partnerships (CPPs) a specific duty to improve local priority outcomes and act with a view to tackle inequalities of outcome across communities in that area. CPPs were required to prepare and publish a ten-year local outcomes improvement plan (LOIP) by 1 October 2017. The LOIP is the current term to describe the document previously known as the single outcome agreement. In Dundee, the LOIP is known as the City Plan for Dundee.
- 4.2 The Dundee Partnership published its first City Plan in late 2017 for the period, 2017 to 2026. The Plan fully reflected the Scottish Government's guidance for CPPs by:
- a) Using our understanding of local needs circumstances and opportunities to establish a clear and ambitious vision for Dundee
 - b) Focusing on a smaller number of key strategic priorities and setting realistic but ambitious 1, 3- and 10-year improvement targets
 - c) Acting to reduce the gap in outcomes between the most and least deprived groups and improving long term sustainability of public services
 - d) Preparing locality plans which show how we will collaborate with communities to respond to their priorities.
- 4.3 When the first plan was agreed it was also highlighted that the City Plan would run on a five-year rolling basis, while being subject to annual reviews and reporting, and it sits within the duties of the Council, public bodies, and the Scottish Government in relation to Community Planning and Best Value.

- 4.4 The new City Plan for Dundee 2022-2032 was agreed by the Dundee Partnership in September 2022 and reported to the Policy & Resources Committee on 26 September 2022 (article II refers). The first annual report on this (Report No. 291-2023) was agreed by the City Governance Committee on 23 October 2023. (article III refers).

5. PERFORMANCE AND PROGRESS

- 5.1 The City Plan for 2022-2032 focusses on a small number of priorities and sets targets which are reviewed annually. Monitoring continues in the same way as previously, showing whether they are on or close to target and whether they are showing a long-term improving trend.
- 5.2 The summary of the City Plan performance by priority theme in the table below shows that overall, 57% of the performance indicators have improved when compared to the previous year. The Plan contains ambitious targets and 15 of the 30 indicators have met or are within 5% of the target.

Priority Themes		No. of Indicators on or within 5% of Year 2 Target	No. of Indicators improved
	Reduce Child Poverty and Inequalities in Incomes, Education and Health	6 (50%)	6 (50%)
	Deliver Inclusive Economic Growth (including Community Wealth Building)	7 (47%)	9 (60%)
	Tackle Climate Change and reach Net Zero Emissions by 2045	2(67%)	2 (67%)
Total Improved		15 (50%)	17 (57%)
Total Number of Indicators		30	

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

The indicators showing the most improvement so far are:

1. Number of people employed by accredited Living Wage Employers in Dundee City (23%).
2. % point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas (12%).
3. Number of Business Gateway Start-Ups per 10,000 population (12%).
4. Claimant Count 16+ (11%).

The top four performance indicators that are furthest away from target with no improvement on the year before are listed below:

1. % of young people 16 to 24 who are unemployed (46%).
2. % of employees in Dundee earning less than the real living wage (31%).
3. Rate of emergency hospital admissions where primary cause of admission was regarding mental health (24%).
4. Number of Drugs Deaths (21%).

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

- Introduction (page 3)
- Background (page 4)
- Progress Summary for 2023/24 (page 6)
- Areas for Improvement (page 8)
- Reduce Child Poverty and Inequalities in Incomes, Education and Health (pages 11 to 26)
- Delivery Inclusive Economic Growth (pages 27 to 36)
- Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045 (pages 37 to 47)
- Working with our Communities in their Localities (pages 48 to 49)

The sections covering the three priority themes all include the following sub-sections:

- National Performance Framework Links and Infographic
- Strategic Highlights from last year
- Action in progress for completion in 2024/25
- Priorities in Action
- Performance Scorecard

6. **POLICY IMPLICATIONS**

6.1 The content of this report was previously considered in report 255-2022 and remains valid. The original report was subject to an Integrated Impact Assessment. An appropriate senior manager has checked and agreed with this assessment. For progress reports relating to the initial report, a copy of the Integrated Impact Assessment is included as an Appendix to that initial report.

7. **CONSULTATIONS**


7.1 The Dundee Partnership Management Group, Co-Chairs of the Strategic Leadership Groups and the Council Leadership Team were consulted on the contents of this report.

8. **BACKGROUND PAPERS**

8.1 None.

GREGORY COLGAN
CHIEF EXECUTIVE

DATE: OCTOBER 2024



DUNDEE
PARTNERSHIP

City Plan

for Dundee
2022-2032

Annual Progress Report 2023-24



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Introduction

by the Chair of the Dundee Partnership

As a city, Dundee continues to evolve as a place for opportunity and development even as it faces ongoing financial and social challenges.

This report sets out how the Dundee Partnership is leading the collective efforts of the agencies, organisations and communities who are committed to improving outcomes for people who live and work here or come to visit to enjoy the experiences we have to offer.

Over the last year, we have undertaken a comprehensive review of the Dundee Partnership. We looked closely at what we do and how we organise ourselves. As a result, we have created three new Strategic Leadership Groups to focus on the three biggest challenges we face as a city. If we are to transform the lives of Dundonians now and for generations to come, we need to grow our economy in a way that benefits everyone; we need to reduce the unacceptable levels of child poverty and the other social injustices we see around us; and we need to make our contribution to slowing down the impact of climate change by achieving our Net Zero ambitions.

We are confident that we are now in a better shape to lead Dundee to where we all want to be. I hope that you will share our confidence once you read the work that we have done over the past year and our plans for 2024/25.

Councillor Mark Flynn
Chair of the Dundee Partnership
& Leader of Dundee City Council



Background

The Dundee Partnership is nationally recognised as a Community Planning Partnership that is inclusive and works well, bring together public, private, and voluntary sector organisations alongside representation from communities. Many of the collaborative projects that are delivered across the city originate with members of the Partnership seeking synergies with other partners and then actively taking things forward.

This drive is necessary to help tackle the inequalities that we still see in Dundee and bring about a fairer, more creative, and greener city for the future. The Dundee Partnership Vision encompasses all of this and more.



The three strategic priorities of the Partnership directly correlate with the work of the three new Strategic Leadership Groups. A large number of agencies and strategic agendas are brought together under these strategic priorities. The diagram below shows the key responsible groups and the main strategic documents that the City Plan builds upon. They also reflect the needs and aspirations of our citizens and the overall aim of reducing deprivation and inequalities.






Progress Summary 2023-2024

Data gathering and reporting is still being impacted by the after-effects of the Covid-19 Pandemic, especially in relation to year-on-year figures, but this report makes use of the latest available data.

Table 1 below provides a high-level summary report on the number and status of targets and improvements made on the performance indicators selected to measure progress on the City Plan. The table shows that overall, 15 (50%) of the performance indicators in the City Plan are on or within 5% of their target and 17 (57%) have improved compared when comparing this year's data to the previous year. More broadly, 63% of indicators have improved or been maintained and a breakdown of this can be seen within each priority measure later in this report.

Table 1: City Plan Performance indicators

Priority Theme	Indicators on or within 5% of Current Target	Indicators that have improved over previous year	Total Indicators
 Reduce Child Poverty and Inequalities in Incomes, Education and Health	6 (50%)	6 (50%)	12
 Deliver Inclusive Economic Growth (including Community Wealth Building)	7 (47%)	9 (60%)	15
 Tackle Climate Change and reach Net Zero Emissions by 2045	2 (67%)	2 (67%)	3
Total	15 (50%)	17 (57%)	30

Note: In Performance Indicator tables later in this document, the first table for each strategic priority shows the number of PIs on target, close to on target, or below target as well as the percentage that have been maintained or improved in the past year. The detailed table shows the long term trend, which is the current figure compared to the average of the previous 2 years data. When looking at the long-term trend: = means maintaining, upwards arrow means improving trend and downwards arrow means deteriorating trend.

Graph 1 below shows that all actions are in progress which means someone has been assigned, briefed, and already taken steps towards achieving the action. The percentage complete is a self-assessment and gives some indications of progress to date. Of the 37 actions in the City Plan, 2 have been completed, with a further 10 (27%) making significant progress of greater than 50% of planned activity having been achieved by the end of year two of the 2022-2032 Plan. Around 5% of actions have made small amounts (<20%) of progress towards completion, but this is not unexpected two years into a ten-year plan.

Graph 1: City Plan Actions Progress



Areas for Improvement

This annual report addresses the second year of an ambitious ten year plan and reflects progress in the year 2023/24. Progress in some areas may therefore be modest and demonstrate the significant challenges ahead given the difficult social and financial context that currently exists.

The detailed monitoring being undertaken has identified the performance indicators that data tells us are furthest away from target with no improvement on the year before. With this information, partners now have an early indication where additional efforts will be needed to turn this around so that the long-term targets will be reached. These PIs are covered in the table below.

With regard to the Areas for Improvement noted in the 2022/23 report, four of these remain as areas needing improvement – two (attendance gap and 16-24 claimant count) remaining static despite efforts to lower them, one (children living in poverty) largely being influenced more by external factors, and the fourth (positive destinations for care experienced school leavers) fluctuating in part due to the small numbers involved.

Improvements were seen in the other three areas reported last year. The number of workless households has reduced, though is still higher than two years ago; the percentage of primary one children classified as obese or overweight has reduced, and the increase in the percentage of household waste recycled is one of our most improved performance indicators.

Areas for improvement

% of young people 16-24 who are unemployed

The youth unemployment rate in Dundee City increased from 21.7% in 2022/23 to 31.7% in 2023/24. The percentage increase in youth unemployment contrasts with the total number of 16-24 year olds claiming unemployment related benefits which has remained static, and therefore it is unclear whether this a statistical anomaly or an actual trend. Nevertheless, through the Discover Work Employability Pathway the Council and partners have dedicated resources to support young people back into the labour market and will continue to prioritise this.

Areas for improvement

% point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5

The percentage point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5 remained at 4.3% in 2023/24. The target for this performance indicator is 3.4%. Attendance monitoring is a priority area both in Dundee and nationally. Beyond the measures already included in strategic plans and monitored locally, work is being undertaken to identify additional measures to monitor attendance in academic year 2024/25.

% of working age people with no qualifications

The percentage of working age people with no qualifications in Dundee City stood at 7.7% in 2023/24, an increase from the 6.7% reported in 2022/23. Through the Employability Pathway and the city's colleges and universities, there is provision in place to address skills and qualification gaps across the local population. There is also specific work ongoing to address poor participation rates amongst 16-19 year olds which may reflect poor progression from school towards post school training and education.

Rate of emergency hospital admissions where primary cause of admission was regarding mental health

The rate of emergency hospital admissions where the primary cause of admission was regarding mental health stood at 3.58 per 1,000 adult population in 2023/24 this is an increase from the 2.9 reported in 2022/23. There has been an increased number of people experiencing mental health difficulties which has led to an increase in the rate of emergency admissions.

% of primary 1 aged children classified as at risk of overweight or obesity

In the period 2022/23, 23.8% of primary 1 aged children in Dundee City were at risk of being overweight or obese, this is higher than the Scottish average of 21.9%, and places Dundee City as the Local Authority with the ninth highest level of children at risk of overweight or obesity. The challenging fiscal landscape is further exacerbating unfavourable shifts in food consumption and physical activity patterns seen in the population and underlines the importance of the ongoing implementation of the Child Healthy Weight Strategy. The strategy utilises a whole systems approach methodology that seeks to focus collective action and a shared responsibility to increase the proportion of children who have a healthy weight and reduce the disparity in levels of obesity seen in the least affluent compared to the most affluent areas of the city.

Areas for improvement

% of the Dundee Workforce in employment

The percentage of working age people in employment in Dundee City stood at 63.7% this has decreased from 68.8% reported in 2022/23. There has been a marked drop in the share of working age people in employment since the Covid-19 pandemic, this has been the subject of a report to the Inclusive Economic Growth Strategic Leadership Group and will be subject of ongoing monitoring. Work to identify future actions to grow the economy and support people back into work is being progressed.

% Active Travel (Walking and Cycling) as a proportion of trips to work

The 2022 Scottish Household Survey (published in 2024) reported that 18% of respondents in Dundee City stated that they walk or cycle to work. This figure is lower than the current city plan target of 20%. Due to the covid 19 pandemic there was no local authority figures available in 2020 and the 2021 survey was undertaken using a different survey methodology (telephone survey as opposed to a face to face survey) so the figure of 33% in Dundee recorded in this iteration of the survey is not comparable to the 2022 survey. The last survey conducted using the same methodology as the 2022 survey was the 2019 Scottish Household Survey and this reported that 19% of respondents in Dundee reported that they walked or cycled to work.

Reduce Child Poverty and Inequalities in Incomes, Education & Health



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

100%

SCQF Level 4 Literacy



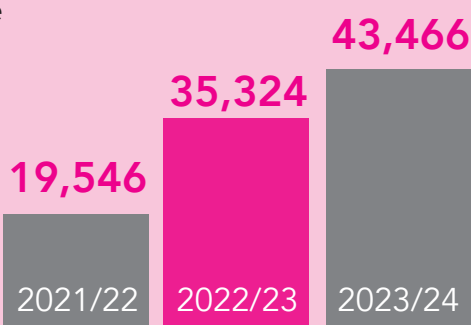
88.2%

SCQF Level 4 Numeracy

Literacy and Numeracy levels at SCQF Level 4 for Care Experienced Young People increased from 66.7% in 2019 to 100% for Literacy and 88.2% for Numeracy in 2023.

Number of people employed by accredited living wage employers in Dundee City.

(Already exceeding Year 3 target 42,468).



87.3%

of 16-19 year olds participate in education, employment or training from SIMD 1.

3%

reduction in primary 1 children classified as obese or overweight (23.8%).



Strategic Highlights from Last Year

- The Dundee Alcohol and Drug Partnership (ADP) Delivery Plan was published in January 2023 and reviewed in April 2024. Key stakeholders, people with lived and living experience and community members took part in the review of the actions to improve the lives of those affected by substance use.
- The Primary Care Mental Health and Wellbeing Framework was established, offering easy-to-access locality-based care, advice, and support from a multi-disciplinary team.

- MCR Pathways continues to offer mentoring to our S3 - S6 pupils who are care-experienced or affected by circumstances which leaves them vulnerable. The most recent data from MCR indicates that 191 young people are engaged in mentoring with a further 90 likely to join early in the next academic session.
- The number of identified Young Carers in schools continues to grow. In January 2024, 754 had been identified. Having dedicated link workers from Dundee Carers Centre attached to our schools helps provide support for them.
- Both Dundee City Council and the Integrated Joint Board maintained their commitments to their Equality Duties, to ensure that no one has poorer life chances based on protected characteristics. DCC published its Mainstreaming Equalities Progress Report in April 2023. Two key positive developments were the signing of a Faith Covenant between DCC and faith organisations, signed in November 2023, and the extensive engagement with service users, Deaf Links, and other services that helped to a six-year BSL Plan. The IJB meanwhile, increased access to learning on equality and fairness matters, set up an Equality & Human Rights Workforce Learning Network and made their communications more accessible. Both DCC and the IJB carry out detailed Integrated Impact Assessments on proposed changes that might affect protected groups
- Details of several other strategic highlights that fall within this theme can be found in the [Fairness and Tackling Local Child Poverty Report](#), agreed in June 2024.

Actions in progress for completion 2024/25

There is one action within this theme due for completion by 31st March 2025.

- Continue to develop and implement the Local Fairness Initiatives in Linlathen and Stobswell West.

The following actions have been completed:

- Develop and deliver the replacement strategic framework and delivery plan for drug and alcohol recovery services (Completed February 2023).
- Deliver on the Dundee Mental Health and Wellbeing Strategic Plan 2019-2024 (Completed April 2024)

The following actions are already over 50% complete:

- Continue to develop and implement the Local Fairness Initiatives in Linlathen and Stobswell West
- Increase the uptake of the under 22's free bus travel, ensuring that young people in the most deprived areas are benefiting at comparable levels to those in less deprived areas

- Develop and publish the next Local Child Poverty Action Plan (including wider fairness actions) and track progress to ensure that commitments made are delivered
- Implement the 'Dundee Promise' that offers an apprenticeship to all care experienced children, young people and care leavers
- Support closing the gap in positive destinations for 16-19 year olds, in particular those who are care experienced and those from SIMD 1 areas, transitioning from school into work or higher education
- Increase the number of opportunities for our young people to gain work experience and paid internships across the public, third and private sectors, through schemes like Career Ready

Priorities in Action

Fairness Leadership Panel

The Panel is a full and effective collaboration between people with lived experience of the impact of low incomes and representatives of influential bodies and groups in the city. We scrutinise the work of the organisations within the Dundee Partnership to ensure that they are maintaining their commitment to tackling poverty and that they are achieving the actions they have agreed to. Panel members are not afraid of asking hard questions. Here are a few highlights of the work the Panel has done during 2023/24:

The Dundee Fairness Action Plan

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

Employability Strategy and Approach

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

Hearing from our Communities

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

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

The Panel plan to do project visits again in 2024.

Annual Conference

The panel held its second Annual Conference in November 2023. These conferences help the Panel share key issues they have focused on over the past year and hear from a cross section of sectors about current issues and concerns. This helps the Panel as they set priorities for the year ahead. At the 2023 conference there were an extensive number of local partners, the Scottish Government, Joseph Rowntree Foundation, the Scottish Poverty and Inequality Research Unit, the Poverty Alliance, and the Robertson Trust.

Public Body Debt

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

Plans for 2024/25

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

Income Maximisation

Welfare Reform still presents significant challenges to tackling child poverty and income inequality in Dundee however Council Advice Services and our Advice Strategy partners in the voluntary sector continue to respond proactively and positively in several ways. Services have been responding to and sharing practice on the Universal Credit Migration Programme for those receiving Tax Credits, helping individuals to make claims at the correct time and make sure their Tax Credits are correct prior to migration, ensuring that incomes are fully maximised throughout.

In 2023/24 Council Advice Services, Brooksbank Centre & Services, and Dundee Citizens Advice Bureau helped customer claim £15,466,761 in benefits and additional income.

Welfare Advice and Health Partnerships

The GP practice co-located Welfare Advice and Health Partnership service continues to provide advice in health care settings and is now available to 91,589 patients in twelve GP practices across Dundee (eight from Council Advice Services, four from Brooksbank). In 2023/24 these practices generated £3,447,036 in benefit gains.

By being able to access welfare advice in a healthcare setting, patients feel a greater sense of confidentiality and trust in the welfare rights advisor. Reviews of the service suggested that health services and healthcare professionals often have unique access to vulnerable individuals which can assist in identifying the need for advice among their practice population, thereby mitigating poverty and reducing health inequalities.

Maternity and Health Visitor referrals

As a way of tackling child poverty, the Maternity and Health Visitor referral service is offered to all new mothers in Dundee during the initial 1,000 days of a child's development. In 2023/24 this generated £717,000 in income for new mothers and their families. Midwifery make direct referrals through the NHS Badgernet electronic health record system as part of their new mother assessment process and referrals come direct to Council Advice Services to make contact with new mothers and provide a full income maximisation service.

Local Fairness Initiative

In 2023/24 the Local Fairness Initiative in Linlathen led to increased provision of employability support and holistic advice through regular weekly drop-ins at Brooksbank Advice Centre. There is now also an increased provision for children and young people, including three new play areas, new play sessions for children with additional support needs and weekly family fun activity sessions with free meal. A new community campaign group called Friends of Linlathen was set up to promote the rights of residents.

In Stobswell West, over £80k of Scottish Government Funding has been secured to support the initiative. The establishment of the Stobswell Connect shop enabled regular weekly support and advice sessions hosted by a range of local services to be offered. This has included increased local support in relation to housing and money advice, carers support, energy advice & support, and support for parents. There have also been improved community participation opportunities and more community based social activities delivered through a new fortnightly conversation café. Development of a new creative intergenerational project celebrating the Dundee dialect and increased engagement through door knocking to discuss what people would like to see happen locally has also taken place.

Living Wage

2024 marked the fifth anniversary of Dundee declaring its commitment to becoming a Living Wage City and launching its 'Making Dundee A Living Wage City' campaign. Dundee was the first city in the UK to launch a place-based campaign and since then, more than a dozen localities across the country have followed Dundee's lead. The campaign pulled together major local employers such as Dundee City Council, Dundee & Angus College, and Dundee & Angus Chamber of Commerce to agree to work as an action group to promote the Living Wage in the city and take forward the agreed commitment.

The action group secured the commitment that all businesses and employers in the Central Waterfront area would be required to pay at least the real Living Wage rate. Key anchor employers have also pledged their commitment to the real Living Wage: NHS Tayside, Social Security Scotland, University of Dundee, Hillcrest Group, all our cultural attractions, including Dundee Science Centre, and DC Thompson. A major milestone was achieved, when Wallace Veterinary Centre became the 100th Living Wage employer in Dundee.

By the end of April 2024 there were 128 Living Wage accredited employers headquartered in Dundee, an increase from 122 in 2022/23. This has resulted in 2,082 staff being uplifted to the real Living Wage and a total of 43,466 staff covered by a Living Wage commitment. The pace of increase in accreditation has slowed down due to the cost of living crisis, and in 2023/24, five businesses closed their accreditations.

Dundee Healthy Weight Partnership (DHWP)

In Dundee, 23.8% of primary 1 aged children remain at risk of being overweight or obese. To change this, a whole systems approach to child healthy weight is being implemented, with the UK's whole system approach to obesity guide used to support local approaches. Output from a Senior Leaders Child Healthy Weight event held in early 2024 is being used to agree next steps for the implementation of 'local levers' in Dundee. Over the last 12 months various workstreams / key actions have been implemented, many of which are iterative and ongoing in nature:

- Activities to support a collective understanding of the issue and identify aligned actions. Mapping of local systems is helping with this
- The DHWP hosts subgroups aligned to four system workstreams, safer and greener streets, school lunchtime experience, community cooking and physical education in primary schools
- Linking with local communities and Local Community Plans via Dundee Health and Wellbeing Networks
- Creation of a wider network of individuals who work or live in Dundee who are informed about the whole systems approach

Alcohol & Drug Partnership

During 2023/24 there has been significant progress and improvements in the treatment and care available to those affected by drug and alcohol use, reflecting the innovation, hard work, dedication, and development of good practice by frontline staff. Individuals in Dundee now have fast access to treatment, they have a choice as to the medication prescribed to them (including choice about all the support available to them) and are supported to remain in treatment for as long as need. Those who have experienced a non-fatal overdose are quickly identified and supported through assertive outreach to access treatment. Independent advocators are available to support people at any stage of their recovery journey and there is help for people to deal with past and recurring trauma.

There has been a significant increase in the number of individuals from Dundee accessing residential rehabilitation to help recover from substance use. All these individuals are supported through the dedicated Dundee Residential Rehab Pathway to enter the residential treatment, during their stay (including visits from family members) and on their return to Dundee. More women have accessed residential rehab than ever before and the majority of those embarking on residential support completed the full treatment. There is now specific support for those in recovery to gain qualifications and employment opportunities.

Dundee's Recovery Network was established, the Lived Experience Framework developed, and a robust system for gathering evidence from those affected by substance use who are receiving services / support established. This also includes more opportunities for family members to have a voice.

Dundee Mental Health and Wellbeing in Primary Care

A Primary Care Mental Health and Wellbeing Framework was established offering easy-to-access locality-based care, advice, and support from a multi-disciplinary team. The approach focuses on early intervention to prevent mental health issues from occurring or escalating, addressing the underlying causes, adversities, and inequalities where possible and seeking to promote positive mental health and wellbeing. Key activities include straightforward referral pathways to substance use, mental health services, and social care, responding to emotional distress, and offering person-centred, trauma-informed support.

Important developments recently have been the establishment of Hope Point: Wellbeing Support which opened in August 2023 and the introduction of Distress Brief Interventions to GP practices. A local Children and Young People's Mental Health and Wellbeing Multi-Agency Group has also been formed. Specialist services and pathways around neurodevelopmental problems are in development and Connect, an Early Intervention in Psychosis service, has been established to enable early access to specialist services.

Get Out Get Active (GOGA) Tayside

GOGA has become one of Tayside's most successful physical activity programmes, targeting and supporting the most inactive groups to engage with low level, fun and inclusive physical activity opportunities. GOGA is based on the principles of 'free activity' and 'active together' resulting in tailored delivery that allows individuals with and without long term conditions and disabilities to come together and enjoy various forms of physical activity.

To ensure GOGA is bringing added value to the Tayside physical activity landscape and avoiding duplication, GOGA delivery is rooted in community and stakeholder engagement to identify gaps in existing provision. Public engagement with GOGA has proven to be successful and between 1st October 2023 and 30th June 2024, 861 sessions were delivered with 8,433 total attendances.

Green Health Partnership (GHP)

Dundee's GHP, funded by Nature Scot has been in operation for 5 years. During that time, the programme has been celebrated as one of Scotland's first nature prescribing projects and has connected local people to the outdoors, through everyday contact. This programme has supported not only the physical activity agenda, but also strengthened the connection between our local environments and our mental health and wellbeing, whilst providing opportunities to combat loneliness and isolation.

The current funding period will end in September 2024, which requires the GHP Leadership team to adapt the approach to ensure sustainability. The Leadership team will continue to work together in partnership, to maintain the existing GHP steering group and focus on maximising the role of green health across the city within existing structures and teams. This change will provide the GHP leads the opportunity to move towards a more sustainable delivery model which reduces the reliance on short term, non-recurring funding. The change in approach will be led by the Directorate of Public Health and expanded across Tayside, to move towards a sustainable and consistent approach to maximising the outdoors for health improvement.

Public Health Scotland Localised Working Pathfinder Programme

Between January 2023 and March 2024 Public Health Scotland worked with stakeholders and the Dundee Partnership in relation to adding value to activity around poverty and inequalities, specifically in mitigating the cost of living crisis impact on vulnerable citizens.

Key areas identified as potentially adding value were whether there were short to medium term impacts of existing work that might provide evidence of reductions in the inequalities gap and whether there were proven interventions with impact on inequalities that could be mapped against work taking place in Dundee.

A multi-agency workshop was held in November 2023. From this the following themes emerged.

- Better data sharing and data linkage is needed to enable maximum utility of what is already being collected. A Partnership wide data sharing protocol was suggested
- A good set of baseline data is needed to understand the population profile of Dundee
- Data quality needs to be consistently good
- Qualitative data could potentially be used to get better insights to experience and changes in the short to medium term
- Consideration needs given to measurement of process as well as outcomes, to understand short to medium term change

The Pathfinder was concluded in March 2024, having shown that developing positive working relationships promotes shared understanding and shows the benefits of joint working. Work continues through the new Strategic Leadership Group to develop this area of work, seeking indicators for the short to medium term impact of activity.

Winter Fund for Carers

Carers are known to be more likely to be affected by poverty and deprivation and are now recognised as a group of people likely to be subject to Health Inequalities. In 2024, the IJB allocated Carers Partnership money to Dundee Carers Centre for a Winter Fund to support carers most in need by alleviating some of the increasing financial pressures of the season.

Applicants identified having to make the too familiar stark choice between 'heating and eating', leading to many of the grants being for fuel and food. The Engage Dundee survey also identified that 56% of carers who responded had gone without food or energy to pay a bill (compared with 46% of all respondents). During 2023/24 the fund distributed 429 grants totalling £124,019, covering travel, white goods, winter clothing, bedding and furniture as well as fuel and food.

Violence Against Women - Deaf Links

Deaf Links is a Tayside-wide charity based in Dundee which supports people who experience sensory loss. In partnership with Women's Aid in Dundee, Angus and Perth, Deaf Links are committed to supporting deaf women who are experiencing any form of abuse or coercive control.

Through advocacy workers who are fluent in British Sign Language they provide a dedicated service to deaf women across Tayside. They work directly with women, their children and young people, offering crisis intervention, information, advocacy services and support to enable equal access to mainstream support services.

The advocacy services provided empower, inform, and enable women in a variety of settings, liaising closely with statutory and other voluntary organisations. The Violence Against Deaf Women Advocacy Worker also provides information sessions to Deaf Women and raises awareness of BSL and Deaf Culture with mainstream service providers.

Best Foot Forward

Best Foot Forward is a partnership between the NHS Healthy Weight team, Active Schools and Claypotts Castle PS (based in the Douglas area of Dundee with 83% of children living in SIMD 1&2). The programme aims to encourage peer support and relationships between parents / carers and foster open and honest conversations around the challenges of achieving healthy eating and physical exercise day to day. Sessions are 90 minutes long with adults and children attending together. There is an input each week (see below) followed by either a cooking session or a physical activity session.

A group of 47 participants; including 21 parents and their children attended for ten weeks of group discussion and participation around topics such as: healthy eating habits, meal planning, sleep routines, screen time, fussy eating, healthy mouths etc.

Dundee Mental Health and Wellbeing Strategic Plan

Developed during 2023/24, the Dundee Mental Health and Wellbeing (MHWB) Strategic Plan 2024-2027 recognises unequal distribution of mental ill health and is making a shift towards support being offered within local communities, so that more people can be supported where they live by accessing informal locality interventions and activities. The vision is to provide mental health and wellbeing services in Primary Care that enable people to access the right support, at the right time, in the right place, by staff who are knowledgeable and skilled to deliver this.

This is achieved through the Primary Care Mental Health and Wellbeing (MHWB) Framework offering easy-to-access locality-based care, advice, and support and utilising a multi-disciplinary team.

Sources of Support – Primary Care Link Workers

Sources of Support has link workers available in all GP Practices in Dundee. The service is for any person aged 16 and over. Their remit is to support people whose mental health and well-being are impacted by social, economic, and environmental issues, which means that the service offers non-medical interventions and coordinated care to help improve health and well-being.

In Dundee, link workers case manage the needs of the person for up to 20 weeks to help them achieve their identified goals. Advocacy and liaison with primary and secondary care, statutory- and third-sector services is a key feature of the link worker role. Primary care supports tackling mental health inequalities through these staff and it is evident from the service's activity that a higher volume of people from deprived areas access link worker support. Between May 2023 and April 2024, the service supported 941 people.

Distress Brief Interventions (DBI)

The DBI service is a national programme providing support to people aged 16 or over experiencing distress and feeling emotionally overwhelmed. In Dundee, the service is hosted by Penumbra and based in the city centre.

Following the initial referral via email, a DBI peer practitioner will contact the person within 24 hours and support them for up to 14 days. They will work with the person to address some of the difficulties they may be experiencing that have led to their distress and to identify ways of preventing and managing any future distress.

DBI seeks to widen the support offered to people engaging with frontline services, at a time when they need it the most. Presently, there are several potential routes to receiving DBI that are being managed through a phased programme to ensure demand can be met. Between April 2023 and March 2024, 834 individuals were referred to DBI in Dundee. 82 referrals were from Police Scotland and 752 from Primary Care.

Hope Point

Hope Point is an initial contact centre for anyone in Dundee City who experiences distress, including those with mental health issues. The centre opened in July 2023 and has continued to be open 24/7 since then. The environment and service has been co-designed with a wide range of people in the city to ensure the service is able to take account of individuals needs including protected characteristics.

Lived experience has been integral to the development both in terms of consultation in the planning stages and with regards to the staff team who are all employed in Peer Support roles. Hope Point is a welcoming, non-clinical environment where staff come alongside people on a short-term basis to help address the difficulties they are facing, plan next steps safely and connect them with other supports and services if that is what is required.

During March 2024, Hope Point had 398 contacts, including providing support for 83 new people.

Creating Hope Together Through Suicide Prevention

Suicide prevention work continues to progress across several spheres, ensuring this aligns with other local and national strategies, including Dundee HSCPs Mental Health and Wellbeing Strategic Plan (2020-2024). Community Health Advisory Forum members, whose role it is to ensure that strategic health and wellbeing developments are responsive to the needs of socioeconomically deprived communities, provided feedback which has been incorporated into the draft action plan.

Key achievements in the last year include:

- Appointed a full-time Suicide Prevention Coordinator
- Refreshed the Tayside **Suicide? Help!** app and website which presents information about the support available for people affected by suicide and suicidal thoughts
- Adapted the NHS Education for Scotland suicide prevention training materials for local use and rolled-out training for those whose role means they may be in contact with someone risk of suicide
- Awarded £13,000 from the Tayside Health Fund to develop a third sector alliance which will build learning and capacity to deliver suicide prevention training across services and communities

Further universal and targeted actions are being developed with implications of socioeconomic circumstances considered across all actions. The approved delivery plan will be available in October 2024.

Home-Start Dundee Summer Delivery for Families



As part of The McManus' ongoing partnership with Home Start Dundee, over the summer, the Learning Team worked in partnership with Home-Start Dundee, Tayside Contracts and Dundee Bairns to provide free cultural activities, art materials and the provision of food.






The museum, widely known as 'The People's museum' is dedicated to helping children and families living in poverty in Dundee. The collaborative working with Home-Start Dundee and Dundee Bairns enabled a positive impact to be made on the lives of local people struggling with mental health and the cost of living.

Performance Scorecard

Priority	PI On Target	PI Within 5% of Target	PI Not on Target	Total	Improved or the same as last year (% of total)
Reduce Child Poverty and inequalities in Incomes, Education & Health	4	2	5	12*	7 (58%)

*The number of drugs deaths has a target of reduce as opposed to a numerical target so won't be counted within the on, within 5% or not on target columns in the above table but is counted in the overall total.

Most Improved PIs As a % of the previous year's figure 	Most Deteriorating PIs As a % of the previous year's figure 
Number of people employed by accredited Living Wage Employers in Dundee City (23%)	Rate of emergency hospital admissions where primary cause of admission was regarding mental health (24%)
% point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas (-12%)	Number of Drugs Deaths (21%)
% of primary 1 children classified as obese or overweight (-11%)	% care experienced school leavers entering positive destinations (-14%)

Performance Indicator	-2 Year	-1 Year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
	Data	Data	Data	Target	Target	
Children living in poverty to be reduced by half by 2030	22.5%	27.1%	28.2%	21.4%	19.3%	
% of 16–19-year-olds participating in Education, Employment or Training	89.4%	89.4%	90.5%	91.0%	92.0%	
% of 16-19 year olds participating in Education, Employment or training from SIMD 1	84.8%	84.1%	87.3%	86.5%	90%	
% care experienced school leavers entering positive destinations	100%	83%	71%	93%	95%	
% gap in attainment tariff average scores between school leavers living in SIMD 1 areas and in SIMD 5 areas	51%	48%	49%	47%	43%	

Performance Indicator	-2 Year	-1 Year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
% point gap in literacy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas	19.9%	19.9%	17.6%*	17.5%	14.3%	▲
% point gap in numeracy in P1-7 between pupils living in SIMD 1 areas and living in SIMD 5 areas	13.6%	16.3%	15.0%*	14%	13%	=
% point difference attendance gap between children living in SIMD 1 areas and the average for SIMD 2-5	3.6%	4.3%	4.3%	3.4%	3.1%	=
% of primary 1 children classified as obese or overweight	24.7%	26.6%	23.8%	23.5%	21.2%	▲
Number of drugs deaths	52	38	46	Reduce	Reduce	▼
Rate of emergency hospital admissions where the primary cause of admission was regarding mental health	3.4	2.9	3.6	3.2	2.9	=
Number of people employed by accredited living wage employers in Dundee City	19,546	35,324	43,466	23,370	42,468	▲

*Interim figures subject to Scottish Government Quality Assurance Checks

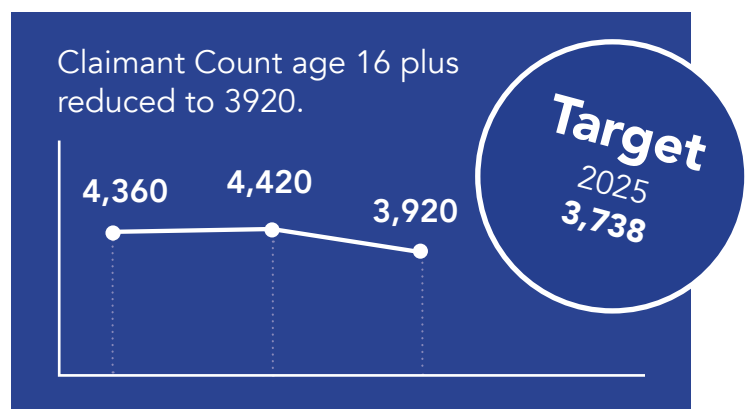
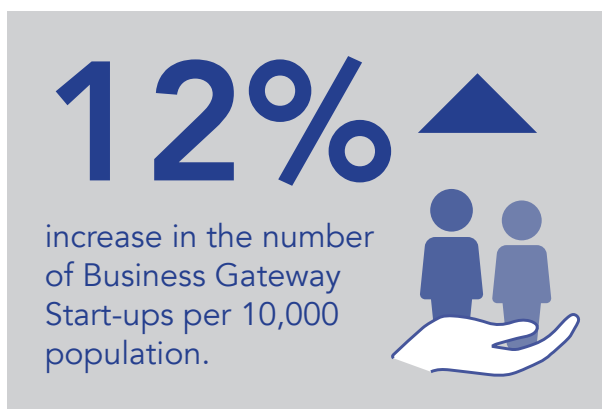
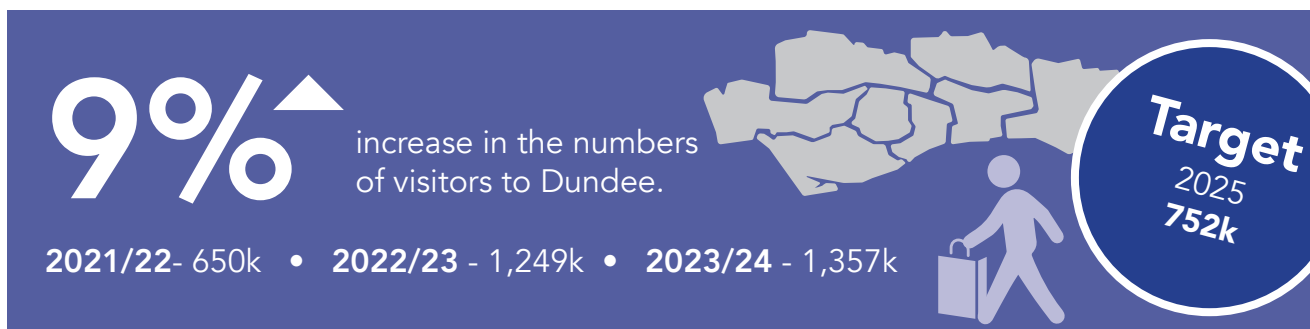
Actions in the plan	Progress %	Due Date	Lead Partner or Group
Continue to develop and implement the local fairness initiatives in Linlathen and Stobswell West	85%	31-Mar-2025	Local Fairness Initiatives Project Board
Increase the uptake of the under 22s free bus travel, ensuring that young people in the most deprived areas are benefiting at comparable levels to those in less deprived areas	95%	31-Mar-2027	Dundee City Council NEC Group
Continue to develop and implement the Child Poverty Pathfinder	30%	31-Mar-2032	Dundee Child Poverty Pathfinder Programme Board
Develop and publish the next Local Child Poverty Action Plan (including wider fairness actions) and track progress to ensure that commitments made are delivered	60%	31-Mar-2032	Dundee City Council/ NHS Tayside
Maintain the commitment to being the Living Wage City	30%	31-Mar-2032	Living Wage Action Group

Actions in the plan	Progress %	Due Date	Lead Partner or Group
Implement the 'Dundee Promise' that offers an apprenticeship to all care experienced children, young people and care leavers	76%	31-Mar-2032	Dundee Work Partnership
Ensure maximum take up of all UK and Scottish Welfare Benefits	50%	31-Mar-2032	Department of Work and Pensions / Social Security Scotland / Dundee Welfare Rights Forum
Implement the new advice strategy for Dundee and maximise provision	50%	31-Mar-2032	Dundee Welfare Rights Forum
Ensure that cash first, dignified and sustainable approaches are in places across the city to support those dealing with fuel or food poverty	50%	31-Mar-2032	Dundee Welfare Rights Forum/Dundee Community Food Network
Support closing the gap in positive destinations for 16–19-year-olds, in particular those who are care experienced and those from SIMD 1 areas, transitioning from school into work or higher education	67%	31-Mar-2032	Discover Work Partnership/ Tayside Regional Improvement Collaborative / FE & HE Partners
Improve ongoing participation, in particular for care experienced young people and those from SIMD 1 areas	20%	31-Mar-2032	Discover Work Partnership/ Tayside Regional Improvement Collaborative / FE & HE Partners
Increase the number of mentors across the public, third and private sectors supporting our young people through the MCR Pathways approach	45%	31-Mar-2032	Tayside Regional Improvement Collaborative
Increase the number of opportunities for our young people to gain work experience and paid internships across the public, third and private sectors, through schemes like Career Ready	65%	31-Mar-2032	Discover Work Partnership/ Tayside Regional Improvement Collaborative
Develop and deliver the replacement strategic framework and delivery plan for drug and alcohol recovery services	100%	31-Mar-2032	Dundee Health & Social Care Partnership / Alcohol and Drug Partnership
Deliver on the Dundee Mental Health and Wellbeing Strategic Plan 2019-2024	100%	31-Mar-2032	Mental Health and Wellbeing Strategic and Commissioning Group
Deliver on the Child Healthy Weight Strategy	15%	31-Mar-2032	Dundee Healthy Weight Partnership (DHWP)

Deliver Inclusive Economic Growth and Community Wealth Building



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



Strategic Highlights from Last Year

Discover Work, Dundee's Local Employability Pathway (LEP) continues to deliver well through its multi-agency approach shaped by the [Discover Work Strategy 2022-27](#). This work has been extensively covered in the June 2024 [Council Plan Report](#), and [Fairness & Local Child Poverty Action Report](#). Highlights include 75% of customers reaching a positive destination, 71% of these sustaining that destination for at least six months, and 61% for at least twelve months. In addition, a new Youth Participation Plan was developed for launch in April 2024 to help 16-19 year olds pursue education, develop their employability skills and realise their full potential.

The largest Meet the Buyer Tayside Event delivered to date was held on 20th February 2024. There were 28 exhibitors on the day including headline partners Dundee City Council, Angus Council, Perth & Kinross Council and Supplier Development Programme (SDP). The event had 545 registered suppliers, with 332 attendees from 199 Scottish SME businesses. The outcomes report can be accessed [here](#).

In March 2024, the Living Wage Partnership celebrated 5 years since Dundee was named as the UK's first Living Wage place and a celebration event took place on 10th May at Michelin Scotland Innovation Parc. The Action Group continues to drive forward continued support for the Living Wage and by October 2023 had already achieved 128 Living Wage Employers in the City.

Funding for a new research, development and production facility in Dundee to be delivered by a consortium led by Abertay University was announced in November 2023. The CoSTAR Realtime Lab is part of the national £75m CoSTAR network funded by the Arts and Humanities Research Council through UKRI (UK Research and Innovation) and is set to help drive the next generation of visual effects technologies that will revolutionise the UK's film, TV and performing arts industries.

The Port of Dundee continued to support the construction of the Neart na Gaoithe (NnG) Offshore Wind Farm development off the Fife coast enabling the installation of 54 turbines with production capacity of 450 megawatts, enough to power 375,000 homes. The construction programme is due to complete late 2024.

As part of the 2023 Autumn Statement, it was announced that as part of the Levelling Up Fund, Dundee had been selected as one of four local authorities in Scotland to receive £20M capital investment from the UK Government, enabling delivery of a MultiModal Transport Hub at Bell Street.

Construction commenced in November 2023 on James Thomson House, a £26m office development at Dundee Waterfront. This will provide 51,600 square feet of Grade A office accommodation when completed in 2025. The development will be completed with sustainability in mind and is set to achieve EPC 'A' and BREEAM 'Excellent' environmental accreditation ratings. The offices are being built by Robertson Construction on behalf of Dundee City Council and the project is being partly financed through the Scottish Government's Growth Accelerator model.

The £1m Skills Academy based at Michelin Scotland Innovation Parc, Dundee, opened in October 2023. Delivered by Dundee and Angus College and MSIP (of which Dundee City Council is a partner), the Skills Academy is the national centre for excellence for skills development in renewable energy, sustainable mobility and decarbonisation.

V&A Dundee celebrated its 5-year anniversary in September 2023. Key findings from a report written to mark the museum's fifth birthday highlighted there had been 1.7 million visits to the museum since it opened. It also detailed total Gross Value Added (GVA) economic impact of £304 million for Scotland, including £109 million for Dundee.

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

Actions in progress for completion 2024/25

There are no actions within this theme due for completion by 31st March 2025.

The following actions are already over 50% complete:

- Deliver the Tay Cities Deal and the Dundee projects supported by the programme
- Create a Dundee Economic Advisory Group to provide regular engagement with local business and political leaders
- Build on Dundee's Scotland Loves Local campaign.

Priorities in Action

Preparing a New Employability Pathway for 2024-29

A co-commissioning process was used to commit employability funding for 2024-26 through the Discover Work Challenge Fund, to set up a new Employability Pathway for 2024-29. This involved the allocation of employability funding totalling £2.35m from a range of sources including:

- The UK Shared Prosperity Fund from UK Government
- Tay Cities Region Deal funding as part of the Skills and Employability Programme
- Devolved funding from Scottish Government to LEPs through No One Left Behind, inclusive of Child Poverty funds to deliver the parental employment aspects of Best Start, Bright Futures: Tackling Child Poverty Delivery Plan 2022-2026

City Centre Strategic Investment Plan

Significant progress has been made in delivering the ambitious improvements set out in the City Centre Strategic Investment Plan across the key themes of Living, Working, Visiting, Public Realm and Accessibility. Projects that were delivered during 2023/24 include the City Centre Commercial Waste Pilot; the upgrading of the Commercial Street / Murraygate junction; public realm improvements to Union Street and Exchange Street; new office developments at West Marketgait and Site 6 in the Waterfront; as well as a programme of events and activities that help to drive footfall. The next area of focus that has been identified relates to the Eastern Quarter where a longer-term masterplan setting out a range of interventions that respond to the challenges and opportunities is being developed.

Supporting Start Up businesses and SMEs

The Council funded Business Gateway Tayside Service continues to meet or exceed performance targets. The service supported 242 businesses into start-up in Dundee between April 2023 and March 2024, with a further 112 supported to grow their businesses during the same period. A dedicated Community Outreach Adviser was appointed to provide outreach services to existing and prospective businesses that may not self-access Business Gateway services.

Dundee City Council's Business Growth and Innovation Grant launched in 2022 and continued to be delivered during 2023/24. By March 2024, sixteen grant awards had been made to assist and encourage eligible businesses to increase their turnover and grow their employment base within the Dundee area.

The Michelin Scotland Innovation Parc completed construction of their Innovation Hub, Innovation Labs and Makerspace in 2023. Two Innovation Challenges have been undertaken and four Accelerator Programme cohorts had been delivered by March 2024 with 41 companies participating.

Community Wealth Building (CWB)

The Council has made good progress in integrating CWB principles into its key strategies within the Dundee Council Plan 2022-27 and City Plan for Dundee 2022-32. It is also being integrated into relevant service and thematic plans by using the lens of CWB to frame future direction. The CWB working group has continued to take forward actions in each pillar area i.e. making Dundee a CWB place, spending, workforce, finance, land & property and inclusive ownership.

Highlights since the previous update include:

- CWB Coordinator appointed, and Partners Conference delivered in May 2023
- Communication plan created and awareness raising undertaken with council and external partners
- A local spend monitoring system is now in place which allows the council to report on local spend
- Work to encourage local contractor spend in capital programmes also resulted in over £24m of subcontract activity being spent locally
- Working in partnership with the Council's Climate Team our scope 3 emissions have been mapped, which will allow us to better target categories for climate improvement measures
- The Dundee Climate Fund participatory budgeting programme was delivered
- Research was commissioned to map generative businesses and the support available to them in Dundee, indicating there are 143 inclusive ownership companies in Dundee, 87% being Social Enterprises and 13% co-operatives / employee-owned businesses
- UK Shared Prosperity Funding was provided in 2023/2024 to the Circle and Dundee Social Enterprise Network to provide additional training to businesses operating in the social economy

NHS Tayside Anchor Strategy

In October 2023, NHS Tayside published its [Anchor Strategy](#), setting out plans to enhance its role as an Anchor Institution and contribute to CWB approaches across Tayside.

NHS Tayside employs around 14,000 people across Angus, Dundee, and Perth & Kinross, spends more than £333m each year on goods and services, and occupies more than 428,000 sqm of land and buildings including more than 65 premises. The strategy builds on areas of existing good practice across employability, procurement, and use of land and assets, and sets out priorities to further work in these areas to address health inequalities and improve community wellbeing.

Objectives aim to enhance provision of fair and meaningful work opportunities for those most at risk of economic disadvantage. This includes, adapting procurement processes for community benefit, enhancing social value and increasing suppliers from local SMEs, social enterprises and supported businesses, and increasing the sustainable and productive use of its land and assets. Working collaboratively with other anchors and partnerships across the region is crucial to the successful delivery of this strategy and NHS Tayside is a key partner within Dundee Partnership's CWB agenda.

Eden Project

After extensive work during 2023/24, planning permission for Dundee's £130m Eden Project was approved by Councillors in June 2024. The major visitor attraction, which will be based at the former gasworks site to the north of East Dock Street will combine exhibits, performance, learning, play, immersive experiences, horticulture, live music and art. There will also be food, beverage and retail spaces. The team will now concentrate on working with partners, progressing the design, securing investment and continuing to deliver their community programmes within the city.

Tay Cities Deal in Dundee

The Tay Cities Deal SME Skills Fund was launched on 31 January 2024 and will support up to 80 companies across Dundee and the wider Tay Cities region.

Construction work commenced on the Biomedical Regional Innovation Hub at Dundee Technopole in 2023. The project is underpinned with £25m funding from the Scottish Government through the Tay Cities Deal. The facility is scheduled to open in February 2025 and will offer 4,700 sqm of space over three floors for new high growth spinouts.

Funded through the Tay Cities Deal, the Dundee Airport project enabled renewal of the public service obligation in November 2023, allowing direct flights between Dundee Airport and London Heathrow to continue for a further two years.

The Tay5G project had delivered eight use case trials by March 2024. These included trials related to e-sports, virtual production, search and rescue, offshore maintenance and inspection, broadcasting, sustainable fashion, agritech and Internet of Things.

Delivering Economic Growth in the Cultural Sector

More data is needed in this area, but a comparison of information from 2019/20 and 2023/24 shows a rise in part-time positions and a reduction in freelance opportunities and work for artists. Generally, the sector has contracted since 2020 but is beginning to rebound post-covid and is seeing positive news in relation to the Living Wage being paid. Looking forward, the Culture Strategy includes actions for fair work and supporting businesses, and aims to have better data available over time.



Health & Work Team








The ability to access good quality work is an important protective factor for health and wellbeing. Paid work has the potential to improve health and reduce health inequalities by increasing household incomes and meeting important social and psychological needs. Poor mental health remains the leading reason for absence from work and is considered one of the main factors causing the current rise in levels of working age adults currently unable to work. The Health and Work team engage with workplaces across Tayside to encourage and enable the provision of good, fair working conditions and environments to enhance this important determinant of health.

Building capacity within workplaces to provide conditions that support and enhance employee wellbeing is a key aim of the health and work programme. During 2023-24 the team delivered 27 training courses and workshops to 357 individuals from 82 different organisations across Tayside. Topics covered included mental health at work, keeping active at work, menopause and cancer in the workplace. A successful partnership with Enable Works supported the delivery of sessions on diversity and inclusion, neurodiversity awareness, flexible working and inclusive recruitment, all with a workplace focus.

Performance Scorecard

Priority	PI On Target	PI Within 5% of Target	PI Not on Target	Total	Improved or the same as last year (% of total)
Deliver Inclusive Economic Growth (including Community Wealth Building)	7	0	8	15	10 (67%)

Most Improved PIs As a % of the previous year's figure 	Most Deteriorating PIs As a % of the previous year's figure 
Number of Business Gateway Start-Ups per 10,000 population (12%)	% of young people 16 to 24 who are unemployed (46%)
Claimant Count 16+ (-11%)	% of employees in Dundee earning less than the real living wage (31%)
Visitors to Dundee (000's) (9%)	% of working age people with no qualifications (15%)

Performance Indicator	-2 Year	-1 Year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
	Data	Data	Data	Target	Target	
% of the Dundee Workforce in employment	71.3%	68.8%	63.7%	72%	73.5%	
Median earnings of total resident workers as a percentage of Scottish average	92.0%	91.0%	87.5%	94.9%	96.8%	
Gross weekly pay for full time employees living in the area	£575.00	£584.20	£614.90	£603.75	£665.63	
% of employees in Dundee earning less than the real living wage	10.2%	7.2%	9.4%	11.4%	10.3%	
Number of living wage accredited employers based or headquartered in Dundee	100	122	128	120	160	
% participation rate of young people from SIMD 1 and 2	85.4%	85.3%	87.8%	87.3%	89%	
Number of workless households in Dundee	9,500	10,500	10,300	9,025	8,145	

Performance Indicator	-2 Year	-1 Year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
% of young people 16 to 24 who are unemployed	21.8%	21.7%	31.7%	20.7%	18.7%	▼
16-24 Claimant Count	780	830	830	741	669	▼
Claimant Count 16+	4,360	4,420	3,920	4,142	3,738	▲
Claimants as a proportion of economically active residents aged 16+	5.9%	4.3%	4.2%	4.2%	3.8%	▲
% of working age people with no qualifications	6.7%	6.7%	7.7%	6.2%	5.6%	▼
Number of Business Gateway start-ups per 10,000 population	16.2	14.8	16.5	17.85	19.68	▲
Visitors to Dundee (000's)	650	1,249	1,357	682	752	▲
City Centre retail units vacancy rate (%)	13.8%	18.0%	17.7%	12.4%	11.1%	▼

Actions in the plan	Progress %	Due Date	Lead Partner or Group
Deliver the Tay Cities Deal and the Dundee projects supported by the programme	60%	31-Mar-2032	Tay Cities Board
Attract more skilled green jobs	26%	31-Mar-2032	Dundee City Council / Scottish Enterprise/ Dundee Port/ MSiP
Continue to grow the number of jobs within Dundee Waterfront	40%	31-Mar-2027	Dundee City Council / Scottish Enterprise/ Dundee and Angus Chamber of Commerce
Deliver Michelin Scotland Innovation Parc's vision and business plan to attract more jobs	40%	31-Mar-2032	MSiP Board
Continue work with partners to explore options to develop a Life Sciences Innovation District	25%	31-Mar-2032	Scottish Enterprise/ University of Dundee/ Dundee City Council
Continue work with partners to take forward proposals for Eden Scotland	35%	31-Mar-2032	Eden Project Dundee

Actions in the plan	Progress %	Due Date	Lead Partner or Group
Implement the long-term City Centre Investment Plan to deliver a vibrant City Centre	25%	31-Mar-2027	Dundee City Council/ Dundee and Angus Chamber of Commerce
Create a Dundee Economic Advisory Group to provide regular engagement with local business and political leaders	80%	31-Mar-2032	Dundee & Angus Chamber of Commerce
Further grow the number of local organisations registered as Living Wage Employers	30%	31-Mar-2032	Living Wage Action Group
Continue to raise the profile of the city through a range of marketing activities, promoting key messages, assets and opportunities to businesses, investors, developers and visitors	50%	31-Mar-2027	Invest Dundee / Tourism Leadership Group
Deliver an extensive community wealth building strategy, ensuring the maximum level of investment possible is retained within Dundee to support local jobs	50%	31-Mar-2024	Dundee City Council Community Wealth Building Group with additional partners
Build on Dundee's Scotland Loves Local Campaign	60%	31-Mar-2032	Dundee & Angus Chamber of Commerce / Dundee City Council
Maximise apprenticeship opportunities	25%	31-Mar-2027	Discover Work Partnership
Increase and enhance employment pathways, in particular supporting around 11,000 economically inactive people towards job seeking and 16–19-year-olds into positive destinations	25%	31-Mar-2027	Dundee Work Partnership
Increase the number of start-ups and SMEs in the city and support their expansion	50%	31-Mar-2027	Business Gateway

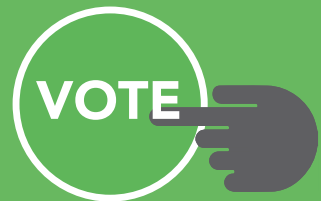
Tackle Climate Change and Achieve Net Zero by 2045



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

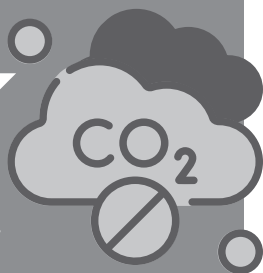
4758

votes cast, and a total of 10 projects received funding through the Dundee Climate Fund 2.0.



7%

reduction in CO₂ (KtCO₂) Citywide.



3%

increase of household waste recycled (36.6%*).

*provisional figure for 2023 subject to final confirmation by SEPA



Strategic Highlights from Last Year

The pre-existing Climate Leadership Group took on the role within the Dundee Partnership of acting as the Strategic Leadership Group for Tackling Climate Change and Reaching Net Zero by 2045. The group is chaired by Ronnie Quinn, an independent entrepreneur with a wealth of experience in this field. Councillor Heather Anderson has taken up a vice-chair position in her role as Climate Champion for Dundee City Council.

Several strategies and plans have been developed, including the Dundee Local Heat and Energy Efficiency Strategy (LHEES), Dundee Local Area Energy Plan (LAEP) and Net Zero Transition Plan. A review of the Dundee Climate Action Plan is also underway.

During 2024/2025 the implementation of Dundee's Biodiversity Action Plan was supported by the receipt of £171,000 from the Scottish Government's Nature Restoration Fund. This funding enabled a raft of initiatives to be implemented including expanding the extent of native wildflower meadows throughout the city. These, added to the significant coastal meadow creation as part of the Broughty Ferry and Monifieth Active Travel route, are a vital component in Dundee's Nature Network helping nature to mitigate and adapt to the effects of climate change.

Actions in progress for completion 2024/25

There are no actions within this theme due for completion by 31st March 2025.

The following action is over 50% complete:

- Develop a City Energy Masterplan that takes a whole systems approach to decarbonising, decentralising and digitising heat and energy production.

Priorities in Action

The Dundee Climate Leadership Group (DCLG)

This group provides active leadership on Dundee's net-zero challenge, leveraging expertise from across the city to engage and inspire collective ownership as well as a shared commitment to tackling climate change. The DCLG ensures that across the city there is communication and collaboration on both the strategic decision-making needed to set and meet regional and national targets as well as on-the-ground delivery through the Sustainable Dundee Network, with partners working directly with communities to deliver adaptation and enhance resilience.

During 2023/24 the Group has been closely involved in the development of Dundee's Local Area Energy Plan (LAEP), reviewing the city's Dundee Climate Action Plan and engaged as key stakeholders in the development of the Local Heat and Energy Efficiency Strategy (LHEES) for the city.

Dundee's Local Heat and Energy Efficiency Strategy (LHEES)

The Council has developed Dundee's first Local Heat and Energy Efficiency Strategy (LHEES). The LHEES, which received committee approval and was published in Spring 2024, is an important strategic citywide plan to decarbonise heat and improve energy efficiency in buildings. It will help to tackle the city's climate emergency and meet its net zero target whilst helping to alleviate fuel poverty and offering the potential for new economic opportunities in the city. The LHEES Delivery Plan is now in development.

In addition, Dundee City Council have pioneered the use of Climate OS, emissions modelling software in Scotland, to visualise how far the actions in our plans can take us to our Net Zero targets therefore providing a quantified understanding of the scale of the challenge remaining.

Dundee Local Area Energy Plan (LAEP)

Following the LHEES, a Local Area Energy Plan (LAEP) is also being developed the city. The LAEP encompasses heat, electricity and transport, sets out a vision of what a net-zero carbon energy system could look like for Dundee, describing the priority interventions and recommendations for action that will support the city in delivering its 2045 net zero target.

The DCLG has been pivotal in developing the Local Area Energy Plan (LAEP) for the city; analysing the technical potential for renewable energy generation, waste and low carbon heat sources through to future building heat and electricity demand mapping and forecasting building (domestic and non-domestic) decarbonisation. The LAEP will be launched in 2024 and this, together with the significant partnerships that have evolved, is a timely opportunity to refresh the DCAP.

Dundee Climate Action Plan Review

The city-wide Dundee Climate Action Plan (DCAP) was published in 2019, outlining a collaborative approach to reach net zero emissions by 2045. The plan comprised 64 actions under the themes of Energy, Transport, Waste and Climate Resilience.

One of the main purposes of DCLG is to monitor and drive progress of the Dundee Climate Action Plan in meeting the city's Net Zero targets and to recommend innovative solutions that support a Just Transition to a Net Zero future.

Two workshops were planned to review the DCAP. The first took place in March 2024, and focussed on bringing partners together to review the plan using our Emissions Dashboard, Climate OS, as well as exploring what steps partners are taking that can help us achieve Net Zero collectively.

Workshop two in Autumn 2024 will pull in the actions identified in the LAEP to create a more accurate picture of our emissions reduction pathways and facilitate discussions around delivery and funding.

Net Zero Transition Plan

Both the City Plan (2022-2032) and Council Plan (2022-2027) identify tackling climate change and reaching net zero carbon emissions by 2045 or sooner as one of their three strategic priorities for the City.

The Council's new Net Zero Transition Plan, published in December 2023, builds on this ambition, committing Dundee City Council to being a net zero organisation by 2038 and will allow Dundee City Council to effectively and decisively lead this transition to a low carbon and climate resilient City.

The pace and scale of transformational change required to meet this challenge requires collective leadership to support cross-sector collaboration in low carbon innovation, investment, behaviour change and ensuring a Just Transition by addressing inequalities such as poverty and social justice.

The Plan has therefore been co-developed with all seven Council Services and is centred around reducing emissions from buildings, streetlighting, fleet, business & service travel, and waste produced by the Council. It will also introduce a Circular Economy, increase climate resilience and ensure a Just Transition away from fossil fuels, including increasing green skills and jobs to support this.

The Plan is led by the Sustainability and Climate Change team who have been focussed on consensus around governance, monitoring and reporting. The Plan will be governed internally by the Council Leadership Team, with reports every six months and progress against targets will be reported annually to Committee from January 2025.

Climate Risk & Vulnerability Assessment (CRVA)

As part of the Climate Action Planning process a Climate Risk and Vulnerability Assessment (CRVA) was carried out in 2018. This estimated the risks and impacts from Climate Change and allowed the identification of climate adaptation actions for the city. It is now recommended that a refresh of the CRVA and actions take place due to the increased urgency of the climate and nature emergency, the broader expertise & tools we now have access to, and the need to understand the impact of climatic changes since the last risk assessment, specifically incorporating the 2oC and 4oC scenarios.

As a first step to future adaptation planning in Dundee, a Natural Capital Baseline Assessment was commissioned by the DCLG in January 2023, providing a full account of the ecosystem services and biodiversity in the city's green space currently, allowing future interventions to be monitored and valuable data to be incorporated into the next CRVA.

The updated CRVA is due to be completed by August 2024 and is being developed with input from a wide range of cross-sectoral stakeholders. It will include an up-to-date climate risk profile for Dundee, a prioritised list of impacts with recommended adaptation options for the highest priority impacts along with viable co-benefits of recommended options, and an estimation of the economic impacts of climate change.

In addition, recognising that to ensure climate resilience we need to consider the whole catchment and wider area, a regional partnership is being developed with Angus Council and Perth & Kinross Council to identifying regional synergies and solutions.

Dundee Climate Fund (DCF)

The Dundee Climate Fund (DCF) was set up with a total of £750,000 available, to support community-led climate change projects and contributes to the aim of 1% of the Dundee City Council being allocated via Participatory Budgeting.

The Council was the first local authority in Scotland using a Community Choices model to identify and have citizens decide on local climate change spend. The fund is an important part in the Council's policy response to mobilising community action on climate change, enabling communities to have a greater impact and facilitating capacity building within the network of local stakeholders.

Eligible applicants were able to develop their project ideas within the five topics of energy, transport, waste, resilience, and building capacity. The application review process was designed to support applicants to develop stronger ideas before they were put to a public vote.

Dundee Climate Fund Round 1: After registering 4,376 votes, a total of twelve local projects benefited from a share of around £385,000, helping to grow local community projects acting on climate change, reducing carbon emissions and engaging communities.

Dundee Climate Fund Round 2: Community generated ideas were collected through extensive stakeholder engagement. A total of 10 projects received funding through the DCF 2.0 with 4,758 votes cast. The third round of the DCF is currently underway to utilise remaining funding and is seeking submissions for consideration.

Urban ReLeaf

Urban ReLeaf, a city-wide citizen-science initiative in Dundee, engages the community to contribute their observations and perceptions of greenspaces across the city. By harnessing the collective input of citizens, the project strives to enhance the benefits derived from these greenspaces and ensure they cater to the diverse needs of the community.

The first phase of the project is capturing people's perceptions of Dundee's greenspaces throughout an entire year to capture all seasonality. This includes aspects of mobility, greenspace usage, what people love and dislike about the spaces as well as capturing data on resilience with a particular focus on flooding and draught. This data will be used to inform the Open spaces Strategy, adding quantitative data to the existing qualitative data, and will also feed into the City's Local Development Plan. The second phase of the project will be developed based on the findings of the first phase.

Hello Dundee

More than 100 interactive signs have been installed across the city asking people to engage in a friendly chat using a QR code or text message-based conversation. The project uses an innovative engagement platform that makes public spaces interactive and is looking to hear from the city's diverse community about how they feel. It also shares some information with them about actions the city is taking to adapt to climate change and inspire audiences on how to act themselves.

This is a collaborative project across Council services, capturing the following topics:

- Active Travel, including questions for DCC residential bike shelters
- Parks, greenspaces, biodiversity
- Local services and amenities (20-minute Neighbourhoods), health and wellbeing resources
- Energy, retrofitting and funding
- Electric Vehicles: myth busting, how to use charging stations including trouble shooting, and available funding & grants

- Flooding & surface water management. Additionally, a Storm conversation to signpost to information to prepare for / during / after adverse weather events
- Street Lighting: sharing of DCC city lighting improvements, and information relating to LED's at home

The newest iteration of the project includes AI technology to help respond to queries directly.

- Air Quality & LEZ conversation: enabling users to ask any question they have regarding LEZs, ensuring they have access to accurate and timely information. You can test the conversation by going to the [website](#).
- AI-integrated Waste conversation tool: Particularly beneficial for addressing recycling queries, helping users determine how to recycle various items correctly by accessing a DCC developed knowledge base and combining items to handle complex enquiries. It also provides signposting to bin collection calendars, making waste management easier for everyone. The tool can be found [online](#).

The Hello Dundee ChatBot tool will significantly enhance public engagement and streamline information dissemination across all topics of sustainability and climate change, aligning with our commitment to sustainability and community support.

Scottish Climate Week – Re:City Event

Running alongside the wider Scottish Climate Week from 25th September to 1st October, Dundee Climate Week culminated in a day of celebrations on Saturday 30th, as City Square hosted Re:City: Reimagine, Remake, Reconnect.

Re:City was designed to bring Dundee residents together with a day of free activities, information presentations, and performances. The event featured hands-on workshops, live music, Loose Parts Play from ScrapAntics, and the opportunity for attendees to engage with various sustainability initiatives.

Inspired by Scotland's Climate Week, the day was created for everyone to enjoy. Participants engaged in masterclasses with ReBoutique, creating DIY beauty products, and with Transition Dundee, celebrating textile repair by teaching how to hem, fix fabric holes, and make curtains. Additionally, local florist Branches and All ran sustainable floristry courses.

MWV Environment Baldovie presented a recycling-themed game, with free tote bags filled with goodies from Zero Waste Scotland for the first 100 participants. Dundee City Council also provided giveaways. Attendees had the chance to pick up a brochure for The University of Dundee's Festival of the Future and interact with Dundee City Council's Countrypark Rangers.

Dr. Bike offered tune-ups for regular cycle commuters and provided an opportunity for new cyclists to get their bikes road-ready. The Dundee Cycle Hub provided eCargo bike rides and advice on walking and cycling in Dundee, while the British Transport Police Scotland marked bikes for security.

The Eden Project held consultations throughout the day, showcasing their newest designs for Dundee, offering attendees a chance to influence the city's future.

Green-fingered visitors enjoyed activities with representatives from The Maxwell Community Centre & Garden, the Dundee Community Growers Network, and Campy Growers, who focused on growing food from seed to plate. The University of Dundee Botanic Garden shared information about their latest community outreach projects.

Over 1,300 people participated in the event, demonstrating Dundee's commitment to sustainability and community engagement.

NHS Tayside Climate Change and Sustainability

NHS Tayside has committed to reducing its impact on the environment and the lasting effects that this can have on the health of individuals and our local populations. To meet statutory duties and targets to reduce its negative impact on the environment and adapt to the changing climate, NHS Tayside has appointed an Executive Lead and Board Champion who will support progress and delivery.

An NHS Tayside Climate Change and Sustainability Board has been established and supporting infrastructure is in place to deliver on targets and ambitions locally across the areas of transport & travel, waste, procurement, property, energy, clinical work, and greenspace & biodiversity.

Initial areas of success include the removal of Desflurane gases in theatres, a reduction in inhaler gas propellants by switching to dry powder ones in General Practice, move to use of electric fleet vehicles, encouraging active travel, increasing access to green spaces and improving recycling.

The NHS Tayside Climate Emergency and Sustainability Annual Report for 2022/23 can be found [online](#).

Tackling Ash Dieback

Dundee City Council has been at the forefront of Scotland's approach to tackling ash dieback. It is anticipated that this fungal disease will kill the vast majority of ash trees in the UK. Progress of the disease in infected trees affects the structural integrity of the tree. Trees with advanced infections are therefore a significant health and safety risk to people, particularly where mature trees are adjacent to roads, pavements and busy open spaces. Dundee City Council took early action in using GIS to map / assess ash trees and identified the significant resources required to remove infected trees. Other local authorities have sought advice and support seeking to replicate Dundee's approach.



Countryside Rangers Engagement




Dundee's Countryside Ranger Service delivers three fully subscribed Branching Out programmes every year. This bespoke therapeutic intervention, based in Templeton Woods, is designed for participants who use mental health services in the city. They are referred onto the programme by health professionals.

A range of activities are on offer from practical conservation work to exploring the natural world through citizen science and environmental art, followed by a chance to socialise over refreshments made on an open fire every week. The culmination of the twelve week programme is the achievement of a John Muir Award. Feedback from those who attend is extremely positive and some continue their involvement by regularly volunteering with the Countryside Rangers after completing the programme.

Performance Scorecard

Priority	PI On Target	PI Within 5% of Target	PI Not on Target	Total	Improved or the same as last year (% of total)
Tackle Climate Change and Reach Net Zero Carbon Emissions by 2045	2	0	1	3	2 (67%)

Most Improved PIs As a % of the previous year's figure 	Most Deteriorating PIs As a % of the previous year's figure 
City Wide CO2 Emissions (KtCO2) (-7%)	% Active Travel (Walking and Cycling) as a proportion of trips to work (-5%)
% of household waste recycled (3%)	

Performance Indicator	-2 Year	-1 Year	Latest Figure	Current Year	Yr 3 (24/25)	Long Term Trend
	Data	Data	Data	Target	Target	
City-wide CO2 Emissions (Kt Co2)	664	674	629	630.8	569.3	
% Active Travel (Walking and cycling) as a proportion of trips to work	19% (2019 data)	N/A*	18%	20%	22%	
% of Household Waste Recycled	32.6%	35.6%	36.6%**	36.4%	40.2%	

*Data not available as the survey was conducted in a non comparable format due to the covid-19 pandemic

**This is a provisional figure for 2023 subject to final confirmation by SEPA

Actions in the plan	Progress %	Due date	Lead Partner or Group
Implement the Dundee Climate Action Plan and adopt new emissions modelling tools to inform decision-making	50%	31-Mar-2032	Dundee Climate Leadership Group
Develop a city Energy Masterplan that takes a whole systems approach to decarbonising, decentralising and digitising heat and energy production	90%	31-Mar-2027	Dundee Climate Leadership Group

Actions in the plan	Progress %	Due date	Lead Partner or Group
Support the decarbonisation of transport systems and improve infrastructure for walking, cycling, wheeling and reducing the need to travel	6%	31-Mar-2032	Dundee City Council
Manage waste sustainably by reducing, reusing, recycling and recovering waste to improve resource efficiency whilst working towards a circular economy	50%	31-Mar-2032	Dundee City Council
Take action to ensure our communities, green networks and infrastructure are adaptable to a changing climate and reduce the risks and vulnerability to unavoidable impacts	20%	31-Mar-2032	Dundee City Council
Engage with communities about the climate challenge and foster participation and collaboration to enable local action	30%	31-Mar-2032	Sustainable Dundee

Working with our Communities in their Localities

The Community Empowerment Team continues to involve and engage the citizens of Dundee in issues of importance in their community and city wide.

There was a 300% increase in the number of citizens engaged with on community planning issues. This was in part due to city wide consultations such as Engage Dundee and the Rent Consultation but also local events about what would improve life in Ardler, St Marys and Kirkton, consultation on active travel in Lochee, and community safety in Stobswell.

Local Community Plan Contributions

There has been a 20% increase in the number of citizens contributing to Local Community Plan outcomes. This includes people contributing to projects mitigating the effects of poverty such as community food larders or meeting our Net Zero ambitions through community growing and environmental projects.

Devolved Funding for Recovery Support

Over £80,000 was devolved by the Alcohol and Drugs Partnership to Local Community Planning Partnerships for them to decide how best to support recovery from drug and alcohol issues in their communities. The local CLD teams have been tasked with ensuring that people with lived experience are on decision-making panels and helping to deliver the initiatives the money will pay for.

Projects have included recovery cafes, hillwalking groups and men's groups for people to access in their neighbourhoods. Dundee's first peer recovery project has been established in the Hilltown which has been supporting people in recovery and creating a progression pathway for them into community volunteering. In total, 10,729 people were supported during 2023/24.

Growing Access to CLD Youth Work

There is an increasing number of young people engaging in CLD Youth Work programmes delivered across the city. Large-scale evening programmes are continuing to record higher attendances, alongside smaller groupwork activities that are delivered across all communities in the evening within local community provision. Overall attendances for 2023/24 totaled 40,069, fueled by free access to the Youth Work evening activities. More staff capacity has been added to the diversionary programme to meet this increased demand.

Community Centre Use

The numbers attending community centres continues to be high in part due to an emergence of family-focused work, particularly around food and themes of empowerment. Centres are also increasingly being used as community hubs to host health-related programmes such as vaccinations and clinics. The number of people attending food larders and community cafes also remains high.

Community centres are valuable locality hubs for services and third sector organisations and communities to develop locally targeted provision. They are increasingly being used as an alternative to curriculum in school and as learning space for activities supporting New Scots to integrate. The Local Management groups in centres such as Charleston and Hilltown are strengthening and putting on more programmes of activity for their community. Altogether 2023/24 saw 460,110 visits to community centres.

Community Involvement and Influence

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

The Alcohol and Drug Partnership tested the allocation of a devolved locality budget through the eight ward-based Local Community Planning Partnerships to look at community led and influenced spend (see above).

Overall, there has been involvement with a broad range of services with different methods for engagement and deliberation used e.g., online, face to face, focus groups, workshops, and large-scale community consultations.

Community Engagement and Health

Community engagement and involvement is now part of the fabric of Dundee's approach to developing health-related plans and services as evidenced through the process of producing the new IJB Plan for Excellence in Health and Social Care, the ADP structure, mental health developments including Hope Point, the new Community Wellbeing Centre, and the work of the Carers Partnership.

Local health and wellbeing networks play a key role in providing connections to communities and have been formally recognised as one of the mechanisms that will be used by the HSCP. In addition, the new Community Health Advisory Forum acts as a reference group for health partners to engage. This health-related engagement complements and builds on other engagement activity and consultative forums available in Dundee's communities such as the Fairness Leadership Panel and Community Regeneration Forums.

Local Health & Wellbeing Networks

The local Health and Wellbeing Networks (HWBNs) operate as subgroups of LCPPs and are the adopted mechanism for health partners to engage with communities and localise strategic priorities. HWBN members work together to identify and address local health needs and feed emerging issues up the Strategic Priority Groups (SPGs) through the Community Health Inequalities Manager and other senior officers with an association with the networks. For example, mental health and wellbeing issues are discussed at the Communities and Inequalities workstream of the Mental Health & Wellbeing SPG and updates are a standing agenda item at SPG meetings.

Through these mechanisms, strategic and local partners develop a collective vision and understanding of the needs of communities and can act collectively to address them. HWBNs have recently prioritised men's health as a result of information fed down from the SPG on suicide deaths / risk. It is a notable success that some local people now sit on the HWBNs and are involved directly. The Community Health Inequalities Manager has recently joined the Fairness Leadership Panel providing another connection to collective work around poverty and disadvantage.

The Cultural Sector & Communities

Dundee's cultural attractions are very popular with 1,093,876 visitors in 2023/24. In total across the year 2023/24, cultural organisations engaged with 41,850 people through 2,165 learning, outreach or engagement sessions, both in house and in community settings.

Over six months of tracking from October 2023 to March 2024, cultural organisations took their work out across all of the wards of Dundee, running workshops, engagement and creative sessions with 11,437 people.

DUNDEE 
PARTNERSHIP

For more or additional information please contact

Dundee Partnership Team
dundee.partnership@dundeecity.gov.uk

or visit the website

www.dundeepartnership.co.uk

REPORT TO: CITY GOVERNANCE COMMITTEE – 28 OCTOBER 2024

REPORT ON: RESPONSE TO EXTERNAL AUDITOR'S ANNUAL AUDIT REPORT TO MEMBERS OF DUNDEE CITY COUNCIL AND THE CONTROLLER OF AUDIT FOR THE YEAR TO 31 MARCH 2024

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 292-2024

1 PURPOSE OF REPORT

This report advises members of the Council's external auditor annual audit report for 2023/24, the Council's response to the external auditor's report and the audited annual accounts for the City Council, Dundee City Council Charitable Trusts, Lord Provost of Dundee Charity Fund and Fleming Trust for the year to 31 March 2024 and Dundee Trust for the period ended 24 April 2024.

2 RECOMMENDATIONS

It is recommended that the Committee notes the following reports that were approved by Scrutiny Committee on 25 September 2024:

- External auditor's report (Report No 264-2024);
- Response to External auditor's report (Report No 265-2024);
- Audited Annual Accounts for the City Council 2023/2024 (Report No 259-2024);
- Audited Dundee City Council Charitable Trusts Annual Accounts 2023/24 (Report No 260-2024);
- Audited Lord Provost of Dundee Charity Fund Annual Accounts 2023/24 (Report No 261-2024);
- Audited Dundee Trust Annual Accounts for the period ended 24 April 2024 (Report No 262-2024) and
- Audited Fleming Trust Annual Accounts 2023/24 (Report No 263-2024).

3 FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications arising from this report. A summary of the key figures reported in the accounts are noted in paragraph 4.7 of this report.

4 MAIN TEXT

4.1 Introduction

External audit is one of the key methods by which the activities and performance of local government are independently scrutinised and reported upon. The external audit of Dundee City Council for the financial year 2023/24 was carried out by Ms Rachel Browne, Director (Audit Services), Audit Scotland. Local authority external auditors are appointed for a five-year period and financial year 2023/24 marked the second year of Audit Scotland's current appointment.

4.2 The 2023/24 unaudited Annual Accounts were submitted to Scrutiny Committee earlier this year, (Article VII of the Minute of the Meeting of the Scrutiny Committee 26 June 2024, Report No: 174-2024 refers). The accounts were submitted to Audit Scotland on 29 June 2023. The accounts have since been subject to a three-week statutory public inspection period and no objections were received.

4.3 External Auditor's Report

Audit Scotland have now completed their audit work and, in accordance with auditing standards (ISA 260: Communication with those charged with governance), are required to report the outcome of their work in relation to their review of the financial statements, prior to formally issuing their audit opinions. This requirement has been addressed in the External Auditor's report.

4.4 The report summarises the findings in relation to the overall audit of the Council for the year ended 31 March 2024. The attached report describes the scope of audit work undertaken during 2023/24 and the issues arising from that work are divided into four key areas looking at:

- audit of 2023/2024 annual accounts
- financial management
- financial sustainability
- other wider scope audit work

4.5 In addition to the elected members of Dundee City Council, the external auditor's report is also addressed to the Controller of Audit at the Accounts Commission for Scotland. Given this wider audience, and the extent of the external auditor's responsibilities and scope of work, the report is by necessity both fulsome and extensive. It contains much information that has already been reported to the relevant committees of Dundee City Council. Further to this, external audit reports issued previously already include agreed management action plans that are the subject of separate consideration by the Scrutiny Committee. Accordingly, it is not the intention in this report to provide a detailed response or commentary on all of the external auditor's findings.

4.6 Audit Adjustments

Through the audit process, technical adjustments to the Council's financial statements were identified. Further details are provided in Exhibit 3 on page 11 (items 3 and 4). These adjustments related to property revaluations as at 31 March 2024.

It should be noted that none of these adjustments had any impact on the General Fund balance or usable reserves more generally.

4.7 Summary of key figures

The Council's draft 2023/24 Audited Annual Accounts show that there was an underspend of £17.813m. The main components of the underspend are shown on page 3 of the accounts, with a more detailed analysis of the main areas of budget variance shown on page 4. The table on page 6 of the accounts shows that usable reserves increased by £16.135m over the year, with a closing balance of £92.250m. Within this total, General Fund balances increased by £21.084m to £77.731m at 31 March 2024. The various ear-marked components of the General Fund balance, totalling £67.916m, are shown on page 5 and in note 10 on page 76 of the accounts. The uncommitted element of the closing General Fund balance is estimated at £9.815m. This equates to 2.1% of annual budgeted net expenditure.

Capital expenditure in 2023/2024 totalled £85.629m. The key projects in the capital programme are shown in the table on pages 6 and 7 of the accounts. The Balance Sheet on page 54 of the accounts shows that the Council's overall net assets have increased by £14.203m, to £1,072.682m at 31 March 2024.

The Council's pensions liability, as measured under International Accounting Standard 19 (Employee Benefits) increased by £1.018m, to £32.221m at 31 March 2024.

4.8 Action Plan

The external auditor has made five recommendations arising from the 2023/24 Council audit and seven recommendations arising from the Best Value Thematic Review 2023/24 that require further action by the Council. These recommendations have been considered carefully by the Chief Executive and Executive Director of Corporate Services and the completed action plan, incorporating the "agreed management action / timing", is included at Appendix 1 to the external auditor's report. The progress on implementing these agreed action points will be monitored by the Council's Risk and Assurance Board through the Council's established procedures for dealing with external audit reports and reviewing previously agreed action plans.

4.9 Conclusions

The external auditor has undertaken a thorough and wide-ranging review of the financial statements and the processes and procedures around their preparation. The report identified two unadjusted misstatements that exceeded the reporting threshold, as disclosed in Appendix 2 to the external auditor's report. In addition to the audit of the accounts, the external auditor examined a number of areas covering a wide range of activities during 2023/24, including a Best Value Thematic Review.

Whilst a small number of adjustments were required to the unaudited accounts and some areas for improvement have been identified, it is pleasing to note that the overall findings and conclusions are satisfactory. In particular, the Council can take encouragement from the following key findings:

- the Council has completed all the recommendations from its September 2020 Best Value Report and Best Value is being delivered
- appropriate and effective governance arrangements are in place
- the Council is open and transparent
- key financial controls generally operate effectively
- the accounts were submitted in line with the audit timetable and unqualified audit opinions will be issued

5 **POLICY IMPLICATIONS**

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

6 **CONSULTATIONS**

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

7 **BACKGROUND PAPERS**

None.

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

07 OCTOBER 2024

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REPORT TO: CITY GOVERNANCE COMMITTEE - 28 OCTOBER 2024
REPORT ON: ANNUAL TREASURY MANAGEMENT ACTIVITY 2023/2024
REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES
REPORT NO: 289-2024

1. PURPOSE OF REPORT

To review the Treasury Management activities for the period 1 April 2023 to 31 March 2024.

2. RECOMMENDATION

The Committee is asked to note the information contained herein and agree the limits in Appendix 1.

3. FINANCIAL IMPLICATIONS

The financial implications of the Council's Treasury Management activities in 2023/2024 were that a saving of £1.4m was made from a combination of interest and principal repayment savings against 2023/2024 budget provision for capital financing costs in Housing Revenue Account (HRA) and General Services. This was due to the proactive use of short-term borrowing in line with the Treasury Management Strategy and prudential indicators, and delays in capital expenditure caused by the pandemic.

4. BACKGROUND

At its meeting on 6 March 2023 the Policy and Resources Committee approved the Council's Treasury Policy Statement setting out the policies which govern all borrowing and lending transactions carried out by the Council (Article VI of the minute of meeting of the Policy and Resources Committee of 6 March 2023, Report 66-2023 refers), and the Treasury Management Strategy 2023/24 (Article VII of the minute of meeting of the Policy and Resources Committee of 6 March 2023, Report 68-2023 refers).

The Treasury Policy Statement requires that the Policy and Resources Committee will receive and consider the Treasury Management strategy in advance of each new financial year and subsequently an annual monitoring report on the activities in that year.

This monitoring report covers the Treasury Management activity over the financial year 2023/2024.

5. DEBT POSITION

The Council's long-term debt position at the beginning and end of the financial year was as follows:

		<u>1 April 2023</u>		<u>31 March 2024</u>	
		<u>Principal</u>	<u>Average</u>	<u>Principal</u>	<u>Average</u>
		<u>£m</u>	<u>Rate</u>	<u>£m</u>	<u>Rate</u>
			<u>%</u>		<u>%</u>
Fixed Rate Funding	PWLB	473.8	3.9	476.3	3.9
	Market	30.0	4.2	30.0	4.2
Variable Rate Funding	PWLB	-	-	-	-
	Market	<u>10.0</u>	<u>4.9</u>	-	-
		<u>513.8</u>	<u>3.9</u>	<u>506.3</u>	<u>3.9</u>

6. THE TREASURY MANAGEMENT STRATEGY FOR 2023/2024

The expectation for interest rates which are incorporated within the Council's treasury strategy statement were based upon officers' views along with advice from our treasury advisers supported by a selection of City forecasts. The expectation for interest rates which are incorporated within the Council's treasury strategy statement were based upon officers' views along with advice from our treasury advisers supported by a selection of City forecasts. The view on base rates at time of strategy publication (in March 2023) was that rates were forecast to reach 4.25% by the end of the financial year. It is important to note that The Bank of England increased base rate on three occasions during 2023/24 with base rate reaching 5.25% on 21 March 2024.

At its meeting on 6 March 2023, the Policy and Resources Committee approved the Council's Treasury Management Strategy 2023/24 (Article VII of the minute of meeting of the Policy and Resources Committee of 6 March 2023, Report 68-2023 refers), which indicated that the Council's borrowing requirement for capital expenditure would be approximately £70m.

7. ACTUAL BORROWING AND LENDING FOR 2023/2024

7.1 Interest Rates

Bank of England base rate started the financial year at 4.25% and increased to 5.25% by the end of the financial year.

Long-term Public Works Loan Board (PWLB) rates (50 year) started at 4.36% but moved between 4.27% and 5.74% throughout the year, finishing the year on 5.01%. These PWLB rates include the reduction of 0.20% certainty rate funding that Dundee City Council is eligible for.

7.2 Borrowing

The Council maintained a net under-borrowed position. This meant that the capital borrowing need (the Capital Financing Requirement), was not fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow was used as a temporary measure. This strategy was prudent as investment returns were low and counterparty risk was still an issue that needed to be considered.

7.2.1 Long-Term Borrowing

Long-term borrowing of £10m was undertaken during the year with repayment of existing loans totalling £7.5m. The new borrowing was drawn down in the financial year as follows:

Date	Amount (£)	Rate %	Term (years)	Maturity Date
21/12/2023	10,000,000	4.03	5.1	15/01/2029

7.2.2 Short-Term Borrowing

In order to indicate the level of short-term borrowing, shown below are the lowest and highest daily amounts outstanding each month, together with the short-term borrowing position at the end of every month and the range of interest rates at which borrowings were made -

Month	Lowest Amount Outstanding £m	Highest Amount Outstanding £m	End of month Amount Outstanding £m	Interest Rate Range %	
				Min	Max
April 2023	2.3	17.3	17.3	3.50	4.30
May 2023	17.3	17.3	17.3	3.50	4.30
June 2023	17.3	17.3	17.3	3.75	4.60
July 2023	12.3	17.3	12.3	4.25	5.00
August 2023	2.3	12.3	2.3	4.25	4.25
September 2023	2.3	12.3	12.3	4.50	5.25

October 2023	12.3	22.3	22.3	4.50	5.30
November 2023	22.3	32.3	32.3	4.50	5.50
December 2023	32.3	42.3	42.3	4.50	5.55
January 2024	42.3	47.3	47.3	4.50	5.50
February 2024	47.3	72.3	72.3	4.50	6.30
March 2024	72.3	87.3	75.7	4.50	6.55

The Interest on Revenue Balances (IORB) rate which is paid on non-General Fund cash balances is based on actual new short term borrowing which averaged 4.23% throughout the year. It can be seen from the above that short-term borrowing was undertaken throughout the year in line with Treasury Strategy Statement on short term borrowing.

8. LENDING

Balances on reserves and variations in cash flow requirements mean that there will be surplus funds which will be invested for short periods (maximum of 364 days).

Short-term investments will be restricted to only those institutions identified in the Council's Approved Counter-parties list provided they have maintained their credit rating. An analysis of the lending position to 31 March 2024 shows:

Month	Lowest Amount Lent £m	Highest Amount Lent £m	End of month Amount Lent £m	Interest Rate Range %	
				Min	Max
April 2023	7.0	18.1	12.9	4.09	4.23
May 2023	4.6	25.5	8.8	4.22	4.45
June 2023	5.1	31.8	11.8	4.43	4.77
July 2023	8.4	28.1	8.4	4.77	4.96
August 2023	3.3	30.1	3.3	4.94	5.27
September 2023	3.5	20.8	6.9	5.23	5.35
October 2023	3.6	15.3	5.0	5.27	5.39
November 2023	2.1	22.4	2.1	5.34	5.39
December 2023	3.9	26.8	4.2	5.34	5.39
January 2024	4.2	23.2	5.5	5.31	5.38
February 2024	0.3	30.0	11.3	5.26	5.34
March 2024	3.8	31.1	15.3	5.27	5.33

The lending activity shown above related solely to short-term positions. All of the above loans were in compliance with Treasury Strategy Statement provisions on such lending with regards to amounts and institutions involved.

9. SPECIFIED INVESTMENTS

In accordance with the Treasury Management Strategy, in specific circumstances, specified funds identified by the Executive Director of Corporate Services are invested in longer term investment vehicles. These funds are Common Good; General Insurance; and Maintenance and Perpetuity of Lairs. These investments may have a higher risk threshold and can be subject to market fluctuation.

Investment activity throughout 2023/24 financial year is summarised as follows:

Value of funds invested at 1 April 2023	5,935,503
Withdrawals made within period	-
Value of funds invested at end of period	5,935,503
Capital Growth of Investments	224,576
Overall Value of funds at 31 March 2024	<u>6,160,079</u>

Total Return on Investments in period:	
Capital Growth of Investments ¹	224,577
Income from Investments ²	<u>293,365</u>
Total Return on Investments in period	<u>517,942</u>

NOTES

1. Capital growth from bond investments occurs when the price of the bond increases above the purchase price.
2. Income from bond investments primarily comes from interest payments, also known as coupon payments, that the bond issuer makes to the bondholder. These payments are typically made at regular intervals and are based on the bond's coupon rate, which is a fixed percentage of the bond's face value (par value).

10. OUTLOOK FOR THE FIRST HALF OF 2024/25

The third quarter of 2024 (July to September) saw:

- GDP growth stagnating in July following downwardly revised Q2 figures (0.5% q/q);
- A further easing in wage growth as the headline 3myy rate fell from 4.6% in June to 4.0% in July;
- CPI inflation hitting its target in June before edging above it to 2.2% in July and August;
- Core CPI inflation increasing from 3.3% in July to 3.6% in August;
- The Bank of England initiating its easing cycle by lowering interest rates from 5.25% to 5.0% in August and holding them steady in its September meeting;
- 10-year gilt yields falling to 4.0% in September.

The economy's stagnation in June and July points more to a mild slowdown in GDP growth than a sudden drop back into a recession. Moreover, the drop in September's composite activity Purchasing Managers Index, from 53.8 in August to 52.9, was still consistent with GDP growth of 0.3%-0.4% for the summer months. This is in line with the Bank of England's view, and it was encouraging that an improvement in manufacturing output growth could be detected, whilst the services PMI balance suggests non-retail services output grew by 0.5% q/q in Q3. Additionally, the services PMI future activity balance showed an uptick in September, although readings after the Chancellor's announcements at the Budget on 30th October will be more meaningful.

The 1.0% m/m jump in retail sales in August was stronger than the consensus forecast for a 0.4% m/m increase. The rise was reasonably broad based, with six of the seven main sub sectors recording monthly increases, though the biggest gains came from clothing stores and supermarkets, which the ONS reported was driven by the warmer-than-usual weather and end of season sales. As a result, some of that strength is probably temporary.

The further easing in wage growth will be welcomed by the Bank of England as a sign that labour market conditions are continuing to cool. The growth rate of average earnings fell from 4.6% in June to 4.0% in July. On a three-month annualised basis, average earnings growth eased from 3.0% to 1.8%, its lowest rate since December 2023. Excluding bonuses, the rate fell from 5.4% to 5.1%.

Other labour market indicators also point to a further loosening in the labour market. The 59,000 fall in the alternative PAYE measure of the number of employees in August marked the fourth fall in the past five months. And the 77,000 decline in the three months to August was the biggest drop since November 2020. Moreover, the number of workforce jobs fell by 28,000 in Q2. The downward trend in job vacancies continued too. The number of job vacancies fell from 872,000 in the three months to July to 857,000 in the three months to August. That leaves it 34% below its peak in May 2022, and just 5% above its pre-pandemic level. Nonetheless, the Bank of England is still more concerned about the inflationary influence of the labour market rather than the risk of a major slowdown in labour market activity.

CPI inflation stayed at 2.2% in August, but services inflation rose from a two-year low of 5.2% in July to 5.6%, significantly above its long-run average of 3.5%. Food and fuel price inflation exerted some downward pressure on CPI inflation but these were offset by the upward effects from rising furniture/household equipment inflation, recreation/culture inflation and a surprisingly large rise in airfares inflation from -10.4% in July to +11.9% in August. As a result, core inflation crept back up from 3.3% to 3.6%. CPI inflation is also expected to rise in the coming months, potentially reaching 2.9% in November, before declining to around 2.0% by mid-2025.

The Bank initiated its loosening cycle in August with a 25bps rate cut, lowering rates from 5.25% to 5.0%. In its September meeting, the Bank, resembling the ECB more than the Fed, opted to hold rates steady at 5.0%, signalling a preference for a more gradual approach to rate cuts. Notably, one Monetary Policy Committee (MPC) member (Swati Dhingra) voted for a consecutive 25bps cut, while four members swung back to voting to leave rates unchanged. That meant the slim 5-4 vote in favour of a cut in August shifted to a solid 8-1 vote in favour of no change.

Looking ahead, CPI inflation will likely rise in the coming months before it falls back to its target of 2.0% in mid-2025. The increasing uncertainties of the Middle East may also exert an upward pressure on inflation, with oil prices rising in the aftermath of Iran's missile attack on Israel on 1 October. Our central forecast is for rates to fall to 4.5% by the end of 2024 with further cuts likely throughout 2025. This is in line with market expectations, however although a November rate cut still looks likely, December may be more problematic for the Bank if CPI inflation spikes towards 3%. In the second half of 2025, though, we think a more marked easing in inflation will prompt the Bank to speed up, resulting in rates eventually reaching 3.0%, rather than the 3.25-3.50% currently priced in by financial markets.

Looking at gilt movements in the first half of 2024/25, and you will note the 10-year gilt yield declined from 4.32% in May to 4.02% in August as the Bank's August rate cut signalled the start of its loosening cycle. Following the decision to hold the Bank Rate at 5.0% in September, the market response was muted, with the 10-year yield rising by only 5bps after the announcement. This likely reflected the fact that money markets had priced in a 25% chance of a rate cut prior to the meeting. The yield had already increased by about 10bps in the days leading up to the meeting, driven in part by the Fed's "hawkish cut" on 18 September. There is a possibility that gilt yields will rise near-term as UK policymakers remain cautious due to persistent inflation concerns, before declining in the longer term as rates fall to 3.0%.

The Council's appointed treasury advisors, Link Asset Services assist the Council to formulate a view on interest rates. The following table gives Link Asset Services central view on interest rates as at 28 May 2024:

Period	Bank Rate	PWLB Borrowing Rates % (including certainty rate adjustment)			
		5 year	10 year	25 year	50 year
Quarter ending	%				
Dec-24	4.50	4.50	4.60	5.00	4.80
Mar-25	4.00	4.30	4.40	4.80	4.60
Jun-25	3.50	4.10	4.30	4.70	4.50
Sep-25	3.25	4.00	4.10	4.50	4.30
Dec-25	3.25	3.90	4.10	4.50	4.30
Mar-26	3.25	3.90	4.10	4.40	4.20
Jun-26	3.25	3.90	4.00	4.40	4.20
Sep-26	3.00	3.90	4.00	4.40	4.20
Dec-26	3.00	3.90	4.00	4.30	4.10
Mar-27	3.00	3.80	3.90	4.30	4.10

See Appendix 2 for full economic review of 2023/24 financial year.

11. PRUDENTIAL CODE INDICATORS

The Treasury Management activity at the year-end was maintained within the prudential code limits. All borrowing was maintained within the authorised borrowing limit throughout the year. All lending complied with the Treasury Policy Statement provisions, in relation to amounts and institutions involved. Updated indicators are shown in Appendix 1.

12. RISK

The Treasury Risks have been reviewed and the changes since the last report are as follows:

Item 4 - Over reliance on key officers. The likelihood of this risk has increased due to absences of key staff within the team although steps have been taken to mitigate the impact this has. See Appendix 3 for detail.

13. POLICY IMPLICATIONS

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

14. CONSULTATION

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

15. BACKGROUND PAPERS

None.

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

9 OCTOBER 2024

PRUDENTIAL CODE INDICATORS - TREASURY MANAGEMENT INDICATORS

Adoption of Revised CIPFA Treasury Management Code of Practice

Yes

Upper limit for variable and fixed rate exposure

	Net principal re variable rate borrowing / investments	Net principal re fixed rate borrowing / investments
2023/24	30%	100%
2024/25	30%	100%
2025/26	30%	100%
2026/27	30%	100%
2027/28	30%	100%
2028/29	30%	100%

Actual External Debt

	31/03/2023	31/03/2024
	£'000	£'000
Actual borrowing	516,161	592,019
Actual other long-term liabilities	164,096	159,104
Actual external debt	680,257	751,123

Maturity structure of fixed rate borrowing 2023/24

Period	Lower %	Upper %
Under 12 months	0	10
12 months & within 24 months	0	15
24 months & within 5 years	0	25
5 years & within 10 years	0	25
10 years +	50	95
Upper limit for total principal sums invested for over 364 days	n/a	No sums will be invested longer than 364 days

External debt, excluding investments, with limit for borrowing and other long-term liabilities separately identified

	Authorised Limit			Operational Boundary		
	Borrowing £000	Other £000	Total £000	Borrowing £000	Other £000	Total £000
2023/24	623,000	160,000	783,000	593,000	160,000	753,000
2024/25	679,000	154,000	833,000	649,000	154,000	803,000
2025/26	708,000	148,000	856,000	678,000	148,000	826,000
2026/27	721,000	142,000	863,000	691,000	142,000	833,000
2027/28	734,000	135,000	869,000	704,000	135,000	839,000
2028/29	733,000	129,000	862,000	703,000	129,000	832,000

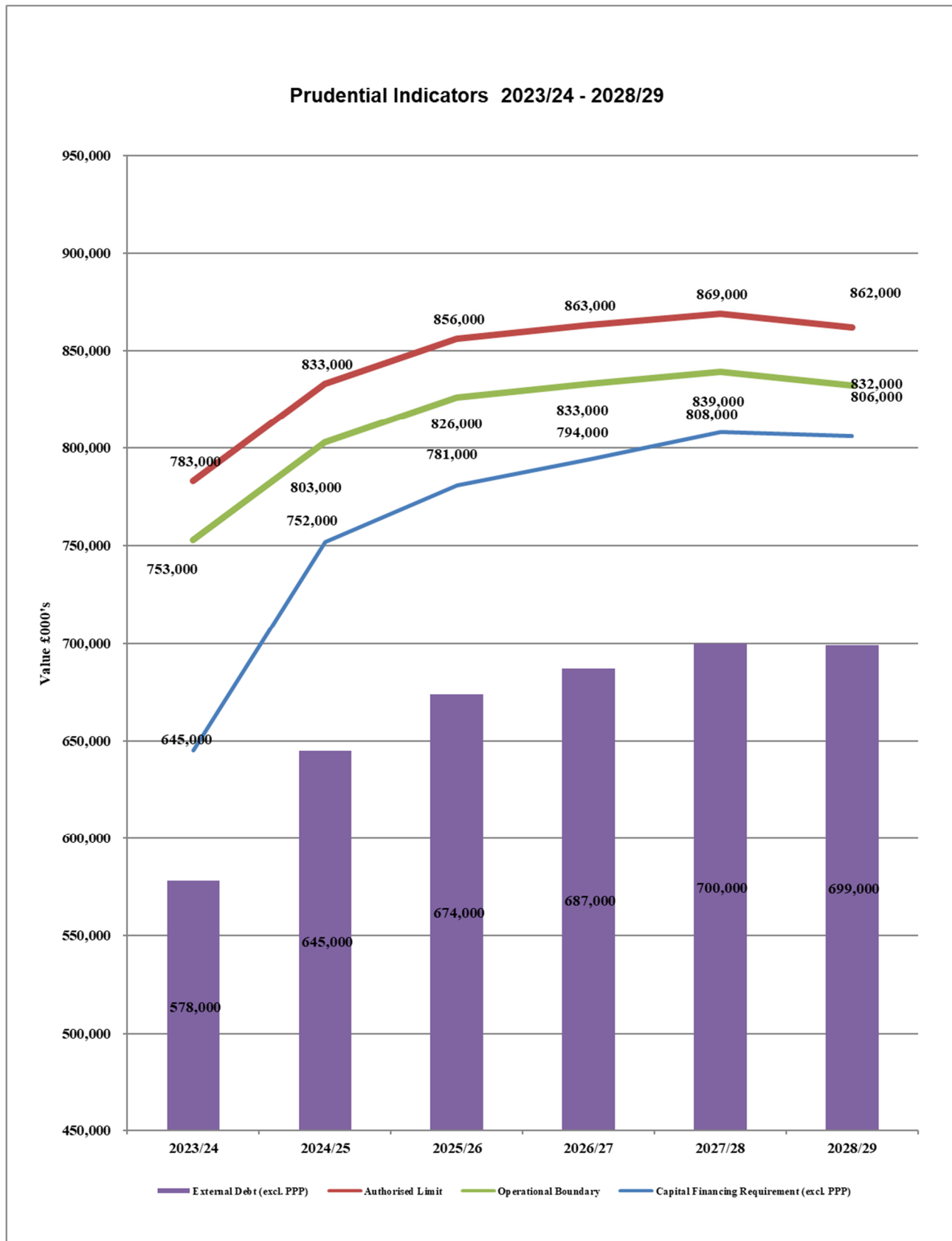
PRUDENTIAL CODE INDICATORS - PRUDENTIAL INDICATORS

	Capital Expenditure			Ratio Commercial & Service Income to Net Revenue Stream	Ratio of financing costs to net revenue stream	
	Non-HRA £000	HRA £000	Total £000		Non-HRA %	HRA %
2023/24	73,454	12,175	85,629	1.6	5.1	34.8
2024/25	120,911	19,032	139,943	1.4	6.2	34.6
2025/26	63,944	28,206	92,150	1.4	7.7	34.4
2026/27	25,822	30,668	56,490	1.4	7.3	33.5
2027/28	31,750	21,282	53,032	1.4	7.4	34.9
2028/29	12,578	27,382	36,960	1.4	7.1	36.2

	Net Borrowing Requirement (NBR)			Capital Financing Requirement (CFR)			
	1 April £000	31 March £000	Movement £000	Non-HRA £000	HRA £000	Total £000	Movement £000
2023/24	504,439	577,677	73,238	468,029	175,857	643,886	28,944
2024/25	577,677	645,000	67,323	560,000	192,000	752,000	108,114
2025/26	645,000	674,000	29,000	581,000	200,000	781,000	29,000
2026/27	674,000	687,000	13,000	578,000	216,000	794,000	13,000
2027/28	687,000	701,000	14,000	585,000	223,000	808,000	14,000
2028/29	701,000	699,000	(2,000)	574,000	232,000	806,000	(2,000)

	NBR v CFR Difference
	Total £000
2023/24	66,209
2023/24	107,000
2024/25	107,000
2025/26	107,000
2026/27	107,000
2027/28	107,000

The following provides a graphical representation of the 5 year projection:



THE ECONOMY AND INTEREST RATES

UK Economy

Against a backdrop of stubborn inflationary pressures, the Russian invasion of Ukraine, and war in the Middle East, UK interest rates have continued to be volatile right across the curve, from Bank Rate through to 50-year gilt yields, for all of 2023/24.

Markets have sought an end to central banks' on-going phase of keeping restrictive monetary policy in place on at least one occasion during 2023/24 but to date only the Swiss National Bank has cut rates and that was at the end of March 2024.

UK, EZ and US 10-year yields have all stayed stubbornly high throughout 2023/24. The table below provides a snapshot of the conundrum facing central banks: inflation is easing, albeit gradually, but labour markets remain very tight by historical comparisons, making it an issue of fine judgment as to when rates can be cut.

	UK	Eurozone	US
Bank Rate	5.25%	4%	5.25%-5.5%
GDP	-0.3%q/q Q4 (-0.2%/y/y)	+0.0%q/q Q4 (0.1%/y/y)	2.0% Q1 Annualised
Inflation	3.4%/y/y (Feb)	2.4%/y/y (Mar)	3.2%/y/y (Feb)
Unemployment Rate	3.9% (Jan)	6.4% (Feb)	3.9% (Feb)

The Bank of England sprung no surprises in their March meeting, leaving interest rates at 5.25% for the fifth time in a row and, despite no MPC members no longer voting to raise interest rates, it retained its relatively hawkish guidance. The Bank's communications suggest the MPC is gaining confidence that inflation will fall sustainably back to the 2.0% target. However, although the MPC noted that "the restrictive stance of monetary policy is weighing on activity in the real economy, is leading to a looser labour market and is bearing down on inflationary pressures", conversely it noted that key indicators of inflation persistence remain elevated and policy will be "restrictive for sufficiently long" and "restrictive for an extended period".

Of course, the UK economy has started to perform a little better in Q1 2024 but is still recovering from a shallow recession through the second half of 2023. Indeed, Q4 2023 saw negative GDP growth of -0.3% while y/y growth was also negative at -0.2%.

But it was a strange recession. Unemployment is currently sub 4%, against a backdrop of still over 900k of job vacancies, and annual wage inflation is running at above 5%. With gas and electricity price caps falling in April 2024, the CPI measure of inflation - which peaked at 11.1% in October 2022 - is now due to slide below the 2% target rate in April and to remain below that Bank of England benchmark for the next couple of years, according to Capital Economics. The Bank of England still needs some convincing on that score, but upcoming inflation and employment releases will settle that argument shortly. It is noted that core CPI was still a heady 4.5% in February and, ideally, needs to fall further.

Shoppers largely shrugged off the unusually wet weather in February, whilst rising real household incomes should support retail activity throughout 2024. Furthermore, the impact of higher interest rates on household interest payments is getting close to its peak, even though fixed rate mortgage rates on new loans have shifted up a little since falling close to 4.5% in early 2024.

From a fiscal perspective, the further cuts to national insurance tax (from April) announced in the March Budget will boost real household disposable income by 0.5 - 1.0%. After real household disposable income rose by 1.9% in 2023, Capital Economics forecast it will rise by 1.7% in 2024 and by 2.4% in 2025. These rises in real household disposable income, combined with the earlier fading of the drag from previous rises in interest rates, means GDP growth of 0.5% is envisaged in 2024 and 1.5% in 2025. The Bank of England is less optimistic than that, seeing growth struggling to get near 1% over the next two to three years.

As for equity markets, the FTSE 100 has risen to nearly 8,000 and is now only 1% below the all-time high it reached in February 2023. The modest rise in UK equities in February was driven by strong performances in the cyclical industrials and consumer discretionary sectors, whilst communications and basic materials have fared poorly.

Despite its performance, the FTSE 100 is still lagging behind the S&P 500, which has been at an all-time high for several weeks.

USA Economy

Despite the markets willing the FOMC to cut rates as soon as June 2024, the continued resilience of the economy, married to sticky inflation, is providing a significant headwind to a change in monetary policy. Markets currently anticipate three rate cuts this calendar year, but two or less would not be out of the question. Currently, policy remains flexible but primarily data driven.

In addition, the Fed will want to shrink its swollen \$16 trillion balance sheet at some point. Just because the \$ is the world's foremost reserve currency (China owns over \$1 trillion) does not mean the US can continually run a budget deficit. The mix of stubborn inflation and significant treasury issuance is keeping treasury yields high. The 10 year stands at 4.4%.

As for inflation, it is currently a little above 3%. The market is not expecting a recession, but whether rates staying high for longer is conducive to a soft landing for the economy is uncertain, hence why the consensus is for rate cuts this year and into 2025...but how many and when?

EZ Economy

Although the Euro-zone inflation rate has fallen to 2.4%, the ECB will still be mindful that it has further work to do to dampen inflation expectations. However, with growth steadfastly in the slow lane (GDP flatlined in 2023), a June rate cut from the current 4% looks probable.

Appendix 3 - Six Monthly Risk Report

Treasury Risk Register Report

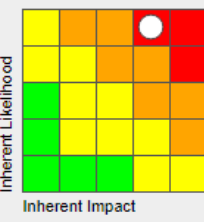
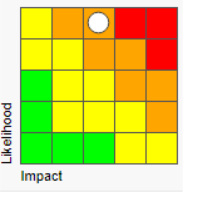
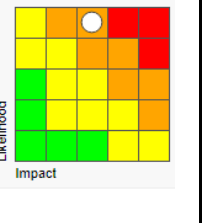
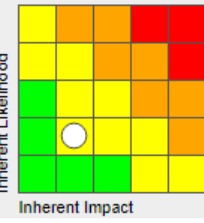
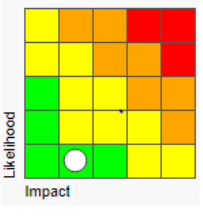
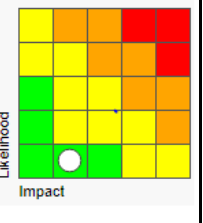
Report Author: Executive Director of Corporate Services

Generated on: 4 October 2024



Risk Title	Risk Factors	Potential Effect	Potential Outcome	Inherent Risk	Control Measures/Mitigation	Residual Risk (Prev Review)	Residual Risk at Oct 2024
1. Loss of capital due to counterparty collapse	The Council loses its principal investment or investment becomes impaired	Counterparty collapses or faces a financial crisis rendering it unable to repay investments	<ul style="list-style-type: none"> . The Council may suffer financial loss . The repayment of funds from the counterparty could be significantly delayed or impaired Either of these outcomes could have an adverse impact on operational funding levels 	<p>Inherent Likelihood</p> <p>Inherent Impact</p>	<p>Per the Treasury Management Strategy:</p> <ul style="list-style-type: none"> . Maximum investment value on approved counterparties in order to spread and reduce risk. . Controls and procedures are in place to ensure investment and durations limits with approved counterparties are not exceeded. . Counterparties are also monitored and reviewed on a weekly basis at least or more regularly if considered necessary to do so. . Limited threshold rating for approval of counterparties. 	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>
2. Decline / rise in interest rates	The Council may not achieve its target level of interest payable / receivable for budgetary purposes.	Impact on revenue budget resulting in mandatory efficiencies affecting service delivery	<ul style="list-style-type: none"> . Base rate rising affecting associated market borrowing rates. . Lower risk counterparties not offering competitive rates in low rate environment affecting deposits. 	<p>Inherent Likelihood</p> <p>Inherent Impact</p>	<ul style="list-style-type: none"> . Arranging longer term investments where investment objectives and criteria allows in order to capitalise on higher rate of returns without risk of opportunity cost. . Offsetting the loss of interest income / cost of borrowing by undertaking refinancing loans at lower rates than previously undertaken as opportunities arise. <p>The Council continually monitors base rate and rates being achieved</p>	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>

Risk Title	Risk Factors	Potential Effect	Potential Outcome	Inherent Risk	Control Measures/Mitigation	Residual Risk (Prev Review)	Residual Risk at Oct 2024
					against budget to ensure it has secured the best value possible in the challenging economic climate.		
3. Fraudulent activity (now incorporating cybercrime)	<ul style="list-style-type: none"> . Financial loss to the Council as a direct consequence of fraudulent activity . Loss of money for the Council . Disciplinary action for the staff involved . Reputational damage 	Potential fraud by staff	Fraudulent activity		<ul style="list-style-type: none"> . Segregation of staff duties. . Review and monitor of internal controls to ensure the correct protocol across all relevant areas is being followed. . Ensure all insurance policies and relevant guarantees (Fidelity £2m per individual circumstance) are fully up to date. 		
4. Money laundering	<ul style="list-style-type: none"> . Fine and/or imprisonment . Reputational damage 	Money laundering by external parties	External parties pay a transaction by cash and subsequently request a refund		<ul style="list-style-type: none"> . Ensure the money laundering policy is reviewed and up to date. . Reconcile refunds back to source of income. . Raise awareness of this issue amongst staff . Review requirements of financial regulations. 		
5. Network Failure / banking system being inaccessible	Daily Treasury functions will not be carried out	The Council is unable to carry out its daily treasury functions due to a network failure	RBS Bankline is unavailable or the Council's network has failed		Invoke the business continuity plan to minimise the effects of a network issue.		

Risk Title	Risk Factors	Potential Effect	Potential Outcome	Inherent Risk	Control Measures/Mitigation	Residual Risk (Prev Review)	Residual Risk at Oct 2024
6. Revenue Budgets	The Council may not be able to execute some desired projects	Revenue budgets are unable to meet borrowing costs of capital schemes	Revenue budgets come under pressure from restricted government funding or non-delivery of programmed savings	 <p>Inherent Likelihood</p> <p>Inherent Impact</p>	<p>. Revenue budgets monitored on monthly basis and future year forecasts undertaken.</p> <p>. Reserve some capital receipts to cover borrowing costs in the short term.</p> <p>. Ensure monthly financial reports and Forecasts are produced and analysed</p> <p>. All borrowing decisions are made based on prudential indicators and are planned based on long term projections.</p> <p>. Capital Plans and borrowing is reviewed annually before the revenue budget is set to ensure that the costs are affordable.</p>	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>
7. Lack of suitable counterparties	Use of counterparties not paying best value rates.	The Council does not have enough "space" with approved counterparties to place investments/deposit surplus cash balances.	Rising cash balances and a restricted counterparty list	 <p>Inherent Likelihood</p> <p>Inherent Impact</p>	<p>The Council continually monitors its approved counterparty listing in conjunction with cash balances. Any potential new investment opportunities are discussed at Treasury Management performance meetings. The Council uses call accounts and money market funds to deposit surplus cash balances. However, there are also limits on the amounts deposited to such funds. The Council has a facility to deposit cash with the Debt Management Office should all other investment options be exhausted.</p>	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>

Risk Title	Risk Factors	Potential Effect	Potential Outcome	Inherent Risk	Control Measures/Mitigation	Residual Risk (Prev Review)	Residual Risk at Oct 2024
8. Lack of expertise of Committee or amongst officers	Financial consequence	Lack of training and continuous professional development.	Detrimental decisions made in relation to financial investment management.	<p>Inherent Likelihood</p> <p>Inherent Impact</p>	<ul style="list-style-type: none"> . Provision of training . External investment advice . Consultation with peer groups. 	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>
9. Over reliance on key officers	Detrimental decisions made in relation to financial investment management.	Specialist nature of work means there are relatively few experts in this field	If an officer leaves or falls ill knowledge gap may be difficult to fill.	<p>Inherent Likelihood</p> <p>Inherent Impact</p>	<ul style="list-style-type: none"> . Key officers transfer specialist knowledge to colleagues. . Procedures & guidance available. . In the short-term advice can be sought from external investment adviser and/or peer support. 	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p> <p>Increased likelihood</p>

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REPORT TO: CITY GOVERNANCE COMMITTEE – 28 OCTOBER 2024

REPORT ON: DUNDEE INTEGRATION JOINT BOARD – PERFORMANCE AND STRATEGIC PLANNING DEVELOPMENTS

REPORT BY: CHIEF OFFICER, DUNDEE INTEGRATION JOINT BOARD

REPORT NO: 316-2024

1.0 PURPOSE OF REPORT

To inform the City Governance Committee of the publication of the Dundee Integration Joint Board's statutory Annual Performance Report 2023/24, and of the development Dundee Health and Social Care Partnership's Delivery Plan (October 2024 – March 2026).

2.0 RECOMMENDATIONS

It is recommended that the City Governance Committee:

- 2.1 Note the content of this report, including the achievements throughout 2023/24 in the commissioning and delivery of integrated health and social care services (section 4.1.3 and 4.1.4) and the development of the Dundee Health and Social Care Partnership's Delivery Plan (section 4.2).

3.0 FINANCIAL IMPLICATIONS

- 3.1 The Integration Joint Board's delegated budget consists of funding provided by Dundee City Council and NHS Tayside for the provision of community-based health and social care services. The services and priorities set out within the IJB's annual report and Plan for Excellence in Health and Social Care in Dundee, supported by the Health and Social Care Partnership Delivery Plan, are met from this delegated budget.

4.0 MAIN TEXT

4.1 Dundee Integration Joint Board Annual Performance Report 2023/24

- 4.1.1 Section 42 of the Public Bodies (Joint Working) (Scotland) Act 2014 states that Integration Authorities must prepare an annual performance report for each reporting year. A performance report is described as a report which sets out an assessment of performance by each Integration Authority in planning and carrying out its integration functions. The eighth annual report of the Dundee Integration Joint Board (for 2023/24) was published on 26 July 2024.
- 4.1.2 Over recent reporting years the Integration Joint Board has focused on the principle that the primary purpose of the annual report should be to evidence to the public in an open, transparent and accessible way the use of public resources to meet the health and social care needs of the population and the impact that this has on improving outcomes. For 2023/24 three editions have been produced which correspond to legislative requirements and also provide assurance regarding local strategic priorities. Each of these three editions is available in three formats in order to ensure maximum accessibility by members of the public and professional stakeholders. These formats include an interactive, web-based version in Microsoft SWAY which is designed to be compatible with smartphones, an interactive, web-based version in Microsoft SWAY which is designed to be compatible with PC, tablet and laptop and a PDF flat file version which can be printed and shared easily.
- 4.1.3 The three editions that make up the Annual Performance Report for 2023/24 were produced and published on the Partnership's website on 26 July 2024. The editions are available at:

Performance, Finance, Workforce and Governance Overview
<https://sway.cloud.microsoft/9moZyuDYfbfYQc3?ref=Link>
<https://sway.cloud.microsoft/gGMR6sAO3FYdUKCh?ref=Link>

Reducing Inequalities, Supporting Self-Care and Ensuring Service are Open Door

<https://sway.cloud.microsoft/PdjGbdltAEvd7Ft2?ref=Link>
<https://sway.cloud.microsoft/8gePA6BISH5u5E66?ref=Link>

Planning and Working Together

<https://sway.cloud.microsoft/IHQwuiqSrB7XgVMs?ref=Link>
<https://sway.cloud.microsoft/gPEBomgzUhNtsgG9?ref=Link>

A printable PDF version of each edition also available at: [Publications | Dundee Health and Social Care Partnership \(dundeehscp.com\)](#).

Due to the availability of data for National Health and Wellbeing Indicators 11 to 20, which are produced and published by Public Health Scotland, it has not been possible to provide financial year data (2022/23) for all indicators. The Annual Performance Report therefore contains financial year data for indicators 15, 17 and 19 (last 6 months of life, care services gradings and delayed discharge), with all other indicators in this subset being reported against the 2023 calendar year. The report will be updated as soon as financial year data is made available by Public Health Scotland for all indicators.

4.1.4 The three editions that make up the annual report demonstrate a range of achievements and challenges in the commissioning and delivery of integrated health and social care services throughout 2023/24. Some highlights include:

- The range of work undertaken to support the health and wellbeing of the workforce. As well as continuing a range of supports developed as part of the Workforce Wellbeing Framework in 2023, new developments have included the Navigating Individual and Organisational Resilience workshop, launched in early 2024, ongoing Reflection and Resilience work with teams, and other forms of Team Development that have wellbeing at the core. Six staff from across the Partnership have joined Dundee City Council's Wellbeing Ambassador programme.
- External scrutiny inspections continued to demonstrate a high standard of care delivered via care home and other adult care services. In other adult services there was a significant increase in the proportion of inspections that resulted in the service achieving a grade of 'adequate' or above in all assessed aspects. Balcarres Care Home won the Scottish Care, Care Home Service of the Year Award 2023. Menzieshill House team, residents, young volunteers, and local children were recognised by Generations Working Together Excellence Award 2023, for their hard work towards tackling age discrimination.
- The Partnership performed comparatively well with others across Scotland in relation to the proportion of last six months of life spent at home or in the community, number of days people spend in hospital when they are ready to be discharged, and a range of public perceptions measures related to support to live independently, co-ordination or care and support, experiences of GP practices, impact of support on quality of life and safety, and influence in their care and support plans.
- Continued efforts to reduce health inequalities saw 429 grants totalling £124,019 distributed via the Carers Winter Fund, covering costs such as food and fuel, travel, white goods, winter clothing, and bedding and furniture. The Health Inclusion Nursing Team responded to 1,267 referrals and carried out 3,139 community health consultations in community cafes, hostels, criminal justice, asylum accommodation and nurse led outreach health clinics. During the year Council Advice Services successfully claimed almost £12 million in benefits and additional income for customers, including through the Macmillan Cander Support Welfare Rights Team and their work in 11 GP practices.
- Services have continued to work together to support early access to services and supports, and ensure people access the right help at the right time. This is a key focus of the new Dundee GP Strategy, developed during 2023/24 through

engagement with the public. Community Independent Living expanded the falls prevention and supported self-management aspects of their service

- Significant progress has been made to improve services and supports for people who use drugs and alcohol, and for people who have poor mental health and wellbeing. Hope Point Dundee opened in July 2023 and received almost 2,500 contacts to the end of March 2024. Of 115 people who completed feedback 100% felt the service was accessible and experienced a decrease in their feelings of distress following contact with them. All ten of the Medication Assisted Treatment Standards scored 'green' or provisional green' in 2024, having all previously scored 'red or 'amber' in 2022 reflecting significant progress that has been made to develop accessible, trauma-informed services.
- Care at Home services have worked with Scottish Ambulance Service, the Falls Team and Social Care Response to deliver falls prevention and education training. This led to a reduction of 428 falls within the service.
- The Joint Inspection of Adult Support and Protection found that key processes and leadership for adult support and protection are 'effective' with 'clear strengths supporting positive experiences and outcomes'. An improvement plan was developed by the Health and Social Care Partnership to address identified areas for improvement.
- Through a continued focus on national and local urgent and unscheduled care targets, Dundee has continued to perform well, with 98.5% of discharges from hospital happening without a delay. The availability of Step-down Care across three sites saved 614 bed days (with an equivalent value of almost £200k) in 2023/24.

The annual report contains a range of case studies and feedback that demonstrate at an individual and small group level the impact health and social care services have had on the safety, wellbeing and quality of life of people across Dundee.

4.1.5 The annual report also identifies a number of areas for improvement during 2024/25 and beyond. These are reflected in the strategic priorities set out within the IJB's strategic commissioning framework (The Plan for Excellence in Health and Social Care in Dundee), with a range of improvement work already progressing across Partnership services.

4.2 **Dundee Health and Social Care Partnership Delivery Plan October 2024 – March 2026**

4.2.1 The Dundee Integration Joint Board's strategic commissioning framework was finalised and published in June 2023. The framework sets out the IJB's ambition and priorities for adult health, social work and social care services in Dundee, identifying a range of strategic shifts against which the IJB will allocate its resources and direct the delivery of services. To support the delivery of the framework and these strategic shifts the Dundee Health and Social Care Partnership has developed a delivery plan. The first delivery plan will cover the 18-month period from October 2024 to March 2026, with an annual planning cycle then being adopted from 2026/27 onwards.

4.2.2 The Delivery Plan has been designed as a public facing document. This reflects learning from the process of developing the IJB's Plan for Excellence and mirrors the style and approach of similar local delivery plans, such as that published by the Dundee Alcohol and Drug Partnership. The delivery plan identifies the most important actions that the Partnership (including the third and independent sector) will focus on achieving during the next 18 months. This means that the delivery plan does not cover everything that the Partnership will do during the next 18 months, but instead focuses the critical few actions that will make the biggest contribution to delivering the strategic shifts the IJB has commissioned that Partnership to deliver via the Plan for Excellence. It also includes specific actions that are required to ensure that the IJB and Partnership meet their legal duties, including making sure the IJB has a balanced budget.

4.2.3 The plan format highlights programmes of work that are already in place to drive forward achievement of the IJB's strategic shifts and priorities, where available links are provided to published strategies and delivery plans. In addition, actions from both an operational delivery

and strategic planning perspective are identified where new work will be undertaken over the next 18 months. A final, additional set of actions has also been incorporated that related to the Partnership's infrastructure and arrangements to make best use of resources and effectively respond to strategic risks.

- 4.2.4 The IJB will be asked to endorse the Partnership's Delivery Plan at their meeting on the 23 October 2024, after which the plan will be finalised and published on the Partnership's website. A copy of the delivery plan, as submitted to the IJB, is attached in appendix 1.

5.0 POLICY IMPLICATIONS

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

6.0 CONSULTATIONS

- 6.1 The Dundee Integration Joint Board, their Strategic Planning Advisory Group and care group strategic planning groups were consulted on the preparation of this report.

7.0 BACKGROUND PAPERS

None

DAVE BERRY
ACTING CHIEF OFFICER, DUNDEE INTEGRATION JOINT BOARD

DATE: 2 OCTOBER 2024

**Dundee Health and Social Care Partnership
Delivery Plan October 2024 – March 2026**

This is the Dundee Health and Social Care Partnership’s (Partnership)¹ delivery plan for the 18 months from October 2024 to March 2026, which will support the achievement of the ambition, strategic priorities and changes within Dundee Integration Joint Board’s (IJB) [Strategic Commissioning Framework 2023-2033](#). This is a working document that will be monitored by the Partnership and the IJB throughout the year to check that actions are progressing and having the positive impact that has been planned. Where things are not going as planned, or where new risks or challenges emerge the delivery plan will be adjusted in agreement between the Partnership and the IJB.

At the end of each financial year (1 April to 31 March), the delivery plan will be fully reviewed and updated for the next year; the first review will take place in March 2026. The annual review of the delivery plan will include opportunities for people who use health and social care services and supports, unpaid carers, the workforce and providers of health and social care services to contribute their views. Progress made will be reported through the IJB’s Annual Performance Report and the new delivery plan for the coming year will be published. More detail about how progress against the delivery plan will be monitored and reported can be found in the IJB’s performance framework (which is currently being developed).

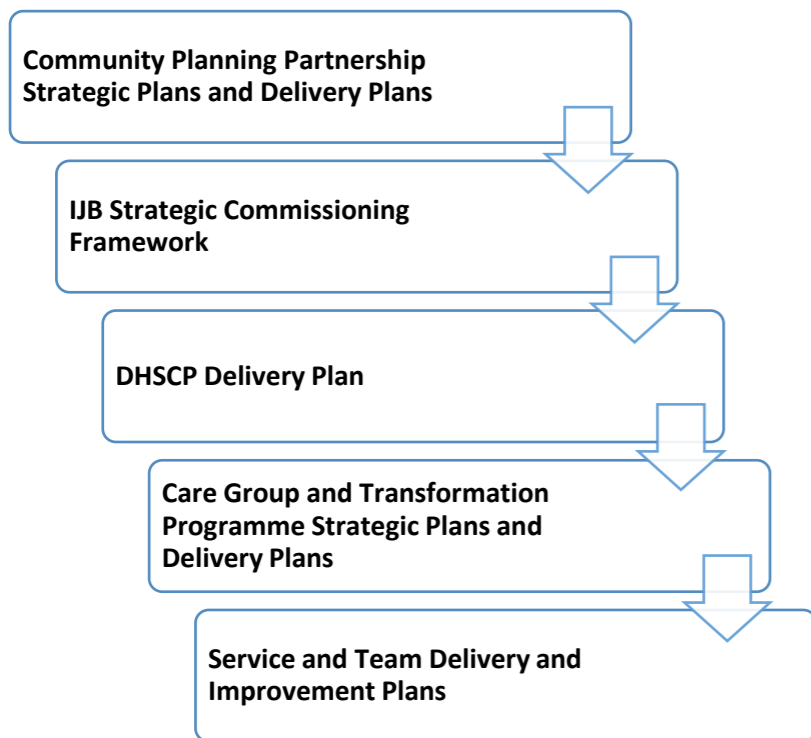
Just over 2,500 people employed by Dundee City Council and NHS Tayside work within the Partnership, delivering health and social care services and supports to meet the health and wellbeing needs of almost 150,000 Dundee citizens. In 2024/25 the IJB has £301 million to spend on adult health and social care services delivered through the Partnership, including from the third and independent sector. This delivery plan identifies the most important actions that the Partnership (including the third and independent sector) will focus on achieving during the next 18 months. These actions have been included because they are the things that will make the biggest difference to delivering the changes the IJB has already agreed need to happen to support everyone in Dundee to have the best possible health and wellbeing. This means that the delivery plan does not cover everything that the Partnership will do during the next 18 months, but instead focuses on the things we must do (our legal duties, including making sure the IJB has a balanced budget) and the critical few actions that will make the biggest contribution to delivering the IJB’s Plan for Excellence.

Ambition for Health and Social Care in Dundee

People in Dundee will have the best possible health and wellbeing.

They will be supported by health and social care services that:

- ✓ Help to reduce **inequalities** in health and wellbeing that exist between different groups of people.
- ✓ Are easy to find out about and get when they need them.
- ✓ Focus on helping people in the way that they need and want.
- ✓ Support people and communities to be healthy and stay healthy throughout their life through **prevention** and **early intervention**.



This delivery plan does not set out plans for every health and social care service and support, there are other more detailed plans that sit below this delivery plan. These include:

- Plans developed through the Community Planning Partnership (known as the Dundee Partnership) for all partner agencies to work together on specific priorities. For example, plans to reduce the harms associated with drug and alcohol use, to improve outcomes for children, young people and families and to reduce the impact of poverty and the cost of living crisis.
- Detailed plans for specific ‘care groups’ and transformation programmes. For example, the IJB has agreed strategic plans for carers, mental health, people with a learning disability and who have autism. There are also plans in place to help to transform primary care services, unscheduled care and non-acute care. Many of these plans already have very detailed delivery plans describing the actions that will be taken to implement them in practice. There are also some areas where the plans developed by Dundee City Council and NHS Tayside are also relevant to the work done by the IJB and the Health and Social Care Partnership, particularly in relation to digital, property and workforce resources.
- Each individual team and service with the Partnership has in place their own service delivery and improvement plans.

There are links to some of these more detail plans throughout this delivery plan.

¹ The Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) required Local Authorities (Councils) and Health Boards to integrate the planning of some health services and functions and most social care functions. Dundee City Council and NHS Tayside deliver integrated services as Dundee Health and Social Care Partnership. The Health and Social Care Partnership is a way for both organisations, along with the Independent and Third Sector, to deliver the services planned by the IJB

Strategic Priorities

The IJB has agreed 6 **strategic priorities** that will be the focus for the next 10 years to help to achieve the ambition for health and social care. These priorities will also help to achieve Scotland's **National Health and Wellbeing Outcomes**.³



Inequalities

Support where and when it is needed most.

Targeting **resources** to people and communities who need it most, increase **life expectancy** and reduce differences in health and wellbeing.



Self Care

Supporting people to look after their wellbeing.

Helping everyone in Dundee look after their health and wellbeing, including through **early intervention** and **prevention**.



Open Door

Improving ways to access services and supports.

Making it easier for people to get the health and social care supports that they need.



Planning together

Planning services to meet local need.

Working with communities to design the health and social care supports that they need.



Workforce

Valuing the workforce.

Supporting the health and social care workforce to keep well, learn and develop.



Working together

Working together to support families.

Working with other organisations in Dundee to prevent poor health and wellbeing, create healthy environments, and support families, including **unpaid carers**.

These priorities reflect the health and social care needs of people who live in Dundee, people who provide unpaid care and the health and social care workforce. Detailed information about health and social care needs can be found in the [Strategic Commissioning Framework 2023-2033](#).



Life expectancy at birth is decreasing for males and females in Dundee.

Between 2012-14 and 2019-2021 it decreased by almost 2 whole years for males and by around 18 months for females.



Dundee has the 2nd lowest **life expectancy** in Scotland. **Life expectancy** in the most **deprived** areas of Dundee is about ten years less than in the most affluent areas.

Dundee is a city that has high levels of poverty and other social issues that impact on people's health and wellbeing. Life expectancy for people in Dundee is getting shorter. There are also big differences between how healthy and well people are because of where they live in the city, how much money they have and due to who they are (for example, their ethnic origin, sexual orientation, disability or age).

Strategic Priority – INEQUALITIES



Inequalities

Support where and when it is needed most.

Targeting **resources** to people and communities who need it most, increase **life expectancy** and reduce differences in health and wellbeing.

What big changes are needed?

Over the next 10 years the IJB will invest its money and other resources to make these changes:

Short-term (2023-2026)	Medium-term (2026-2029)	Long-term (2029-2033)
Disadvantaged communities (geographic and shared characteristics) are benefitting from more targeted investment to support self-care and prevention.	More disadvantaged people and communities are accessing the health and social care services and supports that they need.	People living in deprivation or who are part of protected equality groups have improved health and wellbeing outcomes. These outcomes are closer to those achieved by the wider population of Dundee (reduced inequality gap).
People who have a sensory impairment or learning disability, whose first language is not English and who are older are better able to find and understand Information published by the IJB and Health and Social Care Partnership.	There are fewer drug and alcohol related deaths.	Everyone in Dundee is living longer (increased life expectancy and increased healthy life expectancy).
Adults who have multiple and complex needs, including adults at risk of harm are more quickly identified and services work well together to provide an initial response to their needs.	Peoples’ mental health and wellbeing is better.	People living in the most deprived communities are living longer (increased life expectancy and increased healthy life expectancy).
People who have mental health and wellbeing needs, and for people who use drugs and alcohol have a wider choice of easily accessible community-based supports.	Older people feel less isolated and lonely. This is helping to improve their physical and mental health and wellbeing.	People are protected from harm and supported to recover from the impact of trauma.
People who experience challenges in relation to mental health and drug and alcohol use experience a co-ordinated response from services.	There are fewer deaths by suicide.	Health and social care services are provided from premises that create environments that support trauma informed ways of working and reduce inequalities.
More health and social care services and supports demonstrate a trauma informed response to meeting needs.	People from disadvantaged groups are getting the support, treatment and care they require without fear of discrimination or stigma.	People accessing health and social care services experience a culture and practice that is rights-based.
More health and social care services and supports demonstrate a gendered approach to service delivery.		
There is a clear strategic plan for how the IJB will invest its resources to better meet the needs of people with a physical disability or sensory impairment.		
The health and social care workforce has a better understanding of equality and fairness, including how their practice can help to better meet people’s needs.		

To deliver these strategic shifts Dundee Health and Social Care Partnership will:

CONTINUE TO PROGRESS AND SUPPORT THE FOLLOWING PROGRAMMES OF WORK....

Partnership led activity:

- [Mental Health and Wellbeing Strategy \(2019-2024\)](#)
- [Living Life Well and Living Life Your Way in Dundee \(A Strategic Plan for Supporting Adults with a Learning Disability and Adults with a Learning Disability and Autism\) \(2022-2027\)](#)
- [Tayside Mental Health and Wellbeing Whole System Change Programme](#)
- [Primary Care Mental Health and Wellbeing Framework](#)
- [IJB's Equality Outcomes](#)
- Dundee Health and Social Care Partnership Protecting People Improvement Plan

Wider multi-agency activity:

- [Alcohol and Drug Partnership Delivery Plan](#)
- Adults at Risk Committee Delivery Plan, including the development of a multi-agency pathway for responding to adults at risk.
- Trauma Informed Leadership and Practice Implementation Plan
- Gendered Services Project
- [Community Learning and Development Plan \(2024-2027\)](#)
- [Fairness and Child Poverty Action Plan](#)

HAVE A SPECIFIC FOCUS ON.....

Transformation and improvement of services and supports:

- Further develop our wellbeing hub model, with a focus on preventative services and targeted investment to support disadvantaged communities.
- Establish a Primary Care prevention project to engage people at higher risk of health inequalities around their health, to promote self-care and self-management, and clinical management where required.
- Establish an operational leadership post of public protection, and accelerate implementation of the Partnership's protecting people improvement plan.
- Develop pathways of care and support for people who use alcohol and non-opioid drugs.
- Progress project to establish mental health hubs, including co-location of Partnership services.
- Expand malnutrition screening to targeted groups, including older people and with a cancer diagnosis.
- Deliver targeted Type 1 Diabetes Management services within adult services.
- Develop a programme of work to improve public information about services, supports and self-care resources.
- Develop and implement a programme of work to prevent and respond to race discrimination within Partnership workplaces and services.
- Develop and implement a programme of work to improve responses to transgender and non-binary people from Partnership services and supports.

Planning activity:

- Review and update the Mental Health and Wellbeing Strategy (2019-2024).
- Lead the development and implementation of a multi-agency Suicide Prevention Delivery Plan, as part of an integrated protecting people approach.
- Review and update Living Life Well and Living Life Your Way in Dundee (A Strategic Plan for Supporting Adults with a Learning Disability and Adults with a Learning Disability and Autism) (2022-2027)
- Progress the development of a physical disability and sensory impairment delivery plan for Dundee.

Strategic Priority - SELF-CARE



Self Care

Supporting people to look after their wellbeing.

Helping everyone in Dundee look after their health and wellbeing, including through **early intervention** and **prevention**.

What big changes are needed?

Over the next 10 years the IJB will invest its money and other resources to make these changes:

Short-term (2023-2026)	Medium-term (2026-2029)	Long-term (2029-2033)
People find self-care and self-management information and opportunities easier to find and understand.	More people are supported to achieve their personal outcomes through low level, early interventions provided by community-based care and support services.	More people feel motivated to make lifestyle choices that positively enhance their health and wellbeing.
There are more prevention, self-care and self-management resources available for: Fall; Stroke; Long-term conditions; End of life and bereavement; Managing key life changes; Healthy weight; and, Mental health and wellbeing.	More carers say that they want to and are able to continue in their caring role.	People are more physically active and mentally well.
More people, especially disadvantaged groups, are accessing a wider range of health, wellbeing and healthy lifestyle activities across the city.	More people are in drug, alcohol and mental health recovery.	A smaller number of people need hospital-based acute services; people who do need them less often.
People are being helped to connect with the service and supports that they need at an earlier stage through the use of a social prescribing approach by everyone in the health and social care workforce.	Fewer people experience side effects and deterioration of long-term conditions because they are better supported to comply with their medication.	Fewer people in Dundee have a limiting long-term physical or mental health condition.
More people are participating in adult health screening programmes, especially within areas of deprivation and groups with protected characteristics.		Everyone in Dundee is living longer (increased life expectancy and increased healthy life expectancy).
There are more opportunities for people with mental health challenges to look after their physical health and for people with chronic physical health conditions to improve their mental health.		People living in the most deprived communities are living longer (increased life expectancy and increased healthy life expectancy).
More Carers are accessing opportunities to lead a fulfilled and healthy life, and to have a good balance between caring and other things in their life.		
Peer recovery services and supports have a greater role in meeting people's needs at an early stage.		
The health and wellbeing needs of people who have been bereaved, including unpaid carers, are recognised and responded to. There are specific resources in place to support people who have been bereaved in traumatic circumstances (for example, by suicide).		

To deliver these strategic shifts Dundee Health and Social Care Partnership will:

CONTINUE TO PROGRESS AND SUPPORT THE FOLLOWING PROGRAMMES OF WORK....

Partnership led activity:

- [Mental Health and Wellbeing Strategy \(2019-2024\)](#)
- Falls Improvement Plan
- [Dundee GP Strategy \(2024-2029\)](#)
- Primary Care Improvement Plan
- [Tayside Primary Care Strategy \(2024-2029\)](#)
- [Primary Care Mental Health and Wellbeing Framework](#)
- [A Caring Dundee 2: A Strategic Plan for Working Alongside, and Improving the Lives of Carers in Dundee \(2021-2024\)](#)
- Palliative and End of Life Care Whole System Pathway of Care

Wider multi-agency activity:

- [Alcohol and Drug Partnership Delivery Plan](#)
- Trauma Informed Leadership and Practice Implementation Plan
- [Community Learning and Development Plan \(2024-2027\)](#)

HAVE A SPECIFIC FOCUS ON.....

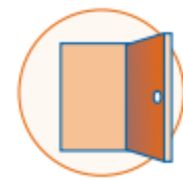
Transformation and improvement of services and supports:

- Further develop our wellbeing hub model, with a focus on preventative services and targeted investment to support disadvantaged communities.
- Develop a programme of work to improve public information about services, supports and self-care resources.
- Establish a Primary Care prevention project to engage people at higher risk of health inequalities around their health, to promote self-care and self-management, and clinical management where required.
- Progress further implementation of Learning Disability Health Checks.
- Further develop and implement weight management programmes of work.
- Expand malnutrition screening to targeted groups, including older people and with a cancer diagnosis.
- Support the mainstreaming of social prescribing approach and principles across community-based Partnership services.
- Further develop the role of Advanced Nurse Practitioners and other roles across relevant Partnership service.
- Review of Homeopathy Service.
- Progress the development of an approach to enhancing support for people with Long-Term Conditions.

Planning activity:

- Review Caring Dundee 2, including engagement with unpaid carers and the health and social care workforce.

Strategic Priority – OPEN DOOR



Open Door

Improving ways to access services and supports.

Making it easier for people to get the health and social care supports that they need.

What big changes are needed?

Over the next 10 years the IJB will invest its money and other resources to make these changes:

Short-term (2023-2026)	Medium-term (2026-2029)	Long-term (2029-2033)
People find information about health and social care services and supports easy to find and to understand.	Fewer people experience a sudden deterioration of long-terms conditions requiring crisis intervention, including hospital admission.	Care and support is easily accessible, flexible and available at the right time to respond to people’s changing needs.
People connected quickly to the right type of support for them through a supported referral approach (rather than signposting). The use of a social prescribing approach by everyone in the health and social care workforce is helping to support this.	More people are supported to achieve their personal outcomes through low level, early interventions provided by community-based care and local support services.	Fewer people need help and support from formal health and social care services. More people get the help and support they need from the third sector (voluntary and community organisations).
People can access social care and social work assessment and support more easily through an joined-up Health and Social Care Partnership ‘front door’.	More carers say that they want to and are able to continue in their caring role.	People experience integrated care and support that is smooth and seamless from their own, and their families and carers, point of view.
There is a quick and high-quality response to people who are experiencing distress and/or at risk of harm, including in the evenings and at weekends.	Services purchased from the third and independent sector are focused on supporting people to achieve their personal outcomes, rather than on hours of service delivered.	People accessing health and social care services experience a culture and practice that is rights-based.
More services and supports have options for digital access to services and services delivery. There are good alternatives in place for people who do not have digital access.	Joined up IT systems are supporting the workforce to share information quickly and easily.	
Assessments of need and support planning are person centred and focused on helping people to achieve their unique person outcomes.	People have easy and equitable access to primary care services delivered from General Practices or other locations local to them.	
Better information sharing between services means that people do not have to share the same information multiple times.		
Carers are identified, respected and involved. They are equal partners in planning and shaping services and supports.		
More people are accessing Self-Directed Support to support them to choose and access the services and supports that they need.		
People can get the community-based help and support that they need in the evenings, overnight and at weekends.		

To deliver these strategic shifts Dundee Health and Social Care Partnership will:

CONTINUE TO PROGRESS AND SUPPORT THE FOLLOWING PROGRAMMES OF WORK....

Partnership led activity:

- [Mental Health and Wellbeing Strategy \(2019-2024\)](#)
- [Tayside Mental Health and Wellbeing Whole System Change Programme](#)
- Re-design of Social Work and Social Care 'front door' and assessment to include the wider multi-disciplinary team
- [Dundee GP Strategy \(2024-2029\)](#)
- [GP Premises Strategy](#)
- Primary Care Improvement Plan
- [Primary Care Mental Health and Wellbeing Framework](#)
- [A Caring Dundee 2: A Strategic Plan for Working Alongside, and Improving the Lives of Carers in Dundee \(2021-2024\)](#)

Wider multi-agency activity:

- Adults at Risk Committee Delivery Plan, including the development of a multi-agency pathway for responding to adults at risk.
- [Alcohol and Drug Partnership Delivery Plan](#)
- Trauma Informed Leadership and Practice Implementation Plan
- [Community Learning and Development Plan \(2024-2027\)](#)

HAVE A SPECIFIC FOCUS ON.....

Transformation and improvement of services and supports:

- Further develop our wellbeing hub model, with a focus on preventative services and targeted investment to support disadvantaged communities.
- Develop a programme of work to improve public information about services, supports and self-care resources.
- Support the mainstreaming of social prescribing approach and principles across community-based Partnership services.
- Develop pathways of care and support for people who use alcohol and non-opioid drugs.
- Realign operational process to meet national Self-Directed Support Standards, including financial processes.
- Contribute to transformation of out-of-hours service provision on a Tayside wide basis.
- Develop and implement transition pathways, including between children's and adult services.
- Further develop our approach to Fair Work and commissioning for outcomes, in collaboration with the third and independent sectors.
- Develop and implement a programme of work to improve GP sustainability.

Planning activity:

- Review Caring Dundee 2, including engagement with unpaid carers and the health and social care workforce.
- Develop and publish a Dundee Health and Social Care Partnership Digital Strategy.
- Review and update the Partnership's Personalisation Delivery Plan and related governance and delivery arrangements.

Strategic Priority – PLANNING TOGETHER



Planning together

Planning services to meet local need.

Working with communities to design the health and social care supports that they need.

What big changes are needed?

Over the next 10 years the IJB will invest its money and other resources to make these changes:

Short-term (2023-2026)
People and communities can find and understand information about health and social care needs and performance in the area they live in.
More people from local communities are involved in developing future plans for health and social care services. This includes, plans for specific service areas as well as the overall strategic plan for health and social care.
More Carers say that they have positive experience of supports and services designed to support them and the person they care for.
There are a wider range of community-based services to help meet the recovery needs of people with poor mental health or who use drugs and alcohol.
People who are admitted to hospital are safely discharged without delay back to their home or another community setting.
People are able to access the right community-based social care supports at the right time, delivered by joined-up multi-disciplinary teams. This is helping to reduce hospital admissions.
People are supported through a Home First approach to access the services and supports that they need to support them to live well and independently in their own home.
Older people are supported to live well and independently in the community by co-ordinated prehabilitation and rehabilitation services and supports.
People who have experienced a stroke have access to high quality hospital-based care as well as community-based recovery supports.
People are supported to experience a good death at the end of their life. Most people die at home and unpaid carers are well supported to be part of end of life care. Services enable timely, effective admissions to hospital where this is the best option for the people.

Fewer people are supported in residential care homes. Those who are receive highly personalised care and support.
People are making the best possible use of the full range of primary care services. They are well supported to directly access the specific services that best meet their needs and don't have to be referred by their GP.

Medium-term (2026-2029)
More people with health conditions or disabilities get the care and support they need in their own home or in other places local to them.
People with a learning disability and autism get the help they need to live well, be part of their community and share their talents.
Significant harms linked to drug and alcohol use have been reduced by delivering the right care in the right place at the right time. This is also helping to improve people's quality of life.
People experience seamless transitions between community, primary and hospital-based services.
The third and independent sector have increased capacity to contribute to modern ways of delivering services and supports, alongside public sector health and social care services.
People have greater access to and control over their health and social care data, where appropriate and safe to do so.
The HSCP has access to the right balance of clinical and community base spaces from which to deliver services.
People who need support and unpaid carers experience services that are highly personalised to meet their unique needs and support them to achieve their individual personal outcomes.

Fewer people who require residential based care and support have to leave the Dundee area to receive this.
There is better co-ordination of people's housing options with available health and social care supports. This helps people to be able to stay in their home successfully.
People's homes provide the best possible environment to support their care and their overall health and wellbeing.
Communities are directly influencing how health and social care resources are invested through participatory budgeting.

Long-term (2029-2033)
People receive the support they need, in the locations they want, at the time they need it.
People say that they are firmly at the centre, understand the choices available to them and are supported to make informed decisions about their own care and support.
A smaller number of people need hospital-based acute services; people who do need them less often. Resources have been reinvested in improving care at home or in community settings.
Fewer people need help and support from formal health and social care services. More people get the help and support they need from the third sector (voluntary and community organisations).
Health and social care services are provided in and from accessible, sustainable and fit-for-purpose, modern buildings.
People, including unpaid carers, have a higher level of overall satisfaction with the health and social care services and supports they receive.

To deliver these strategic shifts Dundee Health and Social Care Partnership will:

CONTINUE TO PROGRESS AND SUPPORT THE FOLLOWING PROGRAMMES OF WORK....

Partnership led activity:

- [Mental Health and Wellbeing Strategy \(2019-2024\)](#)
- [Tayside Mental Health and Wellbeing Whole System Change Programme](#)
- [Dundee GP Strategy \(2024-2029\)](#)
- Primary Care Improvement Plan
- [Primary Care Mental Health and Wellbeing Framework](#)
- [Tayside Primary Care Strategy \(2024-2029\)](#)
- Unscheduled Care Board Improvement Programmes
- Community Nursing – Locality Working Programme
- Re-design of Social Work and Social Care ‘front door’ and assessment to include the wider multi-disciplinary team
- [A Caring Dundee 2: A Strategic Plan for Working Alongside, and Improving the Lives of Carers in Dundee \(2021-2024\)](#)
- Winter Plan – NHS Tayside and Partner Organisations 2024/25 and 2025/26
- [Dundee Health and Social Care Partnership Property Strategy](#)
- Allied Health Professional Stroke Plan

Wider multi-agency activity:

- Authentic Voice Project
- Dundee Volunteer and Voluntary Action Lived Experience Programme, including a focus on mental health and wellbeing and drugs and alcohol
- [Alcohol and Drug Partnership Delivery Plan](#)

HAVE A SPECIFIC FOCUS ON.....

Transformation and improvement of services and supports:

- Develop a programme of work to improve public information about services, supports and self-care resources.
- Implement Care Opinion across all Partnership services.
- Review the Partnership approach to Participatory Budgeting, including alignment to existing approaches used by Dundee City Council and NHS Tayside.
- Develop and implement Enhanced Community Care Model within Specialist Palliative Care Services.
- Review of Homeopathy Service.
- Develop and implement Neurodiversity pathways.

- Review of Learning Disability and Mental Health physical resources / environmental quality and of contracted services and supports.
- Develop pathways of care and support for people who use alcohol and non-opioid drugs.
- Review of Care at Home contracts to enhance outcomes through more efficient use of available resources and focus on preventative approaches.
- Develop and implement a programme of work to improve GP sustainability.
- Develop and implement transition pathways, including between children’s and adult services.
- Further develop the role of Advanced Nurse Practitioners and other roles across relevant Partnership service.
- Enhance input from Nutrition and Dietetics within prehabilitation pathways.
- Embed Dementia Strategy, including Post Diagnostic Support standards, across relevant Partnership services.
- Progress polypharmacy reviews and medicines optimisation within Medicine for the Elderly, including enhancing communication with general practice.
- Implement Unscheduled Care Board improvement programmes for Optimising Access and Optimising Flow.
- Realign operational process to meet national Self-Directed Support Standards, including financial processes.
- Review transport provision across Partnership services, the Partnership’s Practical Support Service and the Partnership’s Meals Service.
- Review of social care assessment and supports for people with complex health and social care needs and for people with very low-level needs to ensure modern approaches are embedded in long-term support packages.
- Review of day services and opportunities for older adults.
- Review models of care for physiotherapy and occupational therapy enhancing care across patient pathways and transitions between community and hospital care.
- Implement revised model of care at MacKinnon Centre to enhance accommodation and step-down services.
- Implement programme of work to further reduce care home placements, with a focus on use of Partnership operated care homes and supported accommodation for people with the most complex health and social care needs.
- Develop model of care for all mental health services, based on place-based and personalised approach.

Planning activity:

- Develop and publish a Dundee Health and Social Care Partnership Digital Strategy.
- Develop a Partnership Performance Framework and related reporting arrangements.
- Develop a Partnership framework to support a consistent approach to public engagement and involvement.
- Review Caring Dundee 2, including engagement with unpaid carers and the health and social care workforce.
- Review and update Living Life Well and Living Life Your Way in Dundee (A Strategic Plan for Supporting Adults with a Learning Disability and Adults with a Learning Disability and Autism) (2022-2027)
- Review and update the Partnership’s Personalisation Strategy and related governance and delivery arrangements.
- Re-establish the Frailty Strategic Planning Group.

Strategic Priority - WORKFORCE



Workforce

Valuing the workforce.

Supporting the health and social care workforce to keep well, learn and develop.

What big changes are needed?

Over the next 10 years the IJB will invest its money and other resources to make these changes:

Short-term (2023-2026)
The workforce is benefiting from having a wider range of more easily accessible mental health and wellbeing supports available to them. This includes supports for bereaved staff members.
Enhanced workforce wellbeing supports have helped to reduce overall levels of staff absence and turnover.
There are clear local routes for the young workforce to enter a career in health and social care. More young people are accessing these.
The IJB has a fuller understanding of health and social care workforce needs and has agreed a plan to address gaps and challenges. This plan is being implemented in practice.
Recruitment and retention has improved in key areas, including Primary Care, Social Care, Mental Health and Drug and Alcohol services.
People working within the health and social care workforce have benefitted from opportunities to develop their leadership skills and confidence.
People working within the health and social care workforce receive clear and understandable information about the work of the IJB and Health and Social Care Partnership.
People working within the health and social care workforce have better opportunities to influence the work of the IJB.

Medium-term (2026-2029)
All providers who are contracted to deliver health and social care services are fully complying with Fair Work practices.
All health and social care services are delivered by a workforce working in fully integrated teams.
Staff who are unpaid carers say they want to and are well supported by their employers to continue in their caring role.
Staff within the health and social care workforce have improved levels of confidence and competence with a range of relevant digital technologies.
Staff are active participants in self-evaluation and quality assurance approaches that enable them to reflect, learn and plan for improvement.
Staff working in health and social care services say they feel valued, well supported and would recommend their place of work.

Long-term (2029-2033)
The health and social care workforce has the right number of staff, in the right place, doing the right things to meet the needs of people in Dundee.
Health and social care services are provided from environments that ensure the wellbeing of the workforce.
The diversity of the health and social care workforce reflects the overall population of Dundee, particularly in terms of protected characteristics.
The health and social care workforce has a more diverse range of ages, supporting more effective succession planning.

To deliver these strategic shifts Dundee Health and Social Care Partnership will:

CONTINUE TO PROGRESS AND SUPPORT THE FOLLOWING PROGRAMMES OF WORK....

Partnership led activity:

- [Dundee Health and Social Care Partnership Workforce Plan \(2022-25\)](#)
- [NHS Tayside Workforce Plan \(2022-25\)](#)
- NHS Tayside Staff Wellbeing Framework
- [Dundee City Council People Strategy \(2022-27\)](#)
- [Dundee City Council Employee Health and Wellbeing Framework \(2023-27\)](#)
- [A Caring Dundee 2: A Strategic Plan for Working Alongside, and Improving the Lives of Carers in Dundee \(2021-2024\)](#)
- [IJB's Equality Outcomes](#)
- [Dundee GP Strategy \(2024-2029\)](#)
- [Dundee Health and Social Care Partnership Property Strategy](#)
- [Dundee City Council Digital Strategy \(2023-27\)](#)
- [NHS Tayside Digital Health and Social Care Strategy \(2022-27\)](#)

Wider multi-agency activity:

- Trauma Informed Leadership and Practice Implementation Plan

HAVE A SPECIFIC FOCUS ON.....

Transformation and improvement of services and supports:

- Implement the new NHS Tayside Staff Wellbeing Framework within Partnership services, including a joined-up approach with the existing Dundee City Council framework.
- Develop and implement a programme of work to prevent and respond to race discrimination within Partnership workplaces and services.
- Implement Partnership approach to vacancy management and use of supplementary staffing.
- Implement response to the Health and Social Care (Staffing) (Scotland) Act 2019 across relevant Partnership services.
- Review the availability and deployment of administrative and clerical resources across the Partnership.
- Develop and implement an action plan to stabilise the social work, including Mental Health Officer, workforce.
- Further develop the role of Advanced Nurse Practitioners, Advanced AHP roles and other roles across relevant Partnership service.
- Complete restructure of Partnership's Senior Leadership Team, Operational Services and Strategic Services.
- Develop and implement a programme of work to improve GP sustainability.
- Review and enhance approach to workforce communication within the Partnership.
- Strengthen the Staff Partnership Forum and related governance arrangements within the Partnership.

Planning activity:

- Review the Partnership's Workforce Plan, including engagement with the workforce.
- Continue to progress the development of an integrated workforce dataset for the Partnership.
- Review Caring Dundee 2, including engagement with unpaid carers and the health and social care workforce.
- Analyse absence and 'time-out' information for the Partnership workforce and develop a related action plan.
- Development of Partnership Resource Framework, including market facilitation approach.
- Develop and publish a Dundee Health and Social Care Partnership Digital Strategy.
- Review the Dundee Health and Social Care Partnership Property Strategy.

Strategic Priority - WORKING TOGETHER



Working together

Working together to support families.

Working with other organisations in Dundee to prevent poor health and wellbeing, create healthy environments, and support families, including **unpaid carers**.

What big changes are needed?

Over the next 10 years the IJB will invest its money and other resources to support work in partnership with other community planning partners that will make these changes:

Short-term (2023-2026)	Medium-term (2026-2029)	Long-term (2029-2033)
Families with multiple and complex needs receive co-ordinated, whole family support at an early stage.	Services have worked together to understand and manage the local impacts of the transition to the National Care Service.	All Carers are confident that they are listened to, valued and supported. They feel well and are able to live a life alongside caring.
Children and young people are supported into adulthood by services that work together to meet their needs.	The enduring impact of drug and alcohol use has been decreased through a focus on prevention.	Everyone in Dundee is living (increased life expectancy and increased healthy life expectancy).
People at risk of harm are effectively identified at an early stage and are effectively supported by services who work in partnership to help them be safe and well.	The enduring impact of poor mental health and wellbeing has been decreased through a focus on prevention.	People living in the most deprived communities are living longer (increased life expectancy and increased healthy life expectancy).
People are receiving the information and support they need to help them to cope with the cost of living crisis, including to help to stay safe and be well.	There are fewer drug and alcohol related deaths.	People are protected from harm and supported to recover from the impact of trauma.
People and communities affected by poverty are getting more targeted support at an earlier stage to prevent this leading to poor outcomes for health, social care and other aspects of their life.	There are fewer deaths by suicide.	People and communities are confident that their views and ideas are listened to, valued and used effectively across the whole community planning partnership to improve outcomes.
People are receiving the help they need to live a healthy lifestyle, including eating well and staying active. There is a specific focus on supporting children and young people.	The IJB and other organisations have better evidence about the impact their services and supports have on people’s health and wellbeing outcomes.	More people are a healthy weight and regularly participate in physical activity.
There is a partnership approach to identifying and supporting unpaid carers of all ages. Services who support unpaid carers work closely with services who provide care and support.	Planning for improvements to health and social care outcomes is better co-ordinated across all members of the Dundee Partnership. There is a whole-system approach to improving health and wellbeing outcomes.	
Services work well together to collect, understand and use information about health and social care to improve services for people.		
Health and social care services in Dundee have actively contributed to the co-design process for the National Care Service.		
Communities experience a co-ordinated approach to gathering information about their needs and priorities for health and social care and related services.		

To deliver these strategic shifts Dundee Health and Social Care Partnership will:

CONTINUE TO PROGRESS AND SUPPORT THE FOLLOWING PROGRAMMES OF WORK....

Partnership led activity:

- [A Caring Dundee 2: A Strategic Plan for Working Alongside, and Improving the Lives of Carers in Dundee \(2021-2024\)](#)
- [Mental Health and Wellbeing Strategy \(2019-2024\)](#)
- [Primary Care Mental Health and Wellbeing Framework](#)
- Dundee Health and Social Care Partnership Protecting People Improvement Plan

Wider multi-agency activity:

- [Tayside Plan for Children, Young People and Families \(2023-26\)](#)
- Adults at Risk Committee Delivery Plan, including the development of a multi-agency pathway for responding to adults at risk.
- [Alcohol and Drug Partnership Delivery Plan](#)
- Children at Risk Committee Delivery Plan
- Trauma Informed Leadership and Practice Implementation Plan
- [The Dundee Partnership Promise to You, our Care Experienced Children and Young People](#)
- [City Plan for Dundee 2022-2032](#)
- [Community Learning and Development Plan \(2024-2027\)](#)
- [Fairness and Child Poverty Action Plan](#)
- Linlathen and Stobswell West Fairness Initiative Pathfinder
- Linlathen Employability Pathfinder
- [Dundee Climate Action Plan](#)
- Whole Family Wellbeing Fund
- [Tayside Child Healthy Weight Strategy \(2020-2030\)](#)

HAVE A SPECIFIC FOCUS ON.....

Transformation and improvement of services and supports:

- Develop and implement transition pathways between children's and adult services.
- Establish an operational leadership post of public protection, and accelerate implementation of the Partnership's protecting people improvement plan.
- Develop transformation programme around whole family approaches in partnership with Dundee City Council Children and Families Service.
- Develop a programme of work to improve public information about services, supports and self-care resources.
- Further develop and implement weight management programmes of work.
- Contribute to whole system approach to prevention of unhealthy weight.
- Implement Care Opinion across all Partnership services.

Planning activity:

- Enhance the planning interface between the Partnership and relevant children and families services in Dundee City Council and NHS Tayside.
- Lead the development and implementation of a multi-agency Suicide Prevention Delivery Plan, as part of an integrated protecting people approach.
- Review Caring Dundee 2, including engagement with unpaid carers and the health and social care workforce.
- Develop a Partnership approach to capturing evidence of the impact of services on outcomes for people.
- Develop a Partnership framework to support a consistent approach to public engagement and involvement.
- Develop and publish a Dundee Health and Social Care Partnership Digital Strategy.
- Engage in the legislative process for the National Care Service and develop local transition plans as needed.
- Develop a Net Zero Action Plan for the Partnership.

Making the Best Use off our Resources and Managing Strategic Risks

In 204/25 the IJB has £301 million to spend on adult health and social care services.

Dundee Health and Social Care Partnership has 2,455 people working within it (employed by Dundee City Council and NHS Tayside).

Partnership services are delivered from over 90 different sites, including:

- *22 General Practices*
- *4 Hospitals*
- *4 Care Homes*
- *4 Day Centres*
- *1 Palliative Care Unit*
- *2 Respite Units*

As well as support the achievement of the strategic priorities and changes within the IJB's Plan for Excellence, the Health and Social Care Partnership has a responsibility to ensure that services and supports are delivered in the most effective and efficient way possible, and within the budget that is set by the IJB. During the next 18 months the Partnership has identified a small number of actions that will make the most significant contribution to ensuring that the Partnership continue to make the best use of the resources available to them and manages strategic risks that have been identified by the IJB:

- Improve the quality and availability of data regarding health and social care services to support more effective performance management and improvement.
- Develop and implement a Partnership Performance Framework including quality assurance mechanisms and clear reporting mechanisms linked to improvement planning.
- Identify and respond to risks associated with ongoing pay and terms and condition negotiations within NHS and local government, as well as the third and independent sector.
- Review and implement a consistent approach to business continuity and resilience planning across the Partnership, including providing relevant workforce learning and development opportunities.
- Continue to collaborate with Dundee City Council and NHS Tayside to streamline governance arrangements and reduce duplication across organisational interfaces.
- Enhance Senior Leadership Team overview of service performance to inform decisions about prioritisation of budget resources and financial recovery.
- Review the Partnership's approach to income recovery and service user billing, including exploring the potential role of an end-to-end financial processes team.
- Review the Partnership's arrangements for strategic planning, delivery planning and service / team planning.

REPORT TO: CITY GOVERNANCE COMMITTEE - 28 OCTOBER 2024

REPORT ON: BUDGET STRATEGY AND FINANCIAL OUTLOOK 2025/26

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 288-2024

1 PURPOSE OF REPORT

1.1 To present to Members medium-term financial projections and to recommend a strategy to address the projected budget shortfall for 2025/26.

2 RECOMMENDATIONS

2.1 It is recommended that the Committee:

- (a) notes the financial projections set out in the Report and their impact on the future ability of the Council to carry out its statutory functions;
- (b) notes the budget savings options set out in the Report and that a report on budget consultation for 2025/26 be presented to a future meeting of the Committee;
- (c) agrees the budget strategy set out in Section 5 of the Report; and
- (d) notes the outline timetable set out in Section 7 of the Report.

3 FINANCIAL IMPLICATIONS

- 3.1 The Council has a duty to set a balanced budget each year. Based on the best information currently available the Council is projected to face a budget shortfall of £15.6m for 2025/26. The medium-term outlook over the three years 2025-28 indicates an estimated budget gap of £25.3m.
- 3.2 The most significant factors that influence these projections are levels of Scottish Government funding and inflation, especially in relation to pay. Key assumptions in the projections are that Scottish Government funding will be the same in cash terms for 2025/26 and that pay awards will be at 2.5%.
- 3.3 The Council's budget is constrained by its statutory duties, Government policy, and contractual obligations. In previous years the Local Government Settlement has required Council's to maintain the level of funding for Health and Social and to protect teacher numbers. Taken with the statutory obligations in relation to Children's Services and the commitments the Council has in relation to loan charges and PFI contracts 64% of the Council's net budget of £469m budget is fixed as shown below.

Service	2024/25 Budget (£m)	Share
Health and Social Care	110.2	23%
Teachers	97.0	21%
Loan charges & PFI	51.1	11%
Children's Services	40.3	9%
Total	298.6	64%

- 3.4 This means that savings will require to be made from across the other services or through that make up the remaining 36% of the budget, or alternatively, through raising fees and charges. On a pro-rata basis £15.6m amounts to a 9% reduction across all these services.

Service	2024/25 Budget (£m)	Share
Corporate Costs	26.3	6%
Children & Families	62.4	13%
Corporate Services	33.6	7%
City Development	15.3	3%
Neighbourhood Services	18.9	4%
Leisure and Culture Dundee	9.2	2%
Chief Executive's	4.7	1%
Grand total	170.4	36%

- 3.5 In the context of savings of £171m that the Council has realised since 2008 this represents an exceptional challenge with the level of funding needed to deliver a balanced budget is equivalent to a 29% increase in Council Tax.
- 3.6 A report on Transformation published by the Accounts Commission on 1 October 2024 ([Transformation in councils | Audit Scotland](#)) highlights the need for faster reform and the need for collaborative work across the public sector if Councils are to remain financially sustainable.
- 3.7 The nature of the savings proposals set out in in this Report reflect the challenge the Council faces and that resources will require to be focused on delivering its statutory responsibilities. Single year settlements, without the prospect of inflationary increases in funding mean the Council is on a trajectory that could ultimately mean it is unable to fulfil these duties and becomes financially unsustainable.
- 3.8 This Report sets out a Budget Strategy and process to enable the Council to set a balanced budget for 2025/26 and subsequent years.

4 CONTEXT

- 4.1 Unlike recent years there has been no Fiscal Outlook published by the Scottish Government in 2024, however, discussions between COSLA and the Scottish Government in the context of pay have demonstrated the tight financial position facing Scotland. The first indication of funding for the Scottish Budget will be provided by the UK Government Autumn Statement on 30 October 2024.
- 4.2 The Scottish budget is scheduled for 4 December 2024 and will provide details of the overall allocation for Local Government with the detail of the Local Government Financial Settlement expected the following week.
- 4.3 The Council's latest 10-year financial forecast (Article II of the meeting of City Governance Committee 29 February 2024, Report 55-2024 refers) already assumed a very challenging outlook with a cumulative savings requirement of £53m projected over the next 10 years to balance the budget.
- 4.4 On 4 September 2024 the Scottish Government announced The Scottish Government's Programme for 2024/25 that outlined the following priorities:
- Eradicating Child Poverty;
 - Growing the Economy;
 - Tackling the Climate Emergency; and

- Ensuring High Quality and Sustainable Public Services.

4.5 The full financial impact of implementing these policies is not known but may be clearer once the settlement is announced in terms of whether any additional monies will be made available to meet any new commitments.

4.6 Members will be aware that the concurrent Revenue Monitoring Report (244-2024) indicates that the Council is forecasting an overspend of £4.3m in 2024/25. In addition it should be noted that the Health and Social Care partnership is forecasting an overspend in 2024/25, currently estimated at £9m, of which £4m was to planned (through the use of balances). The Integration Joint Board is presently developing a recovery plan. Other third sector partners are also reporting financial pressures.

5 BUDGET STRATEGY

5.1 The latest financial projections for 2025-28 indicate that savings of £25.3m could be required. Key assumptions in these estimates are that inflation, including pay awards reduces to 2.5% in 2025/26 and thereafter levels out at 2% and that Scottish Government funding remains at the 2024/25 level for the next three years.

5.2 The above represents the realistic best case scenario and reflects additional cost pressures of at least £15.6m in 2025/26, rising by a further minimum of £3.0m in 2026/27 and £6.7m in 2027/28. The above projections include the revenue impact of the latest 5-year Capital plan, notably investments in the school estate: East End Community Campus and Western Gateway Primary School. Our assumption is that interest rates will gradually fall from the current budgeted level of 3.85% and then stabilise at 3.5% from 2030/31 onwards. In addition, in the context of single year financial settlements and well-publicised cost pressures across the public sector, it assumes that our funding will be maintained at current levels.

5.3 A summary of other key assumptions are as follows:

- the Council will not undertake any new borrowing from 2028/29 onwards;
- cost and pay inflation will fall and be maintained at 2% per annum from 2026/27;
- any incremental progression on salaries will be contained by services;
- additional growth provided for the running costs of the new Western Gateway primary school from 2027/28 onwards;
- funding for the Health and Social Care Partnership will continue to be flat cash;
- containment of any future energy price rises will be met through property rationalisation and other energy reduction initiatives; and
- demand and demographic changes will also be managed through prioritisation within services.

5.4 The Council's Medium-Term Financial Strategy (MTFS) was last considered on 4 September 2023 (Article IV of the meeting of Policy & Resources Committee of 4 September 2023 refers). This set out the Council's medium-term strategy and an updated strategy is included at Appendix A for approval.

6 SAVINGS OPTIONS

6.1 To provide Members with options to support the setting of a balanced budget in February 2025 Officers have been identifying potential savings that could be implemented. These can be categorised as either:

- (I) operational savings/efficiencies that can be implemented without any significant impact on frontline services; or
- (II) service savings that would impact on the services the Council provides.

The increased obligations placed on the Council in relation to equalities etc. mean that it may be necessary to consult with the public on budget proposals in advance of the budget setting

meeting to ensure that decisions taken are informed by information on the impact that they may have on individuals.

Officers are therefore working to develop a more detailed budget consultation than the Council has used in the past to enable citizens to comment on the impact of specific proposals and this will be presented to a future meeting of the Council for approval.

- 6.2 In addition Officers are also considering:
- (a) income generation, including fees and charges, with a particular focus on ensuring that the costs of service provision are fully recovered;
 - (b) transformation projects; and
 - (c) opportunities to realise savings in staff costs (as employee costs represent the Council's biggest element of expenditure amounting to 60% of the net revenue budget).
- 6.3 Leisure and Culture Dundee will also be asked to identify how savings could be realised from their management fee so that these options can be considered alongside the options identified in this paper when the Council sets its budget. This process will be informed by the review of Leisure and Culture Dundee that the Council is in the process of commissioning.
- 6.4 As appropriate further reports and information will be provided to Members.

7 OUTLINE BUDGET TIMETABLE

- 7.1 It is recommended that the Council notes the following key aspects of the budget timetable:
- **30 October 2024:** UK Autumn Statement
 - **4 December 2024:** Scottish Budget
 - **w/c 9 December 2024:** Local Government Settlements
 - **6 January 2025:** Report to City Governance on Financial Settlement
 - **February 2025:** Council Budget and Council Tax Setting.

8 POLICY IMPLICATIONS

- 8.1 This report sets out a process to deliver a balanced budget for 2025/26 based on an estimated shortfall of £15.6m. This report has been subject to the Pre-IIA Screening tool, it does not make any recommendations about changes to specific services at this time, so it is not therefore possible to set out what particular services, communities or individuals would be impacted or what mitigations may be required. Any specific proposals that arise from the budget setting process will each be subject to due process, including an integrated impact assessment, as appropriate. Decisions made in the setting of the Council's budget may have an impact on services delivered by the Council and/or its partners.

9 CONSULTATIONS

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

10 BACKGROUND PAPERS

- 10.1 None.

ROBERT EMMOTT

EXECUTIVE DIRECTOR OF CORPORATE SERVICES

17 OCTOBER 2024

MEDIUM TERM FINANCIAL STRATEGY

The Council budget will be developed along the following principles:

- (a) the Council will set a balanced budget each year;
- (b) savings and efficiencies will be driven by transformation and service prioritisation;
- (c) resources will be prioritised to improve outcomes;
- (d) the Council will seek to achieve an overall outturn in-line with or below budget;
- (e) free balances will be retained at the higher of 2% of revenue budget or £8m;
- (f) reserves will only be used for earmarked purposes and to support the revenue budget through transformation and / or spend to save initiatives;
- (g) demand and demographic change will be managed through prioritisation within services;
- (h) the contingency budget will only be used for one off expenditure which is not recurring;
- (i) Joint bodies and boards will bear their share of any General Revenue Grant reduction;
- (j) a planning assumption that fees and charges will increase by at least 3% annually;
- (k) a planning assumption that Council Tax will increase by at least 3% annually;
- (l) budget provision will be made for pay awards (with incremental drift managed by services) and unavoidable inflation; and
- (m) the Council will evaluate the risks and benefits of all financial flexibilities made available to local authorities

The Council further agreed that this Medium-Term Strategy will form the basis of planning and the Council will continue to maintain a rolling three-year financial plan at each budget cycle. A longer term (ten year) financial outlook will be prepared alongside the 2025/26 budget and this and the MTFS will be updated annually.

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REPORT TO: CITY GOVERNANCE COMMITTEE – 28 OCTOBER 2024

REPORT ON: COMMUNITY REGENERATION FUND – PARTICIPATORY BUDGETING

REPORT BY: EXECUTIVE DIRECTOR OF NEIGHBOURHOOD SERVICES

REPORT NO: 165-2024

1. PURPOSE OF REPORT

- 1.1 To approve the establishment of a Neighbourhood Capital Fund to increase the numbers and diversity of citizens participation in decision making processes. This is a Participatory Budget to replace the current arrangements for allocating the capital element of the Community Regeneration Fund which is currently carried out through the Community Regeneration Forums.

2. RECOMMENDATIONS

- 2.1 It is recommended that:
- a) a new Neighbourhood Capital Fund , as described in this report, is established
 - b) a Participatory Budgeting exercise to distribute the Neighbourhood Capital Fund is carried out in 2025/26 and thereafter annually

3. FINANCIAL IMPLICATIONS

- 3.1 The capital allocation, allocated previously to the Community Regeneration Fund will be allocated through an expansive participatory budgeting approach from 2025/26 onwards. The budget and allocations agreed for 2024/25 will roll into the 2025/26 participatory budgeting exercise.

4. BACKGROUND

4.1 Rationale for Change

- 4.1.1 In order to increase citizen participation in the allocation of the capital element of Community Regeneration Fund, officers were remitted to explore how this funding could be allocated using a more Participatory Budgeting approach and report back to committee in summer 2024. Article II of the minute of meeting of the City Governance Committee of 29 February 2024 Report 70-2024 Community Regeneration Fund refers.
- 4.1.2 In order to sufficiently prepare for this change including the promotion and marketing of the new system and to allow communities to identify priorities and community groups to prepare bids, it is proposed that this new Neighbourhood Capital Fund begins in in the final quarter of 2024/25 and is included in early 2025/26 as a single Participatory Budgeting exercise to disburse both the previously agreed capital allocation for Community Regeneration Forums for 2024/25 and any monies allocated to this for 2025/26.
- 4.1.3 Thereafter this exercise will take place annually to disburse any monies allocated to the Neighbourhood Capital Fund.

- 4.1.4 The proposed change should be viewed in the context of broader work to ensure that Dundee as a highly empowered and active citizenship where people from different communities of geography and interest have a say in decisions which affect them and their communities and that this proposal contributes positively to a city with an engaged and informed citizenship.
- 4.1.5 In particular, the move away from a fixed group of community representatives to a broader model of participation will enable Dundee City Council to meet our new obligations to support the voice of children and young people under the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024.
- 4.1.6 In 2017 COSLA and the Scottish Government agreed a framework setting out that at least 1% of local government budgets will be subject to Participatory Budgeting by the end of 2021. The framework sets Participatory Budgeting as an enabler for active participation of citizens in local decision making.
- 4.1.7 All local authorities are required to make annual returns to COSLA and the Scottish Government on their Participatory Budgeting work, not just on budgets allocated to Participatory Budgeting but also on the number of citizens participating in such exercises. This change will contribute positively to these returns as well as being a positive change for the people of Dundee.
- 4.1.8 It should be recognised that the current system has served Dundee well for many years and that the volunteers who have given their time to Community Regeneration Forums over the years have improved the lives of the people within those communities which experience the most disadvantage. They will continue to carry out work through disbursement of the revenue element of the Community Regeneration Fund.
- 4.1.9 However, it is incumbent on Dundee City Council and partners to continually explore how we improve our systems and build on what we know works which is why this change is proposed. and the anticipated outcome is to increase overall numbers as well as enhancing the diversity of citizens taking part in our democratic processes.

4.2 Community Regeneration Forums

- 4.2.1 Community Regeneration Forums have been established for over 20 years in the Lochee, Strathmartine, Coldsides, Maryfield, East End and North East wards. The forums are made up of up to 15 elected local community representatives each who allocate a mixture of capital and revenue funding through a grant application and assessment process.
- 4.2.2 West End and The Ferry have different arrangements and no capital allocation and therefore this paper applies only to the six wards mentioned above.
- 4.2.3 In the past the capital element has funded a wide range of community projects and Dundee City Council works requested by communities. A full list of spend between 2021-2023 is detailed in Appendix 1.
- 4.2.4 The Community Regeneration Forums will be supported in the transition to the new arrangements and supported to promote the new arrangements.

4.3 Neighbourhood Capital Fund Proposal

- 4.3.1 The proposed model is that a Participatory Budgeting exercise is undertaken with officers retaining the delegated authority already in place through Community Regeneration Funding arrangements to act upon the recommendations of that exercise and disburse funding accordingly.

4.3.2 The full criterion for eligibility is set out in Appendix 2 along with the supporting documentation in Appendices 3-6 but the main criteria would be:

- Applicants will be a charity or constituted community group (including those partnering with Dundee City Council)
- For capital spend within a data zone within the 15% most deprived in Scotland, or, if outside of such a data zone, must still be within the ward and must materially benefit people who experience inequality.
- For capital spend of not less than £6000

4.3.3 This funding will be allocated proportionately across the six Community Regeneration Areas according to need identified through the Scottish Index of Multiple Deprivation. The figures below are calculated according to the number of citizens in each ward who live in the 15% most deprived datazones in Scotland. Allocating the funding in this way is therefore an effective means by which Dundee City Council and partners can meet our statutory obligations to reduce inequalities in communities experiencing socio-economic disadvantage as required by the Community Empowerment (Scotland) Act 2015.

Coldside	£62,600
East End	£67,600
Lochee	£65,100
Maryfield	£22,500
North East	£50,100
Strathmartine	£40,100
The Ferry	£ -
West End	£ -
TOTAL	£308,000

4.3.4 As per 4.3.2 above, the monies need not be spent on capital works sited within a data zone in the 15% most deprived areas if the applicant can demonstrate that the project will reduce inequalities within the ward area and make progress against the Local Community Plan.

4.3.5 In order to maximise the benefit of this new fund there will be a single process for allocating the monies for 2024/25 and any further funding allocated for 2025/26. This will ensure that the maximum funding is available to communities and encourage greater participation in the exercise.

4.4 New Approach

4.4.1 National and international best practice identifies three distinct elements to Participatory Budgeting and further states that best practice involves the community in each of those three stages:

- Idea Generation
- Idea Filtering
- Decision Making

4.4.2 The proposed new three-stage system will slightly increase the average time from an idea submission to allocation from around 10 weeks to around 14 weeks. However, as these are capital projects and part of planned infrastructure projects, the bids should not be so time

sensitive to make this a consideration. The increased time is necessary to ensure that a greater number of citizens can engage and participate in the process.

4.5 Idea Generation

- 4.5.1 In each ward community ideas generation events will be held involving different community groups and residents to generate ideas on how capital spend could progress the Local Community Plan and improve the lives of people in those areas.
- 4.5.2 The idea generation events will bring together a range of different community stakeholders including specifically targeting under represented communities within the city.
- 4.5.3 As mentioned in 4.1.2 above, Dundee City Council has a statutory requirement to seek the views of children and young people. Communities staff will make specific arrangements through schools and through Youth Work activities to involve young people within the idea generation processes and in the idea filtering process described below.
- 4.5.4 The opportunity afforded by this new approach is not just to increase the number of citizens voting on the final projects but to raise the profile of Local Community Planning and citizen involvement more widely and to increase participation and enhance diversity through all stage of the process.
- 4.5.5 Subsequent to the idea generation events, applications will then be invited from community groups and submitted through Dundee's Voice, which is Dundee City Council's online engagement platform.
- 4.5.6 It will continue to be possible for community groups to partner with Dundee City Council to commission Dundee City Council to apply for funding e.g. playpark improvements or renovate a shop unit for community use. As currently, where this happens, any grant will remain internal and be coded to the Community Regeneration Fund budget.

4.6 Idea Filtering

- 4.6.1 As with existing arrangements, applications will be checked by the Dundee Partnership Team and Officers from finance to check that they qualify as capital spend. Communities Officers will then check eligibility of applications for their respective wards and confirm that they meet community need.
- 4.6.2 Idea filtering will then be undertaken by a group of citizens and local community planning partners, invited from those who took part in the ideas generation exercise including young people. This sub-group will report their recommendations to the Local Community Planning Partnership.
- 4.6.3 Communities Officers will be tasked with ensuring that the sub-groups demonstrate enhanced diversity and a range of voices by again specifically recruiting under-represented groups and young people

4.7 Decision Making

- 4.7.1 The agreed proposals will be put forward to a public vote. Dundee's Voice will be used as the voting platform and members of the public will be asked to submit their post code to take them to the relevant ward to cast their votes. Paper based voting will be available in libraries and community centres, that will be input by CBSS staff into Dundee's Voice.
- 4.7.2 All voting formats will require for a name and postcode. Adding an email address to receive any follow up information will be optional.

- 4.7.3 Any citizen from the eligible ward from secondary school age upwards is entitled to vote.
- 4.7.4 Each ward will also host an in-person event during the process to bring applicants together to meet the public and present their bids. There will also be an opportunity for in-person voting at these events to be added onto the final tally.
- 4.7.5 The voting process will be by way of a digital wallet where participants can keep choosing projects until their budget is spent.

4.8 Promotion

- 4.8.1 The Neighbourhood Capital Fund will be promoted through Dundee City Council's social media and existing community networks. Communities Officers will work with our Communications team to develop a logo and branding for the Neighbourhood Capital Fund and a publicity strategy including local press.
- 4.8.2 Opportunities to make use of existing communication networks e.g. through schools, will also be explored.
- 4.8.3 It is also anticipated that applicants themselves will drive promotion of the process as they seek to gain support for their projects in the wider community.
- 4.8.4 Where there are other community consultations or exercises happening at the same time we will look to make use of those exercises to further promote the Neighbourhood Capital Fund .

4.9 Timescale

- 4.9.1 The timescale for implementation would be as follows:
- Ideas generation from different community stakeholder groups – November 2024
 - Application Deadline - February 2025
 - Confirm value of funding available – February 2025
 - Idea filtering from different community stakeholder groups – March 2025
 - Public vote – March – April 2025
 - Announce winner – April 2025
 - Grant money to be spent – no later than 2026/27
- 4.9.2 Projects which cannot meet these timescales will not be eligible to apply.

5. 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/ mitigating factors for them is included as an Appendix to this report.

6. CONSULTATIONS

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

7. **BACKGROUND PAPERS**

7.1 None.

Tony Boyle
Executive Director Neighbourhood Services

Tom Stirling
Head of Communities, Safety & Protection

3 October 2024

CRF Capital Spend 2021-2023

Green indicates where DCC have applied in partnership with a community group

Reference	Applicant & Project Description	Award
2021/22		
CP2101	Rosebank PS Parent Council - Playground Markings on Campus	£8,645
CP2103	Dundee Violet Community Trust - Kitchen Development	£9,090
CP2104	Dens Road Nursery School - Garden Development	£8,711
CP2105	Active Schools - MUGA	£100,000
CP2106	Coldside Community Forum - 6 Defibrillators	£12,360
EEP2101	Douglas Open Spaces Group - Douglas Park	£20,000
EEP2102	Brooksbank Centre & Services - Reception & Office Refurbishment	£7,546
EEP2104	Douglas CC - Community Safety & Security	£7,200
EEP2106	Midlin Day Care - Boiler	£9,156
EEP2107	Douglas & District Racing Pigeon Club - Club house	£15,043
EEP2108	Brooksbank Centre & Services - Maintenance Accessories & Upgrades	£8,982
EEP2109	East End Regen Forum - Defibrillators	£6,301
EEP2110	Douglas Open Spaces Group - MUGA	£42,000
LP2101	Environment Dept - Fruit Trees	£6,568
LP2103	Dundee Violet Community Trust - Kitchen Development	£9,089
LP2104	Road Maintenance Partnership - South Road Park Ramps	£32,750
LP2105	Environment Dept - Beechwood Park Enhancement	£57,598
MP2101	Boomerang Community Centre - Outdoor Improvements	£8,735
MP2102	City Development - Eliza Street Improvements	£40,000
NEP2101	Flexible Childcare Services Scotland Dundee - Lift & Ramp access	£27,000
NEP2102	Whitfield Development Group - Vandal Proof Storage & Lawnmower	£10,654
NEP2103	Fintry Community Safety Panel - Fintry Village Green Improvements	£8,000
NEP2105	Finmill LMG - Defibrillators for Fintry & Mill O Mains	£10,405
NEP2107	Whitfield Development Group - Defibrillators in Whitfield	£6,248
SP2101	Strathmartine Community Larder - Shop Re-fit	£23,124
SP2104	Friends of Clatto - Picnic tables & Signage	£7,080
F2105	Grove Academy - MUGA	£16,828
	Total	£519,113
2022/23		
CP2201	Hilltown LMG - Storage Container & Noticeboard	£9,057
CP2202	Friends of Fairmuir Park - Community Garden Development	£7,579
CP2203	Friends of Fairmuir Park - Garden Improvements	£6,289
CP2204	Environment - Hilltown Park	£30,165
EEP2201	Mid Lin Day Care - Car Park Improvements	£7,080
EEP2202	Douglas Grower's Group - Polytunnel	£6,498
EEP2203	Balerno Bowling Club - Club Improvements	£12,613
EEP2204	Douglas Open Spaces Group - Lighting for MUGA	£29,195
LP2203	Environment - Beechwood Park Enhancements	£20,000

MP2201	Dundee & Angus ADHD Support Group - Stairlift	£6,340
MP2202	Boomerang - Fire Alarm System	£8,947
MP2203	Stobswell Forum - 3 Noticeboards	£7,128
MP2204	Friends of Baxter Park - Fencing	£6,004
MP2205	East Craigie Football Club - Access Improvements (over 2 yrs.)	£3,924
NEP2202	Signpost International - Roundhouse Garden Improvements	£11,741
NEP2204	OPFS - Kitchen Refurbishment	£6,199
NEP2205	Fairfield Community Sports Hub - Flooring	£7,500
SP2201	Environment - MUGA	£55,000
	Total	£241,259
2023/24		
CP2301	Coldside Community Forum - Living Christmas Tree at 5Ways	£6,773
CP2302	UNESCO/ LACD - Covid Memorial Garden	£32,700
CP2303	Dundee North End Community Trust - Path Resurfacing	£28,500
EEP2301	Douglas Community Spaces Group - Water Supply	£6,000
EEP2302	East End CR Forum - Playparks	£30,880
EEP2303	Douglas Community Centre LMG - Lounge refurbishment	£28,879
LP2301	Environment - 3 Living Christmas Trees around ward	£16,932
LP2303	Environment - Spey Drive Play Park	£80,000
LP2304	Campy Growers - Deer Fence	£19,363
MP2301	East Craigie Football Club - Ground Works (with MP2205)	£3,984
MP2303	PSSU/Stobswell Forum - Door Entry in Dundonald Street	£6,000
MP2305	Environment - Princes Street Improvements	£8,502
MP2306	Morgan Academy - Enterprise Me	£6,000
NEP2301	Signpost International - Carbon Reduction Works	£18,298
NEP2302	Longhaugh Nursery - Outdoor Play	£10,100
SP2301	Kirkton Comm Partnership/CET - Green Youth Space	£22,980
SP2302	Downfield Junior Football Club - Kitchen upgrade	£15,592
	Total	£341,483

ELIGIBILITY FOR NEIGHBOURHOOD CAPITAL FUND

Organisational Eligibility

Only not-for-profit, constituted groups will be able to submit proposals for consideration and these will have one of the following structures:

- Constituted community group or club
- Social Enterprise
- Community interest Companies (CIC)
- Registered Charity/(SCIO)
- Schools/Parent Councils
- Dundee City Council

We will not accept applications from:

- Individuals
- Sole traders
- Organisations based outside Dundee
- Anyone who is applying for another organisation
- Organisations focused on making profits and sharing these profits privately – including companies limited by shares, organisations without the right asset locks, or organisation that can pay profits to directors or shareholders.

Project Eligibility

Eligible submissions must be able to demonstrate:

- That their proposals are feasible and can be delivered.
- Their plans for how their proposals will achieve a lasting impact and how they will measure change. Projects that can show how their outcomes will meet/contribute to a local community plan priority for their ward.
- How they have involved people in the community.
- Project must be all capital spend
- Applications must be for a minimum spend of £6000. The maximum will be determined in relation to each ward's allocation
- Applications must meet or contribute to at least one of the respective wards Local Community Plan priorities
- The project must be delivered in the ward in which you are applying,
- Successful applicants may apply the following year, if it is for a different project,
- Submit the latest copy of annual accounts.
- Where an applicant group/organisation has no reserves policy and unrestricted reserves of over 3 months operational costs are held, the project would be expected to contribute 50% of costs. If over 6 months are held, they become ineligible. Where there is a reserves policy this shall be considered before applying this calculation.

We will not fund:

- Any proposals with recurring costs or that place any burdens on Dundee City Council
- Proposals that lobby or require the Council to change policy
- Proposals that the state has a legal obligation to provide, such as bus stops, local bus services etc.
- Items that the Scottish Government or UK Government grants can finance.
- Proposals that involve improvements to buildings that are not owned by the applicant, unless written permission by the owner is given.
- Costs incurred before the project start date
- Organisation management costs.
- Contingency costs.
- Core organisational and overhead costs.
- Items or activities which benefit an individual rather than the community as a whole
- Fundraising activities or donations to other organisations
- Loans, interest payments, bank or credit card charges
- Political or religious activities – applications can be accepted from faith groups if they are for the local community.
- Alcohol or tobacco
- Livestock and associated costs (e.g. food)
- VAT that you can recover from Her Majesty's Revenue and Customs (HMRC).
- The Neighbourhood Capital Fund grant can only be used for funding the proposed project and related costs.

Geographical Eligibility

The capital spend must be on projects within the 15% most deprived data zones or demonstrate that it is for the benefit of and targeted at people living within such a data zone. This must be within Dundee and within the ward to which the applicant is applying.

The definition of Capital Expenditure

The definition of Capital Expenditure, per the Accounting Code of practice is that:

“The cost of an item of property, plant & equipment falling under this section of the code shall be recognised. These include initial costs of acquisition and construction and cost of incurred subsequently to add, or replace part of, or service that asset. of costs that can be capitalised are:

- Staff time working directly on the construction or acquisition of asset but must be measurable.
- Cost of site preparation
- Initial delivery and handling costs.
- Installation and assembly costs
- Costs of testing whether the asset is working properly
- Professional fees that relate directly to the acquisition or construction of an asset.

Feasibility studies and costs of aborted plans cannot be capitalised.

Please note that capital projects need to exceed £6,000 to be eligible for the funding.

Appendix 3

Neighbourhood Capital Fund Application

Before completing this application, please ensure you have the following documentation. Please use the checklist below to ensure that your form is as fully completed as possible. Please also note that submitting an incomplete form can cause delays in processing or rejection of your application:

Read the guidance sections of the form

Fully completed the information on the form

Provided a response to all sections of the application form
(including indicating a section as 'N/A' where relevant)

Checked that your budget adds up properly?

Checked that your start date is after the date at which funds could be available,
and that your end date is prior to 31/03/2026

Included appropriate, measurable outputs & outcomes?

Provided your groups accounts, or other appropriate financial information?

Sourced and attached all relevant quotes?
(three quotes are required to ensure value for money is being considered)

Checked that the bank details or financial code are correct / complete?

Signed the form, given accurate contact details and ticked the GDPR box?

A copy of your constitution is included

Evidence of landowner permission - If required

Evidence of planning permission – if required

Spreadsheet with detailed costs
Plan showing location of proposed works
Copy of lease
Copy of insurance(s)
Risk assessment
Correspondence with relevant stakeholders
Copy of other funding sources if applicable
Any other supporting information

Please submit this application form via Dundee Voice and all supporting documentation in one email to – CCF [@dundeecity.gov.uk](mailto:CCF@dundeecity.gov.uk)

Organisational details

- 1) Organisation name (Including organisation number if applicable*)
- 2) Organisation address including postcode*
- 3) Name of person completing the application.
- 4) Position/job title within the organisation*
- 5) Email address*
- 6) Telephone number*

Bank Details

- 7) Name of bank*
- 8) Account name*
- 9) Sort Code*
- 10) Account number*

Proposed Project

- 11) Which ward does your project take place in
<https://www.dundeecity.gov.uk/service-area/neighbourhood-services/communities-safety-and-protection/local-community-planning>
- 12) Which local community plan priority does your project address* Link to community plans (manually enter)

Ward 1 – Strathmartine

Cost of Living

Children and Families

Health and Wellbeing

Develop a network of community growing spaces and community gardens

Empowering Communities

Ward 2 – Lochee

Cost of Living

Health and Wellbeing

Climate change

Empowering Communities

Children and Families

Ward 4 – Coldsid

- Cost of Living
- Health and Wellbeing
- Children and Families
- Empowering Communities
- Climate Change

Ward 5 – Maryfield

- Cost of living
- Health and Wellbeing
- Empowering Communities
- Climate Change
- Children and Families

Ward 6 – North East

- Cost of Living
- Empowering Communities
- Health and Wellbeing
- Children and families
- Climate Change

Ward 7 – East End

- Cost of Living
- Children and Families
- Health and Wellbeing
- Climate Change
- Empowering Communities

- 13) Project description: describe the project that the grant will be used for, detailing the outcomes contributing to the community plan priority (400 words max) *
- 14) Provide evidence of need and details of engagement with the community that has identified this as a priority? (evidence of engagement with stakeholders, local community, groups etc)* (300 words)
- 15) Project start date (earliest start date X)*
- 16) Project End Date (No later than March 2026)*
- 17) Project location*
Please provide the full address.
- 18) Does the project require land ownership permissions. Please include landowner details for the proposed location and written confirmation that the project has permission to proceed on that land.*
- Yes
 - No
- 19) Does the project require planning permission and has this been obtained ?*
- Yes
- No
- Don't know -contact planning@dundeecity.gov.uk before submitting your application.

Project costs

- 20) Total amount requesting from Neighbourhood Capital Fund ? *
- 21) Are you seeking funding from other sources? *
- Yes
- No
- 22) If you answered “yes” to the above question, please provide details of other sources of funding. Note that additional funding is required to be confirmed when applying.
- 23) What is the total cost of the project (including other funding sources and X fund)?*
- 24) Does your organisation hold free reserves of more than three months operating expenses.?* If your organisation holds between 3-6 months of unrestricted reserves, then your project will only be able to receive 50% funding, if considered. No funding will be awarded if you hold more than 6 months of unrestricted reserves.
- 25) How much match funding are you able to provide?*
- Please list a breakdown of match funding.
- 26) Please provide a breakdown of what the grant will be spent on?*

Cost heading	Cost (£)
Total	

Project delivery

- 27) Who will manage the delivery of the project?*

- 28) Will there be ongoing maintenance associated with the project? If yes, who will be responsible for this and how will it be funded?*

- 29) How are you going to monitor the project's success?*

Other information

- 30) Is there any further information you would like to provide in support of your application? (maximum 400 word)

DUNDEE CITY COUNCIL
NEIGHBOURHOOD CAPITAL FUND AWARDS
TERMS AND CONDITIONS

1 Preamble

- 1.1 The Neighbourhood Capital Fund awards will be used for physical and environmental projects that make a strong and direct contribution to the local community plans for 2022-2027 for the relevant ward.
- 1.2 Dundee City Council (DCC) is operating to disburse awards in a way that safeguards public money and ensures that awards are properly accounted for and used for the purpose above.
- 1.3 Bodies in receipt of an award must only use it for the agreed purposes as set out in their application, voted for by the public, and agreed by DCC.
- 1.4 The following terms and conditions apply to all bodies in receipt of an award from the Neighbourhood Capital Fund and form part of the offer of award by DCC and acceptance by the body in receipt of the award.

2 Purpose of Award

- 2.1 Bodies in receipt of an award must use it to meet the outcomes as detailed in their application and any subsequent variations agreed by DCC prior to the date of the offer of award and for that purpose only.
- 2.2 The award should not be used to substitute for other expenditure by bodies in receipt of an award.

3 Financial Record Keeping

- 3.1 Bodies in receipt of an award must ensure that adequate systems are in place for recording all expenditure and income. Bodies shall provide any information that DCC may reasonably require to satisfy themselves that the award is being used for the purpose it was given and to ensure compliance with these terms and conditions.
- 3.2 Bodies in receipt of an award must facilitate arrangements for representatives of DCC to have access to review the activities and financial records of the body.
- 3.3 Bodies in receipt of an award must undertake to report to DCC any suspicions of fraud and irregularity immediately.

3.4 Bodies in receipt of an award must ensure that all financial records, (including the retention of relevant invoices, receipts etc.) are properly maintained and retained for 6 years after the expenditure occurs.

3.5 All funds must be spent by 31st March 2026. Unspent funds will be reclaimed.

4 Reporting

4.1 Bodies in receipt of an award must complete a report that shows in detail the financial expenditure relating to the activity and provides a summary of what was achieved, including any outcomes or outputs included in their application.

4.2 Reporting should be made using the Neighbourhood Capital Fund Report template provided with the offer of award.

4.3 Supporting evidence for all expenditure must also be included with the submitted report. Copies of invoices, receipts, etc. will suffice for these purposes. Originals are not required.

4.4 Reports must be submitted within one month of the agreed Project End Date.

5 Asset Management

5.1 Owners of assets with a useful life of more than a year must maintain a register of these assets in accordance with generally accepted accounting practice. Copies of this register will require to be forwarded to Neighbourhood Capital Fund Working Group

5.2 When disposing of assets purchased with the assistance of an award, all owners should adhere to the general principles that receipts should be maximised and should not generate cash benefits for any individual .

5.3 DCC, or any authorised officer on their behalf, have a right to enter upon any land or buildings and to inspect any moveable property or books of account where the land, buildings or moveable property have been acquired with the aid of an award or the books of account relate to activity which is receiving or has received an award.

General

6.1 Bodies in receipt of an award must be free of any political bias and must not use the award to fund activities involving political campaigning.

6.2 Bodies in receipt of an award shall ensure that nothing contained in any materials produced or submitted to DCC by the body in receipt of the award or anyone acting on its behalf nor the reproduction of such materials, shall constitute an infringement of any third party copyright or intellectual property

right and shall indemnify DCC against all actions, proceedings, claims and demands made by reason of any such infringement.

- 6.3 Bodies in receipt of an award shall not be entitled to assign, sub-contract or otherwise transfer their rights or obligations under the terms and conditions without the prior written consent of DCC.
- 6.4 Bodies in receipt of an award shall ensure that in relation to award that they and anyone acting on their behalf shall comply with the relevant law, for the time being in force in Scotland.

7 Publicity

- 7.1 Bodies in receipt of an award shall ensure, where reasonably practicable, that they acknowledge in all publicity material relating to the activity funded by the award the contribution of DCC by way of the Neighbourhood Capital Fund to its costs. DCC will require to approve the form of such acknowledgement prior to its first publication.
- 7.2 In all cases where works involving capital expenditure are to be carried out, a board or plaque available to public view should be erected near the site if possible, clearly showing an award from the Neighbourhood Capital Fund . Bodies in receipt of an award shall ensure where capital expenditure has provided outdoor facilities or has converted or provided new buildings, that a plaque or board is prominently placed for public view which highlights the Neighbourhood Capital Fund as a source of the expenditure.

8 Funding

- 8.1 Unless otherwise agreed with DCC, an award shall not be used to substitute for other sources of funding to which the body has already had access and which has come to an end.
- 8.2 The award may be used as match funding to attract other sources of funding although this may be dependent on the rules of the other source of funding.

9. Default and recovery of award

- 9.1 DCC may reduce, suspend, vary or withhold payment of an award or any part of an award, or require all or part of an award to be repaid in the event that the body in receipt of an award or any representatives on its behalf:
- 9.1.1 fails to carry out the purpose of the award;
- 9.1.2 is in breach of the obligations under these terms and conditions;
- 9.1.3 fails to perform or negligently performs any obligation under these terms and conditions;

- 9.1.4 passes a resolution that it be wound up, or a court makes an order that the body be wound up, in either case otherwise than for the purposes of reconstruction or amalgamation, or circumstances arise which would enable a court to make such an order or the body is unable to pay its debts within the of the Insolvency Act 1986. A receiver, manager, administrator or administrative receiver is appointed to the body, or over all or any part of the body's property, or circumstances arise which would entitle a court or a creditor to appoint such a receiver, manager, administrator or administrative receiver.
- 9.2 In the event that the body in receipt of any award becomes bound to pay any sum to DCC in terms of this clause, the body in receipt of an award shall pay DCC the appropriate sum within 14 days of a written demand for it being given by or on behalf of DCC to the body in receipt of an award.
- 9.3 Any failure, omission or delay by DCC in exercising any right or remedy to which they are entitled by virtue of this clause shall not be construed as a waiver of such right or remedy.

10 Insurance

- 10.1 Bodies in receipt of an award shall ensure that they maintain comprehensive insurance policies to cover the liability of the body in respect of any act or consequences of any negligence for which it or its employees may become liable. It will also indemnify and keep indemnified DCC, their servants, agents and anyone acting for them against all actions, claims, demands, costs and expenses incurred by or made against DCC and their foresaids in respect of loss, damage or personal injury (including death) which arises directly or indirectly anything done or omitted to be done under the award.

11. Governing Law

These terms and conditions are governed by the Law of Scotland and the parties hereby prorogate to the exclusive jurisdiction of the Scottish Courts

Appendix 4

Neighbourhood Capital Fund 2024/25 Award Letter

I am pleased to inform you that [Insert group] bid for the **Neighbourhood Capital Fund 2024/25** has been approved and therefore, on behalf of Dundee City Council, I offer the award on the following basis.

1. **Body in receipt of Award:**
2. **Amount Awarded:**
3. **Purpose of Award/Activity undertaken:**
4. **Project Start Date:**
5. **Project End Date:**
6. **Conditions of Award:**

The Award must be spent by 31 March 2026 and any intention to vary the budget submitted in the application requires agreement from the Dundee Partnership Team. Further conditions are contained in the Terms and Conditions enclosed.

7. Reporting requirements

On completion of activity, your group is required to submit a report on the activities undertaken and the outcomes achieved as a result of receiving the award. Community Capital Fund Report Template is enclosed for the reports on the activity/performance and expenditure.

Please **keep all documentation, including receipts**, relating to this award. Copies of these **MUST** be submitted with the above reports.

Please **complete & sign** the enclosed form below, once you have read the terms and conditions, and return the scanned signed form to CCF [@dundeecity.gov.uk](mailto:ccf@dundeecity.gov.uk) or if you are unable to print and scan the document then please reply by email confirming you accept the offer of grant and the terms and conditions. Once we have received the signed form, arrangements will be made to transfer the award. Please retain a copy for your own records.

If you have any queries, please do not hesitate to contact the team via the above email address.

Yours sincerely

Dundee Partnership Team

**Neighbourhood Capital Fund 2024/25
Grant Acceptance Form**

Please complete & sign this form and return it immediately to CCF [@dundeecity.gov.uk](mailto:ccf@dundeecity.gov.uk) and retain a copy for your own records. **PLEASE NOTE THAT NO MONIES WILL BE RELEASED UNTIL THIS FORM IS RECEIVED.**

1.	Name of Organisation	<p>On behalf of the above organisation, I accept the award, as detailed in your letter of as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 45%;">Amount of Award: £</td> <td style="width: 55%;"></td> </tr> <tr> <td>Project Name:</td> <td></td> </tr> </table>	Amount of Award: £		Project Name:													
Amount of Award: £																		
Project Name:																		
2.	Terms & Conditions of Award	<p>On behalf of the above organisation, I have read, understand and accept the terms and conditions of award specified in the award letter.</p>																
3.	Official Start Date	<p>The official start date of the activity will be:</p>																
4.	Payment Details:	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="text-align: center;">External Organisations</th> </tr> </thead> <tbody> <tr> <td>Name of Bank Account (external projects)</td> <td></td> </tr> <tr> <td>Name of Bank</td> <td></td> </tr> <tr> <td>Sort Code</td> <td></td> </tr> <tr> <td>Account Number</td> <td></td> </tr> <tr> <td>Internal Transfer Code</td> <td align="center">Dundee City Council:</td> </tr> <tr> <td>Budget Code</td> <td></td> </tr> <tr> <td>Individual Accepting on Behalf of Organisation</td> <td></td> </tr> </tbody> </table>		External Organisations	Name of Bank Account (external projects)		Name of Bank		Sort Code		Account Number		Internal Transfer Code	Dundee City Council:	Budget Code		Individual Accepting on Behalf of Organisation	
	External Organisations																	
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5.		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Name (please print)</td> <td></td> </tr> <tr> <td>Position in Organisation</td> <td></td> </tr> <tr> <td>Date</td> <td></td> </tr> </table>	Name (please print)		Position in Organisation		Date											
Name (please print)																		
Position in Organisation																		
Date																		

	Telephone Number	
	Email address	
6.	Signature:	

XF/ Report Due: Report Received:
--

DUNDEE CITY COUNCIL

Neighbourhood Capital Fund Award Report 2024/25

Name of Applicant/Group:	
Name of Activity / Project:	
Amount of Grant Awarded:	
Date of Award:	

FINANCE

ITEMS PURCHASED	BUDGET	ACTUAL SPEND	VARIANCE
TOTALS			
Comments:			

1. Briefly, what was the project's aim? (max 100 characters)

2. What is your story? (max 500 words)

Please tell us about your initiative / project in a way that brings it to life for other people. What is your initiative about? What was the need? Which other organisations have helped you and/or worked with you?

3. What measures are you using to determine your success and what was your outcome?

Please provide a brief narrative and record any specific outcomes and outputs in the below table.

	Target 2024-25	Achieved 2024-25
Outputs		
Outcomes/Indicators:		

5. Where can people find out more?

Please add a website or social link so people can find out more about your project.

Do you have a sharable video link for your project? If yes, please add below:

Please email project images to CCF [@dundeecity.gov.uk](mailto:CCF@dundeecity.gov.uk), stating your project title in the email.
Insert file names below:

6.

Contact Details/Confirmation:	
Signature	
Name (please print)	
Position in organisation	
Date	



Integrated Impact Assessment

Committee Report Number: 165-2024

Document Title: Community Regeneration Fund - Participatory Budgeting

Document Type: Procedure

Description:

Committee to establish a participatory budgeting process for the Community Regeneration Fund

Intended Outcome:

Broadening base of citizen participation and reducing inequalities

Period Covered: 01/07/2024 to 01/07/2024

Monitoring:

Through the Communities Team

Lead Author:

Nicky MacCrimmon, Community Learning & Development Manager, Neighbourhood Services,

nicky.maccrimmon@dundee.gov.uk , 01382435822,

1 Shore Terrace, Dundee, DD1 3AQ

Director Responsible:

Tony Boyle, Executive Director Neighbourhood Services, Neighbourhood Services

tony.boyle@dundee.gov.uk, 01382 434746

5 City Square Dundee DD1 3BA

Equality, Diversity and Human Rights Impacts & Implications

Age: No Impact

Disability: No Impact

Gender Reassignment: No Impact

Marriage & Civil Partnership: No Impact

Pregnancy & Maternity: No Impact

Race / Ethnicity: No Impact

Religion or Belief: No Impact

Sex: No Impact

Sexual Orientation: No Impact

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

No

Fairness & Poverty Geographic Impacts & Implications

Strathmartine:	Positive
Lochee:	Positive
Coldside:	Positive
Maryfield:	Positive
North East:	Positive
East End:	Positive
The Ferry:	No Impact
West End:	No Impact

Positive Implications: The proposal seeks to broaden the base of citizens living in regeneration areas who are able to generate ideas and make decisions on capital spend to improve their communities and reduce inequalities in those communities which experience the most disadvantage.

Household Group Impacts and Implications

Looked After Children & Care Leavers: No Impact

Carers: No Impact

Household Group Impacts and Implications

Lone Parent Families: No Impact

Single Female Households with Children: No Impact

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

Pensioners - single / couple: No Impact

Unskilled workers or unemployed: No Impact

Serious & enduring mental health problems: No Impact

Homeless: No Impact

Drug and/or alcohol problems: No Impact

Offenders & Ex-offenders: No Impact

Socio Economic Disadvantage Impacts & Implications

Employment Status: No Impact

Education & Skills: No Impact

Income: No Impact

Caring Responsibilities (including Childcare): No Impact

Affordability and accessibility of services: Positive

The proposal seeks to bring services and activities close to people in localities and to assist with the viability of those local services.

Fuel Poverty: No Impact

Cost of Living / Poverty Premium: No Impact

Connectivity / Internet Access: No Impact

Income / Benefit Advice / Income Maximisation: No Impact

Employment Opportunities: No Impact

Education: No Impact

Health: No Impact

Life Expectancy: No Impact

Mental Health: No Impact

Overweight / Obesity: No Impact

Child Health: No Impact

Neighbourhood Satisfaction: Positive

The proposal seeks to broaden the base of citizens living in regeneration areas who are able to generate ideas and make decisions on capital spend to improve their communities and reduce inequalities in those communities which experience the most disadvantage.

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: Positive

The proposal seeks to broaden the base of citizens living in regeneration areas who are able to generate ideas and make decisions on capital spend to improve their communities and reduce inequalities in those communities which experience the most disadvantage.

Economic/Financial Sustainability / Security & Equipment: No Impact

Social Impact / Safety of Staff & Clients: Positive

The proposal seeks to broaden the base of citizens living in regeneration areas who are able to generate ideas and make decisions on capital spend to improve their communities and reduce inequalities in those communities which experience the most disadvantage.

Technological / Business or Service Interruption: No Impact

Environmental: No Impact

Legal / Statutory Obligations: No Impact

Organisational / Staffing & Competence: No Impact

Corporate Risk Implications & Mitigation:

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

REPORT TO: CITY GOVERNANCE COMMITTEE – 28 OCTOBER 2024

REPORT ON: CONSULTATION PROCESS: EAST END COMMUNITY CAMPUS

REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN & FAMILIES SERVICES, EXECUTIVE DIRECTOR OF NEIGHBOURHOOD SERVICES AND DIRECTOR OF LEISURE AND CULTURE DUNDEE

REPORT NO: 299-2024

1 PURPOSE OF REPORT

- 1.1 This report seeks approval to consult on the proposal to re-locate services from existing buildings in Whitfield, Linlathen and Douglas to the new East End Community Campus and options for the existing buildings, if they are deemed surplus to requirements.

2 RECOMMENDATIONS

- 2.1 It is recommended the Committee:
- (a) agrees to consult on the proposals set out in section 5 of this Report.
 - (b) authorises officers to make arrangements to undertake the consultation and to report back to the Committee with the findings and appropriate recommendations.

3 FINANCIAL IMPLICATIONS

- 3.1 There are no immediate financial implications associated with this report.

4 BACKGROUND

- 4.1 Report 241-2020 (Article VIII of Policy & Resources Committee on 28 September 2020 refers) agreed the principles and rationale of a community HUB model which aims to make best use of our high-quality school estate, explore how schools can be utilised more as community assets and better meet the needs of communities by integrating services for children, young people, their families, and the wider local community. It also takes on board learning from our Community Support Centres (CSCs) that were established as part of our COVID-19 response.
- 4.2 Report 106-2023 (Article II of Policy & Resources Committee on 27 March 2023 refers) agreed the building of the new East End Community Campus to provide a modern school and community facility. The campus will be accessible and inclusive, housing a music and drama centre suitable for city-wide school and community use, and with the inclusion of a café and library. Also included are sport facilities including floodlit all weather pitches, a fitness suite, and a dance studio in addition to the standard gym and games halls. All facilities are accessible during the day, evenings and weekends for combined community and school use.
- 4.3 In line with our agreed approach to the community hub model, it is envisaged that a wide range of services could be relocated to the new East End Community Campus from existing buildings in the Whitfield, Linlathen and Douglas areas, combining community sports and activities, advice services, digital inclusion, adult learning, and community development as well as health-related services to integrated care for children and families.
- 4.4 The East End Campus has been developed with co-design and community involvement principles at the core. From the initial conception design workshops and events have been held with children and young people, community groups and the wider community inputting to

the architects plans and shaping the design and use of the campus both internally and externally. Throughout the build work there has been ongoing community engagement undertaken with young people and the wider community seeking their views regarding the provision of services which could be offered in the new East End Community Campus.

- 4.5 Due to the proposed re-location of services and options for any surplus building, it is recommended that the Council undertake public consultation on the basis set out in Section 5 of this report prior to determining whether, and if so, how to proceed with any of the proposals and that it be remitted to officers to make the necessary arrangements to carry out the consultations with service users and other interested parties and report back with recommendations for the Committee's decision in due course.

5 CONSULTATION PROCESS

- 5.1 Dundee City Council is currently building a new Community Campus to serve the East End of the city which will open in August 2025. As part of this flagship project, the Council, in partnership with Leisure and Culture Dundee will consult on the proposed relocation of both Council and Leisure & Culture Dundee run services from the following facilities:

1. The Hub Library & Community Facilities
2. Whitfield Library (The Crescent)
3. Douglas Community Centre & Library
4. Douglas Sports Centre

- 5.2 The purpose of this six-week consultation, running from 4 November to 15 December 2024, is to identify any impacts the relocation of services from these facilities would have on the local community, consider any measures that can be taken to address these, and explore the future of the existing community buildings.

- 5.3 The consultation will explore options for the future of the above properties, if deemed surplus to requirements and these could include:

- Using them for other purposes.
- Transferring them to community organisations.
- Selling the buildings.
- Closing the buildings.

- 5.4 Before any final decisions are taken, it is essential that we understand what implementing these proposals would mean for users and the wider community. This is particularly the case for those who have characteristics protected by law: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

- 5.5 All the facilities list at 5.1 will be the subject of one consultation, which will set out details of what is being proposed and asking a number of questions. Users of the four existing facilities in the area will be encouraged to take part, but it is important to stress that all interested parties are invited to have their say on the proposals.

- 5.6 Consultees will be able to respond to the consultation online via the Council's website. It is important that all users of the facilities and the wider communities have a fair and equal opportunity to take part so paper copies will be made available at the facilities affected by the proposals. Drop-in sessions will also be run.

- 5.7 Following the conclusion of the consultation, the results of the consultation will be included in a further report to Committee with recommendations for consideration.

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.
- 6.2 Once the consultation process is complete an Integrated Impact Assessment will be prepared to take account of any issues raised in responses. This will be submitted to the Council alongside any recommendations.

7 CONSULTATIONS

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

8 BACKGROUND PAPERS

None

Audrey May
Executive Director of Children and Families Service

Tony Boyle
Executive Director of Neighbourhood Services

Judy Dobbie
Executive Director of Leisure and Culture Dundee

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REPORT TO: CITY GOVERNANCE COMMITTEE - 28 OCTOBER 2024

REPORT ON: CONTRACT FOR DUNDEE SCHOOLS' MUSIC THEATRE SOUND AND LIGHTING

REPORT BY: EXECUTIVE DIRECTOR OF CHILDREN AND FAMILIES SERVICE AND CORPORATE SERVICES

REPORT NO: 300 - 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 sound and lighting for Dundee Schools' Music Theatre and to seek approval to commence a compliant tender process, leading to award of a contract.

2 RECOMMENDATION

- 2.1 It is recommended that the Committee:
- a Approves the commencing of a procurement exercise in respect of the project described, based on the sourcing strategy, summarised in this report
 - b Delegates authority to the Executive Director of Corporate Services to award a contract to the successful bidder, following a tender process carried out in compliance with the Public Contracts (Scotland) Regulations of 2015
 - c Approves expenditure on the project to the total value described in 3.1 below of £75,000.

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 relevant budget. From previous experience and market testing carried out, the total cost of the contracts awarded is anticipated to be £75,000 for the duration of the 3-year contract. 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 BACKGROUND

- 4.1 Dundee City Council is seeking to appoint a suitably qualified, experienced, and equipped supplier of sound and lighting services for Dundee Schools' Music Theatre's performances over the next 3 years. DSMT perform three shows in each academic session; the shows take place in June and August at the Gardyne Theatre. The provision must include high-quality sound and lighting equipment, installation at venue, and in situ show design. This includes the sound and lighting engineers from the successful contractor working with the production teams from each show at regular intervals during the rehearsal period.
- 4.2 This supply of this service is vital to each production. Venues do not supply this service and we do not have the equipment, or skill set within Dundee City Council to provide it.
- 4.3 The contract will enable Dundee Schools Music Theatre to deliver performances over 3 years.

5 SOURCING STRATEGY SUMMARY

- 5.1 This sourcing strategy seeks approval to progress with appropriate compliant tender process via Public Contracts Scotland. Bidders will go through a selection process to assess capability to the needs and requirement of the contract.

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.	Low risk – the contract will be tendered and awarded through a compliant tender procedure through which all costs have been considered.
Technical Risk – This concerns the difficulty in being able to specify the desired outcome and on the market being unable to deliver to the specification	Low risk – the contract will be tendered and awarded through a compliant procedure. Bidders will be required to demonstrate technical competence as part of the tender evaluation process.
Performance Risk – This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits	Low risk – a contract management process will be put in place.
Contractual Risk – Being able to remedy the shortcomings in the contractor's performance without severely damaging the contract and about avoiding reliance on the contracted supplier as the contract develops.	Low risk – DCC are contractually protected via the contract terms and conditions. The contractor shall be proactively managed during the term of contract.
Legal Risk – where a procurement is found unsound in law, through the public procurement rules	Low risk – this is a regulated contract.

7 POLICY IMPLICATIONS

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

8 CONSULTATIONS

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

9 BACKGROUND PAPERS

- 9.1 None.

ROBERT EMMOTT
Executive Director of Corporate Services

Audrey May
Executive Director of Children and Families Services

October 2024

REPORT TO: CITY GOVERNANCE COMMITTEE - 28 OCTOBER 2024

REPORT ON: CUSTOMER SERVICES PLATFORM

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 290-2024

1.0 PURPOSE OF REPORT

1.1 To propose the ongoing use of a digital platform to continue to provide internet-based customer services.

2.0 RECOMMENDATIONS

2.1 The Committee is asked to approve the following:-

- (a) approves the procurement exercise in respect of the project described, based on the sourcing strategy, summarised in this report; and
- (b) delegates authority to the Executive Director of Corporate Services to award a 3-year contract to Granicus on the Crown Commercial Services - G-Cloud 14 Framework Agreement, with the option of extending by a further single year.

3.0 FINANCIAL IMPLICATIONS

- 3.1 Licensing and support for 3 years for the product is estimated at £223,000 to be funded from existing Corporate Services revenue budgets. Firm costs have been agreed for the 4th year (optional extension). This produces a cost avoidance of £4,578 from overall contract value.
- 3.2 Staffing costs to support the deployment of the products to be met from existing Customer Services and IT staffing budgets.

4.0 MAIN TEXT

- 4.1 This report supports the Council's Digital Strategy 2023-2027 which was approved at Policy and Resources Committee on 15 May 2023 (Report 141-2023, article IV refers), and the IT Strategy which was approved at the City Governance Committee on 4 March 2024 (Report 62-2024, article VIII refers). The Council's Digital and IT strategies set out to deliver secure, robust, and affordable IT platforms. Helping to enable digital services, mobile and flexibly accessible services through a cloud first approach.
- 4.2 The Granicus platform was originally agreed on in Report 412-2016 (article III refers) of the meeting of the Policy and Resources Committee of 12 December 2016, then named Firmstep. Dundee City Council implemented the platform to deliver a Customer Service Platform (CSP) in Dundee City Council to provide citizens a clear platform to transact with the Council digitally. The platform has proven to be a success within the Council and its renewal was approved in Report 192-2021 (article VI refers) of the meeting of the Policy and Resources Committee of 21 June 2021. The latest contract is now nearing completion, and future arrangements must be considered.
- 4.3 The Granicus platform is implemented through the Council's website. Requests and Enquiries are raised digitally on the platform and are then work flowed through Customer Services and Service departments to fulfilment. The platform is also now used to digitally workflow internal Human Resources processes.

- 4.4 Since Granicus was implemented, the Council has realised many of the benefits identified in the original and subsequent reports, moving these transactions from the substantially more expensive channels offered through face-to-face and the telephone. This is empowering citizens to embrace digital services in their day-to-day lives and accessing Council services in a manner convenient to them, providing online transactions which are simple and easy to use.
- 4.5 The Council now has 342 services deployed through its Granicus platform. Since implementation, over 1,500,000 digital processes and transactions have been carried out on the platform. In the year to March 31, 2024, 236,460 processes and transactions were carried out on the platform.
- 4.6 The timescale to adopt alternatives to Granicus and associated costs would be considerable. The Council has many years' experiences in deploying Digital and Customer Services solutions utilising the Granicus platform. A steep learning curve would be required to deploy an alternative. It is also likely duplicate costs would be encountered to support the existing platform whilst a lengthy project was progressed to adopt a new platform. There would be considerable risk of disruption to citizens during this process as each of the 342 forms and processes would require to be deployed and tested in an alternative environment. The cost of change would outweigh the benefit of re-procurement.
- 4.7 A call-off contract will be entered into via the G-Cloud 14 Framework (Crown Commercial Services approved Framework).

5. SOURCING STRATEGY SUMMARY

- 5.1 Call-off from the Crown Commercial Services G-Cloud 14 Framework is a compliant contracting route (in accordance with Procurement Regulations and Framework Call-off Rules).
- 5.2 A compliant contract will be created via the G-Cloud 14 Framework Agreement.

6. RISK ANALYSIS

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 Council's specification will detail specific product requirements which publicly available pricing is provided for.
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 Council currently deploys these robust, stable products and is proficient in their use. There are defined processes for reporting and resolving issues arising.
Performance Risk - This concerns the ability of suppliers to perform consistently over the life of the contract to deliver the planned benefits.	The contract will provide several KPIs governing service response times.
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 contract will put a reliance on contractors but there will be reviews and contact with the contractor to assure the fulfilment of duties.
Procurement Risk - where a procurement is found unsound in law, through the public procurement rules.	Procurement will be carried in a compliant manner using Public Contracts (Scotland) Regulations 2015 utilising the G-Cloud 13 Framework.

7. CONCLUSION

The approval of this report will allow for procurement to begin as soon as possible, the maintenance of existing processes and services and the delivery of further process efficiencies within the Council and improvements in service and choice to citizens and businesses.

8. POLICY IMPLICATIONS

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

9. CONSULTATIONS

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

10. BACKGROUND PAPERS

None.

ROBERT EMMOTT
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

28 OCTOBER 2024

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