

City Chambers
DUNDEE
DD1 3BY

28th January, 2025

Membership

Bailie Kevin Keenan
Bailie Helen Wright
Bailie Fraser Macpherson
Bailie Derek Scott
Bailie Christina Roberts
Councillor Jimmy Black
Councillor Nadia El-Nakla
Councillor Lynne Short

Dear Colleague

You are requested to attend a MEETING of the **SCRUTINY COMMITTEE** to be held remotely on Wednesday, 5th February, 2025 at 2.00 pm. Substitute members are allowed.

Members of the Press or Public wishing to join the meeting should contact Committee Services on telephone (01382) 434228 or by email at committee.services@dundeecity.gov.uk by 5.00 pm on Monday, 3rd February, 2025.

Yours faithfully

GREGORY COLGAN

Chief Executive

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 DUNDEE POLICING AREA QUARTERLY POLICE REPORT- Page 1

(Report No 50-2025 by Chief Superintendent Russell, copy attached).

3 INTERNAL AUDIT PLAN UPDATE AND PROGRESS REPORT - Page 29

(Report No 34-2025 by the Chief Internal Auditor, copy attached).

4 INTERNAL AUDIT REPORTS - Page 43

(Report No 35-2025 by the Chief Internal Auditor, copy attached).

5 DUNDEE INTEGRATION JOINT BOARD INTERNAL AUDIT REPORT - Page 53

(Report No 37-2025 by the Chief Internal Auditor, copy attached).

6 CITY PLAN FOR DUNDEE 2022/2032 - ANNUAL REPORT FOR 2023/2024 - Page 69

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

(This report was remitted to this Committee for further consideration as agreed at meeting of the City Governance Committee of 2nd December, 2024).

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Dundee City Council

Dundee City Council Scrutiny Committee

Report No 50-2024

DUNDEE LOCAL POLICING AREA

QUARTERLY POLICE REPORT

1st October 2024 – 31st December 2024

Report by Chief Superintendent Nicola Russell

Police Scotland D Division (Tayside)

1. RECOMMENDATION

1.1 It is recommended that members note and scrutinise this operational report.

2. BACKGROUND

2.1 The purpose of this report (Appendix A) is to provide information to the Committee regarding the performance of Police Scotland to facilitate local scrutiny.

2.2 The content in this report is for information purposes to allow Board Members to conduct their scrutiny responsibilities.

3. PERFORMANCE

3.1 Appendix A will provide updates on:

- Reduce the stigma and harm of drug use.

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- Target those involved in drugs supply.
- Address violence through preventative and enforcement measures.
- Deal with disorder and antisocial behaviour.
- Tackle acquisitive crime and support victims.
- Make our roads safer.
- Enable and support effective engagement and communication with the public.
- Seek out shared learning and training opportunities with partners
- Update – Vehicle Fire-raising

4. FINANCIAL IMPLICATIONS

4.1. There are no financial implications as a result of this report.

5. STAFFING IMPLICATIONS

5.1 There are no staffing issues as a result of this report.

6. ENVIRONMENTAL ISSUES

6.1 This report does not have any impact on the environment.

7. SUMMARY

7.1 The attached report updates members regarding significant operational matters and performance of the local policing area.

8. COMPLIANCE

Is the proposal;

(a) Human Rights Act 1998 compliant? YES

(b) Equality & Diversity compliant? YES

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Dundee City Council Scrutiny and Audit Committee
Quarter 3 ending 31 December 2024

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- Deal with disorder and antisocial behaviour.
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- Make our roads safer.
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Update – Vehicle Fire-raising

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Introduction and Overview of Local Policing Priorities

As from April 2013, the Police and Fire Reform (Scotland) Act 2012 has required Divisional Commanders to produce and publish a Local Policing Plan (LPP) for each local authority area. The Dundee LPP 2023-2026 clearly sets out the policing objectives for Dundee and will report to the Dundee Scrutiny and Audit Committee. Quarterly Performance Reports are produced to allow scrutiny by Dundee Scrutiny and Audit Committee.

This report covers the period from 1 October 2024 to 31 December 2024.

In line with the Dundee LPP, the Quarterly Performance Report provides a more holistic overview of progress across the service to meet our strategic outcomes. This approach provides a wider and more detailed picture of traditional policing performance measures, supplemented with additional insight and narrative to the many different aspects of policing and corporate support functions.

The measures are longer term focussed rather than reflecting the ongoing performance of the day-to-day operational challenges we face and aim to provide evidence of the effectiveness and impact of our service as a whole.

We have introduced several key performance measures and insights questions in support of our local police plan to focus attention on impact and outcomes. For example:

- How effective are the diversionary activities provided?
- How effective are the processes in place to prevent acquisitive crime?
- How well are we engaging with the public?
- What progress has been made in terms of collaboration and what percentage of the divisional estate is co-located with partners?



POLICE SCOTLAND
Keeping people safe
POILEAS ALBA

Plan On a Page - Dundee Local Policing Plan 2023-2026

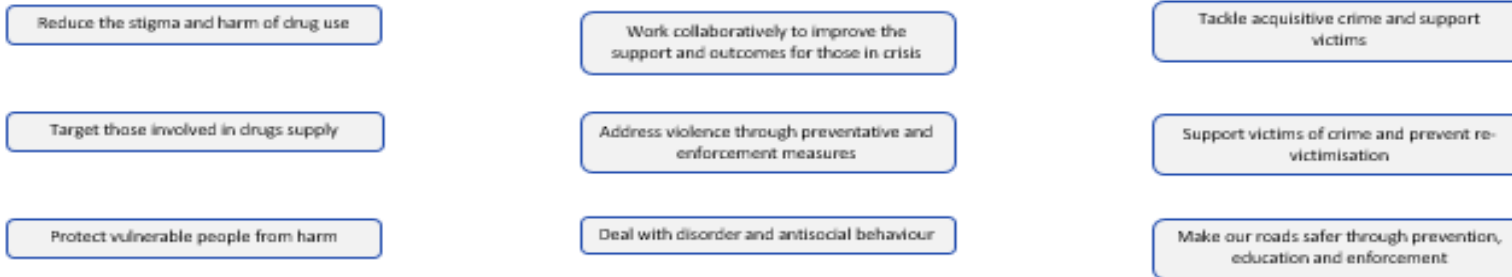
Our Vision Policing for a safe, protected and resilient **Scotland**
Our Purpose Improve the safety and wellbeing of people, places and communities in **Scotland**
Our Values Fairness Integrity Respect Human Rights

PUBLIC HEALTH

Local Policing Priorities



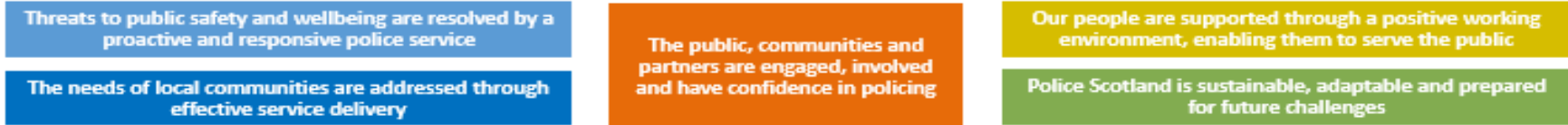
Local Policing Objectives



PERSON CENTRED APPROACH

PARTNERSHIPS

Police Scotland Strategic Outcomes



PREVENTION & EARLY INTERVENTION

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Quarter 3 –
Performance on a
Page

	Recorded Crimes			%Change		Detection Rate			% point Change	
	CYTD	LYTD	5 Yr Av.	From LYTD	From 5 Yr Av.	CYTD	LYTD	5 Yr Av.	From LYTD	From 5 Yr Av.
ASB and Disorder										
Overall group 4	1332	1257	1361.4	5.97	-2.2	31.5	28.1	35.7	3.4	-4.3
ASB Incidents	9091	8897	10655.2	2.2	-14.7	-	-	-	-	-
Violence										
Robbery	95	116	116.2	-18.10	-18.2	65.3	61.2	66.8	4.1	-1.5
Serious Assault	75	88	107.2	-14.77	-30.0	76.0	72.7	75.2	3.3	0.8
Common Assault (excl EW)	1419	1420	1512.0	-0.07	-6.2	67.2	67.7	64.3	-0.4	2.9
Public Protection										
Overall Group 2	359	409	435.6	-12.22	-17.6	53.8	65.0	59.4	-11.3	-5.6
Rape	67	91	89.8	-26.37	-25.4	65.7	61.5	55.9	4.1	9.8
Domestic Abuse	110	94	74.8	17.02	47.1	62.7	78.7	73.8	-16.0	-11.1
Road Safety										
Speeding offences	157	105	504.8	49.52	-68.9	98.7	100.0	99.9	-1.3	-1.2
Drink / Drug Driving	190	135	198.0	40.74	-4.0	100.0	102.2	94.5	-2.2	5.5
Acquisitive Crime										
HBs	297	296	329.0	0.34	-9.7	35.4	34.1	29.6	1.2	5.7
Motor Vehicle Crime	496	727	559.6	-31.77	-11.4	28.2	22.1	27.7	6.1	0.5
Fraud	438	510	435.6	-14.12	0.6	18.5	14.9	20.8	3.6	-2.3
Shoplifting	1484	1726	1088.4	-14.02	36.3	43.3	33.8	45.4	9.6	-2.1

Overall Group 2' All Sexual Crimes including Rape & Attempts, Indecent & Sexual Assaults, Prostitution Offences and 'Other' Group 2 Crimes.

Overall Group 4' All Fireraising, Vandalism, Reckless Conduct and 'Other' Group 4 Crimes.

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- **Local Priority/Activity – Reduce the stigma and harm of drug use.**

Police Scotland remain a key partner within the Dundee Alcohol Drugs Partnership (ADP) and work together with services, communities and people with lived experience to understand our local communities and how best to support them. The ADP influence change in policy, systems and institutions and work to reduce the misinformation and stigma about alcohol and other drugs.

The Substance Trend Monitoring Meeting continues to meet with regular interventions and preventative messaging being shared through the respective multi-agency forums, to ensure an encompassed approach is applied from both a health and policing perspective.

We continue to monitor drug trend alerts from RADAR and ensure pharmacies are engaging with substances users to be mindful of what they are sourcing. PIP officers attend the Substance Monitoring Group along with several other key partners to ensure a wider capture of current drug trends.

Our partnerships team have been continuing to contribute to the daily Dundee Non-Fatal Overdose meeting sharing relevant information regarding those most at risk due to their use of illicit substances.

Over the period of Q3, there were 48 incidents discussed, and a multi-agency response instigated to ensure a holistic approach for interventions and positive engagements to reduce the harm to these individuals.

Between 1st October and 31st December 2024, there were 5 Police naloxone incidents recorded in Tayside where nasal Naloxone has been administered by a police officer to persons suspected to be in a state of overdose, with 2 related specifically to Dundee.

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- **Local Priority/Activity - Target those involved in drugs supply.**

Tayside Division's Serious Organised Crime (SOC) Team are a specialist sub-department within the Criminal Investigation Department and lead locally on the investigation of SOC where intelligence is developed up to a point where significant diversion, disruption, or wider enforcement can take place. The below examples give an overview of their activity across Dundee:

- Drugs Search Warrant executed at a Dundee address where 450 Cannabis plants were found, with a combined valued on £90, 000 - £337, 500
- Proactive Drugs search on an adult male in the street, who was found in possession of 29 wraps of Crack Cocaine, to the value of £1040
- Drugs Search Warrant executed at a Dundee address where £13,000 in cash was recovered, along with a small amount of herbal cannabis and cannabis seeds were seized. An adult male was charged with being Concerned in the Supply of Drugs.
- Ongoing enquiry into Human Trafficking and Exploitation.

Locally, there is excellent cooperation between officers from Operation Argonite and local Policing Teams, who are regularly developing intelligence to move enquiries to an enforcement stage in regards local level drug dealing. Such cooperation saw the arrest of two females for concern in the supply at an address in the Maryfield area. £3500 cannabis was recovered along with £700 in cash, which has been seized for consideration as proceeds of crime.

During Q3, awareness inputs relating to County Lines and Cuckooing have been delivered at the Adult Protection Forum, to various 3rd sector services and to the representatives from Social Work, developing a greater understanding of how to recognise signs.

During November, we had the national County Lines Intensification Week which our Partnerships Team lead on throughout the Division. Over this period several community engagements were undertaken as well as several safeguarding visits with signposting onto other services. We also had a joint day of action at Dundee Train Station with British Transport Police, where we also visited the local bus stations and taxi companies, as well as various hotels across the city. Over 100 leaflets were distributed over the course of engagements throughout the week with 10 hotels visited, as well as our Homeless Units and Young People's Houses.

Our team held several awareness sessions with partners, including Women's Aid, Dundee Drug and Alcohol Services, CMHT and the ASB Teams. Community Safety Wardens assisted our community teams with the delivery of leaflets to residents in the Hilltown and Lochee Multi-storey blocks.

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Partnerships Officers in Dundee continue to drive a collaborative response to County Lines and Cuckooing, working in conjunction with Positive Steps and other agencies to reduce risk through safeguarding visits to those identified at risk.

Partner Intelligence Portal

Crimes such as child sexual abuse, human trafficking, sexual offences or domestic offences are often concealed from authorities, and may have occurred recently or in the past, all of which contributes to challenging, complex and sensitive enquiries. It may be that our partners have information which could be vital in contributing to a bigger picture.

The Partners Intelligence Portal is a secure and confidential electronic system, developed by the Police Service to enable partner agencies to share important information they receive whilst working. The portal provides capable partners with the means to securely and discreetly submit key information, whilst maintaining safeguards which protect the source of the information.

As part of our commitment and drive to improve, focus remains in place to expand the use of the Partners Intelligence Portal through awareness and training, with representatives from Dundee City Council Housing, Hillcrest Homes and Home Group being trained in Q3, and further training scheduled for WRASAC, Hillcrest Futures and Hope Point in Q4.

- **Local Priority/Activity - Address violence through preventative and enforcement measures.**

Tackling violent crime is part of Police Scotland's focus in ensuring the safety and wellbeing of our communities. This report will provide a detailed breakdown of the levels of violent crime recorded and investigated within the Dundee local authority area during the current performance year, whilst exploring the current trends and perpetuating factors which are central to the commission of these crimes.

The report will demonstrate the strategic and tactical approach adopted by Police Scotland in respect of crime prevention, investigation and enforcement activity, highlighting the broad range of resources which are deployed daily to protect our diverse communities and deliver a sense of public safety.

Crime Categorisation and Investigative Response

Crimes of violence are categorised into Murder, Attempted Murder, Serious Assault, Robbery and Common Assault.

In terms of the investigation of those more serious and complex investigations, Domestic Violence and Child Abuse we have several specialist teams, all of which are led by Senior Investigating Officers. These teams come under the management of Tayside Division Criminal Investigation Department (CID) and our Public Protection Units (PPU). They are the Reactive CID, Domestic Abuse Investigation Unit (DAIU) and Child Protection Investigation Unit (CPIU).

Tayside Division is also fully supported by national units, which are geographically based within the Tayside geographic footprint and have a vital part to play in tackling violence in our local communities. These teams are managed by our Specialist Crime Division (SCD). Every morning senior managers meet to discuss each incident of note and assign each case to the appropriate department to review and investigate.

Statistical Analysis and Crime Management

Tayside Division Community Analysts produce a monthly 'Violent Crime Report' which allows senior officers to analyse reported crimes of violence in Dundee and react to emerging trends, deploying both local and national resources on an 'intelligence led' basis to prevent crimes of violence from taking place. This detailed approach to Tasking is governed via monthly Tasking and Coordinating Group meetings which are chaired by the Divisional Commander and attended by the full Senior Leadership Team.

Our Crime Management department ensures that each crime is properly recorded and that a robust professional investigation is delivered. Line managers across local policing, CID and PPU routinely assess crimes under investigation to ensure that these investigations are being progressed at pace and that vital safeguarding for victims is in place.

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Through this combination of strong governance, statistical analysis and careful tasking we can focus our resources effectively to maximise detection rates, limit repeat offending, support victims and prioritise crime prevention activity.

Murder

There have been no murders during the reporting period.

Attempted Murder

There have been 5 attempted murders in Dundee which is a slight rise from the 3 reported during the previous reporting period.

All the incidents were investigated by CID. None of the offences are connected and all have been detected.

Weapons such as knives and hammers were used in all but one of the attacks however all resulted in serious injury and hospital admission.

Serious Assault

There have been 21 Serious Assaults recorded during Q3 in Dundee. This is one lower than the 24 reported in the previous reporting period and lower than the 26 reported within the corresponding period last year.

15 of these crimes were detected giving a current detection rate of 71%. A number of these investigations are ongoing with positive lines of investigation being pursued such as identified suspects and forensic examinations pending.

Serious assault and violent crime are overseen by CID. A Detective Sergeant will review circumstances and have a footprint on the crime if CID do not have ownership. The Detective Inspector responsible for the CID in the Local Policing Area will ensure undetected crimes of this nature are subject to regular scrutiny / review to ensure all investigative opportunities are identified and progressed in a timeous manner.

The definition of a serious assault ranges from any injury which requires medical closure technique i.e stitches or glue to broken bones and internal injuries. Therefore, severity of injuries within this category ranges from facial injuries requiring minimal closure techniques sustained from a single punch to broken bones or serious lacerations sustained during prolonged attacks where weapons are used.

From analysis of these recorded assaults 7 occurred within residential properties, 8 within licensed premises and the remainder in open spaces. Most of these incidents involved punching and kicking the victim to the head and body causing injury whilst 7 involved the use of weapons such as knives and blunt objects.

OFFICIALRobbery

Crimes of Robbery, Assault and Robbery, and assaults with intent to Rob are recorded within this section. These crimes include any threat of violence or inference of any kind sufficient for incidents to be recorded.

These crimes are predominately investigated by Detective Officers, supervised by a Detective Inspector. Crimes of this nature are a divisional priority, and a robbery toolkit has been developed to ensure consistency of investigative practice and provision of support to victims.

Within Q3, 26 robberies were reported, which is lower than the 31 reported in the previous quarter and the 28 reported during the corresponding period the previous year.

Of these 26 offences, 12 robberies were detected with a detection rate of more than 46%. Several investigations are ongoing with identified suspects and outstanding forensic analysis meaning it is anticipated this figure will rise.

Analysis revealed 15 of these offences occurred in open space, 10 occurred in residential premises and the remaining offence took place upon public transport.

Further analysis identified in 20 of these offences physical violence such as punching and kicking was used to obtain property. In the remaining 6 cases threats of violence and use of weapons were used.

In many cases, a review of the crime reports shows that in most cases the victim and suspect/accused were known to each other prior to the robbery and several investigations are still ongoing.

In many cases both will have addiction issues, and the crime is committed to fund addiction. This creates barriers to witness engagement which can be challenging as Police are then reliant on independent witnesses / additional sources of evidence to establish circumstances.

Locally, uniformed officers from Operation Argonite deal predominately with crimes of domestic abuse, with a particular focus on high-risk offenders and other prolific offenders. The team will conduct criminal investigations, apprehend offenders and utilise opportunities to signpost support and partners to the most vulnerable in our community.

The team provide problem solving, crime suppression initiatives based within Dundee Local Policing Area when required. The team also provide support to the community of Dundee and partners, directly influencing Response and Community policing.

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During this quarter, 20 high-risk domestic offenders were arrested and charged with offences and 5 offenders were arrested on apprehension warrants.

Police Scotland recognises the importance of driving a multi-agency response to reduce the risk of vulnerability of individuals and the wider communities.

As part of our daily business, we regularly identify vulnerable individuals, outreach is instigated alongside statutory and 3rd sector partners to carry out leaflet drops and provide follow up contact, re-assurance and advice with a view to supporting, disrupting or preventing them becoming repeat victims of crimes.

Police Scotland are committed to ensuring Dundee's citizens are protected and feel safe with its continued work in conjunction with I Am Me Scotland and the Keep Safe partnership initiative. Currently, there are 43 Keep Safe places across Dundee with ongoing annual reviews in place to ensure all staff remain trained to the required standard with appropriate signage in place.

We are working closely with Victim Support Scotland and in collaboration with the National Team at Partnerships, Prevention and Community Wellbeing to address the needs of local communities through enhanced communication and an improved referral support service. We continue to partner at local engagement events to promote the benefits of VSS, sharing social media articles and distributing literature.

- **Local Priority/Activity - Deal with disorder and antisocial behaviour.**

Our local Partnerships team remain focused on tackling anti-social behaviour (ASB), driving a collaborative response with partner agencies across Dundee including Housing, ASBT, SFRS and Trading Standards, with an overarching aim of reducing the impact on local communities. Examples of this include:

- Attendance at weekly meetings to discuss recurring ASB issues ensuring proportionate action is taken from a multi-agency perspective.
- Progression of joint visits where appropriate or required to ensure a co-ordinated approach.
- Support and to the Quarterly MATAAC relating to ASB to focus on emerging trends/ repeat locations and wider impacting ASB.
- Through monitoring and reviewing incidents relating to ASB, relevant calls are shared with the respective agencies in accordance with Data Protection Governance, to facilitate appropriate action such as tenancy warnings, ASB warnings, ASBO progression and occasionally eviction proceedings.

During Q3, Partnerships Officers engaged with partners and the wider public to raise awareness around Equality, Diversity and Inclusion with the delivery of Hate Crime and Misinformation Inputs to several organisations including Dundee International Womens' Centre, Dundee City Council Representatives, Scrap Antics, and Dundee College.

Further engagement sessions have also been held with Mears and residents at the Asylum Accommodation within Dundee to continue awareness around Scots Law and safeguarding as part of the ongoing Elevate project with Scottish Government.

We recently had the opportunity to meet with the Dundee Multi Faith Forum, which was an excellent opportunity to encourage open dialogue with our faith leaders in the city. We will continue to build on these relationships in the year ahead to ensure we are tackling relevant community issues while engaging with the seldom heard and minority groups.

There are 115 live ASBO's currently in place across Dundee with 6 breaches recorded across Q3 and 49 breaches this year to date.

One recent example highlights the benefits of this collaborative approach around ASBOs:

An adult female was regularly breaching her anti-social behaviour order, which had been implemented to protect her elderly vulnerable neighbours. Understanding roles and responsibilities, Downfield CPT worked with ASBT to gather evidence and put the female to court on multiple charges, allowing Housing to utilise their legislative powers to terminate the female's tenancy. As part of this process, an engagement session was carried

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out with residents to provide reassurance and improve their understanding of the procedures involved in these types of enquiries. This was well received and has been replicated to similar cases across the locality.

Also in the north of the city, Longhaugh Community Policing Team (LCPT) have increased focuses patrols with the area of Milton of Craigie Retail Park, working closely with the staff at the premises including Home Bargains and KFC to target instances of vandalism and ASB. As a result, numerous youths were identified through CCTV and all of whom were subsequently traced and parents made aware of their behaviour with the retail park. ASB Teams and LCPT also delivered youth notices to repeat offenders to deter any further attendance and incidents.

Due to an increase in anti-social behaviour within the Mill of Mains area, there was ongoing work with the LCPT, Community Wardens, ASBT and partners from SFRS to detect and prevent further offending.

Within Dundee city centre, our dedicated Centre-Safe Operation also operates each weekend and involves officers specifically tasked with patrolling within the city centre, acting as a deterrent against criminal behaviour, preventing incidents before they occur. In November, there were joint patrols with the city council wardens to engage with young people in Dundee City centre and reduce offending. Security advice was also issued to various retail staff on how to keep themselves and their stores safe.

Operation Moonbeam

Much of the Dundee Community Policing Teams' focus during this quarter has been the prevention and delivery phases of Operation Moonbeam, which is Police Scotland's co-ordinated national response to disorder and anti-social behaviour during the period leading up to and including 5th November 2024.

There was an unprecedented amount of preparatory work undertaken across the locality, with particular focus in Kirkton, Ardler and St. Mary's during this quarter, including

- Participation in a multi-agency forum with relevant services, which met frequently, allowing information to be shared and priority actions implemented timeously.
- Youth intervention at schools and within community settings helping educate on the danger of firework and pyrotechnic misuse.
- Engagement with local retailers and fuel stations regarding the sale of fireworks and pyrotechnics. Compliance checks were undertaken at each of these locations by Police Scotland, Trading Standards Licensing Officers and SFRS to ensure the appropriate storage and sale of these items.

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- An environmental survey was undertaken to identify vulnerable sites within hot spots locations at risk of being targeted. Working with the local authority Waste Management and Derelict Buildings Group, debris were removed and improved security implemented. At the same time engagement was undertaken with local businesses ensuring they arranged early uplift of any flammable items.
- Supported by DCC ASBT, completed pro-active intervention visits to 23 nominals identified through intelligence and previous involvement in disorder during this period.
- Targeted media messaging highlighting the consequences of anti-social firework use.
- Tasked deployments including high visibility pro-active patrols in hot spot locations where officers engaged with the public and young people in the area to provide re-assurance and build positive relationships

Through this work with partners, successful outcomes were achieved locally, with no disorder and a significant reduction in anti-social behaviour incidents in comparison with previous years across the locality.

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- **Local Priority/Activity - Tackle acquisitive crime and support victims.**

Acquisitive crime typically refers to theft by shoplifting, theft of and from motor vehicles, as well as theft by housebreaking.

Dundee LPA is supported by officers from the Partnerships, Interventions and Preventions unit (PIP), who carry out a daily review of local acquisitive crime, highlighting trends or crime series and identifying opportunities to publicize advice or signpost victims to support.

Within the divisional structure, there is a monthly Acquisitive Crime review, which reviews wider trends, both divisionally and nationally, identifying scope for collaborative working or specific intervention opportunities.

Housebreaking (Domestic Dwelling)

The figure for Housebreaking includes all attempted housebreaking and instances of housebreaking with intent to steal (i.e. where the security of the property has been overcome but no property stolen). This analysis considers break-ins and attempts to dwellings only – it therefore excludes sheds and other out-buildings.

There were 42 crimes recorded during the Q2 period, which is a slight increase on the 38 reported during the previous quarter and from the 34 crimes recorded during the corresponding period the previous year.

Approximately 10% of these crimes have been detected to date. Several enquiries are ongoing with forensic results pending and positive lines of investigation being pursued meaning this figure will likely rise.

Police Scotland continue to work with partners sharing preventative advice.

These crimes are now overseen by a Divisional Acquisitive crime team within CID meaning they will likely be investigated or at minimum reviewed by a Detective Officers under supervision of a Detective Sergeant and Inspector.

This results in links to cross border crime series being identified quicker maximising intelligence / evidential opportunities in relation to stolen vehicles/property providing a joined up investigative approach.

OFFICIALFraud

149 crimes of fraud were recorded this quarter which is almost identical to the 148 crimes reported the previous quarter and a decrease from the 177 recorded during the corresponding period last year.

Analysis of the crimes recorded in quarter 3 shows almost half of crimes occurred within the complainer's home address and have the 'cybercrime' tag indicating an 'online' element.

The challenge when dealing with online fraud is many of the perpetrators of these crimes are located out with the UK providing an additional barrier to their identification and opportunities to bring to justice.

Almost a quarter of the offences were committed in retail premises and involved fraudulent use of stolen bank cards.

Due to the complex nature of fraud enquiries are protracted and take a significant amount of time to complete which will impact upon these figures.

Motor Vehicle Crime

Within the Q3 period 173 crimes were recorded which is a decrease from 202 crimes recorded the previous quarter however a decrease from the 261 recorded quarter 3 last year.

About 30% of these offences were detected however there are several crimes still under enquiry so further detections are possible.

As stated earlier an Acquisitive team is now responsible for investigating crimes series are now under line management of CID. This provides enhanced investigative ability and resources to address motor vehicle crime and work collaboratively with neighbouring divisions.

Dundee LPA is supported by officers from the Partnerships, Interventions and Preventions Team (PIP), who carry out daily reviews of local acquisitive crime, highlighting trends or crime series and identifying opportunities to offer advice or signpost victims to support.

Partnerships officers continue to respond to ongoing and emerging trends relating to acquisitive crime including Theft HB's (domestic and commercial), frauds/scams, building site security and cybercrime releasing supporting messaging/ information and advice on all available platforms, further engaging with the community proactively as and when required.

During Q3, several engagement opportunities with partners and the wider public relating to acquisitive crimes were identified as detailed:

OFFICIAL**Retail Crime**

- Crime Prevention Event hosted by Primark and the City Centre Manager for local retailers and hospitality with external speakers from Neighbourhood/ Retail Watch as well as our national Retail and Business Team.
- 2-day Festive Crime Prevention stand in the Overgate Centre supported by PSYV, with further public engagement around personal safety with the distribution of purse bells and panic alarms.
- Theft Shoplifting day of action held in December in partnership with Retailers Against Crime and the Overgate Centre.

House Breakings

- Continued liaison with the Community Safety Wardens around domestic housebreakings, with follow up After Dark leaflet drops arranged and several home safety visits undertaken.
- After dark leaflet drops conducted by PSYV in West end and East End of Dundee in November.

Fraud/ Scams/ Sextortion

- Winter Financial Fair planned and attended at Dundee University along with other partners, providing info to students on Scams/Frauds/Sextortion.

As part of our proactive work, Retailers Against Crime (RAC) attended the Overgate Centre as part of a joint operation on 17/12/2024. Several plain clothed officers were out on patrol, in addition to uniformed officers, working alongside RAC staff. Persons on warrant were traced and arrested, several known repeat shoplifters were apprehended and crime prevention advice provided to various retailers.

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- **Local Priority/Activity - Make our roads safer.**

During the period under review the following initiatives were prioritised:

- Vulnerable Road Users – Pedestrian Safety
- Get Ready for Winter Campaign
- Operation Drive Insured
- Brake Road Safety Week
- Festive Drink Drug Drive Campaign

Dundee LPA has suffered no fatalities for the period under review.

Dundee LPA have had 40 persons seriously injured due to road traffic collisions over Q3.

Road safety enforcement continues to be carried out as part of routine business by the Road Policing unit (RPU). Focused patrol work will be complemented using available technology and databases, intelligence target packages and specific tasking resulting from local Tasking and Coordinating processes to tackle criminality.

Local policing and RPU officers have been able to target driver behaviour which we believe will have the greatest impact on casualty reduction and address community concerns. Enforcement activity has concentrated on the Fatal 5 which are Dangerous/Careless driving, drink/drug driving, speeding, seatbelts and mobile phones.

Based on strategic assessment, several priority locations have been identified in Dundee which were subject to focused operational activity, including A90, A92 and A923.

The New Driver Scheme (NDS) has been successfully delivered in both the education and employment sectors across Tayside. The NDS is a hard-hitting presentation to raise awareness of road safety issues. The joint presentation, delivered by Police Scotland and SFRS provides a stark reminder of the individual responsibilities that the driver has, both for themselves and other road users.

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Within Q3, as part of the vulnerable road users Pedestrian Safety Campaign, road policing officers have attended at school exclusion zones to provide education and enforcement with drivers using pedestrian zones.

There has also been continued focus on pedestrian areas and educating drivers, where appropriate.

During this reporting period, Community Policing Teams (CPT) have monitored local routes highlighted as a concern by members of the public due to the speed of vehicles and attended schools across Dundee to support with exclusion zone compliance.

Operation Challenge continues to be delivered throughout Dundee, in response to the anti-social use of electric and off-road motorbikes. Downfield CPT have created a guidance and intervention strategy for the LPA to establish a common response plan and highlight considerations to be taken when reports are made when these vehicles are being driven out with the bounds of their conditions of use. There has been a reduction in the volume incidents involving electric and off-road bikes during this quarter and it is anticipated this will continue during the winter months.

There has been a sharpened focus in this key area of concern and work will continue to be driven forward in efforts to address this problem and provide a longer-term strategy.

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- **Local Priority/Activity - Enable and support effective engagement and communication with the public.**

During Q3, Partnerships Officers have continued to work with partners to identify and develop referral processes and training to enhance the service offered to members of the public when in contact with Police Scotland as detailed:

- Hope Point Community Wellbeing was launched in August 2023 in Dundee with the Police Pathway subsequently developed and rolled out through a staggered approach from the 9th of October 2024, with several referrals made to the service and subsequent support mechanisms put in place.
- The Partnerships team continues to deliver training to officers across Dundee on Distress Brief Intervention, developing a wider knowledge base on the support service provided by Penumbra for people experiencing distress and feeling overwhelmed emotionally. This service offers a quick response which listens and supports with a sensitive, caring and non-judgemental approach, focusing on the needs of the individual.

The Police Scotland Youth Volunteers (PSYV) continue to attend and support various engagements across the city supporting members of the public and partners in a variety of capacities, portraying a positive image of the service and acting in a high professional manner.

Examples of this include:

1. Remembrance Day - Laying of the Crosses
2. Remembrance Sunday Parade
3. Broughty Ferry Christmas Lights
4. Lochee Christmas Lights
5. Santa Dash
6. GBV 16 Days Of Action: Reclaim The Night March & Together We Stand Event
7. After Dark Patrols in the West End/ East End of Dundee
8. Festive Crime Prevention Stand in the Overgate Centre

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- **Local Priority/Activity - Seek out shared learning and training opportunities with partners.**

Across Dundee, Community Policing Team maintain strong links with partners and all opportunities are taken to share relevant information and learning, which has included the following over this quarter:

- Monthly meetings with DCC ASBT, Hillcrest Housing Association and Sanctuary Housing have continued. This ensured recurring and new issues within both Coldside and Strathmartine wards were highlighted and discussed, allowing a co-ordinated response to repeat problems.
- CPTs continued to be represented at the high-risk domestic abuse meeting with Domestic Abuse Liaison Officers (DALOs), Dundee Assist and Women's Aid, ensuring information is shared in respect of ongoing engagement and safety planning of high-risk domestic abuse victims.
- Downfield CPT have attended a debrief with partners post Operation Panderbull / Operation Moonbeam (Bonfire Night Operation) to discuss and share learning points from the work that was undertaken.
- CPTs have been represented at numerous community meetings within both wards to ensuring visibility, engagement, and reassurance.

- **Vehicle Fire-raising – Update**

We are acutely aware of the significant upturn in the number of vehicle fire-raising across Dundee.

In Q3, there were a total of 35 vehicle fire-raising. Whilst other Local Policing Areas (LPAs) do also deal with such offences, and with similar motives, Dundee has unfortunately seen a significant spike in this crime type.

The single biggest number are linked to disputes between criminal associates. A smaller number are linked either to the commission of acquisitive crime or set alight to destroy forensic evidence gathering opportunities.

A small proportion are assessed as domestic abuse related and a number are set alight after vehicles have been abandoned in public locations for a considerable time.

It is likely that the commission of this offence is comparatively straightforward and low risk to the offender but does send a powerful visual message to the intended victim.

Whilst we are alive to the trauma and financial burden such crimes cause, we are fortunate that no victim or member of the public has been injured because of these offences.

There is local and divisional oversight of this growing trend, and all vehicle fire-raising are subject to review by detective officers, to maximise evidence recovery. Those offences with obvious links to criminal disputes or domestic abuse are also pursued by CID, with some recent notable successes where an adult male was reported for 5 separate vehicle fire-raising. Separately, 2 teenagers were also reported for 2 vehicle fire-raising and reported to the Youth Justice Assessor.

Colleagues from our Criminal Investigation Department (CID) and our Partnerships, Interventions and Preventions (PIP) team have engaged widely with Fuel Service Stations, to alert them to the issue, request that they scrutinise fuel sales and ask, where possible, that they only accept credit card sales, in order to maximise detection opportunities and deter potential offenders.

Local Community Policing Teams have also visited these Service Stations to provide a visual deterrent to potential offenders.

More widely, we work closely with our partners in SFRS and the local authority, who have also observed this growing trend.

Vehicle Fire-raising present a complex issue, but it is something that Police Scotland is very much aware of, and we are working hard to address. Positively, the risk to the wider public is relatively low and there have been no instances where victims have come to physical harm. We

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will continue to engage with local partners and those within the Criminal Justice space to ensure that investigations continue to be progressed thoroughly, victims are supported and offenders dealt with robustly.

END

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REPORT TO: SCRUTINY COMMITTEE – 5 FEBRUARY 2025

REPORT ON: INTERNAL AUDIT PLAN UPDATE AND PROGRESS REPORT

REPORT BY: CHIEF INTERNAL AUDITOR

REPORT NO: 34-2025

1.0 PURPOSE OF REPORT

To submit to Members of the Scrutiny Committee an update on the progress towards delivering the 2024/25 Internal Audit Plan; the audits from previous years' plans that were not complete in June 2024; and information about the number of open internal audit recommendations.

2.0 RECOMMENDATIONS

It is recommended that the Committee note:

- (i) the progress with the Internal Audit Plan;
- (ii) progress with the implementation of agreed internal audit recommendations;

3.0 FINANCIAL IMPLICATIONS

None.

4.0 AUDIT PROGRESS

4.1 Appendix 1 notes the current stage of progress with implementing the 2024/25 Internal Audit Plan and the outstanding items brought forward from the 2022/23 and 2023/24 Plans (the plan). Two audits have been deferred into 2025/26 to accommodate services – Asset Management and Immigration Sponsorship and Visas. Discussion is currently underway to scope additional work around Purchasing and Procurement processes and in relation to work requested by the Chief Executive. These will be updated in the report to the April committee.

4.2 Appendix 2 shows the open internal audit recommendations by service, audit year and risk priority. Progress has continued to implement actions, with two actions closed since this was last reported in December 2024. The majority of actions still require a revised completion date.

5.0 POLICY IMPLICATIONS

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

6.0 CONSULTATIONS

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

7.0 BACKGROUND PAPERS

None

Appendix 1 - 2022/23, 2023/24 and 2024/25 Internal Audit Plan update.

Appendix 2 - Outstanding Internal Audit Agreed Actions.

CATHIE WYLLIE, CHIEF INTERNAL AUDITOR

13 JANUARY 2025

Completed items

2022/23 and 2023/24 Internal Audit Plan - Progress Report (Audits completed after June 2024)

2022/23 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
Governance Reviews				
Staff Wellbeing/Absence Management (Contractor)	Review of the governance arrangements in place throughout the Council to promote and support staff wellbeing. The scope of this audit will pick up some elements of the absence management audit removed from the plan.	December 2024	Complete	Limited
ICT Reviews				
Microsoft Office 365 (Contractor)	Review of access permissions and licensing arrangements for Office 365 including linking to management of network access.	December 2024 Revised to February 2025	Draft report issued 7/6/24 Revised draft issued 3/7/24 Response received 3/9/24 Further revised draft reports issued 30/10/24 and 16/12/24	
Civica CX	Review of the arrangements for the implementation of Phase 1 of Civica CX incorporating Housing Rent collection and recording of Housing Benefit/Universal Credit housing costs.	February 2025 Revised to April 2025	File review	
User Access Management (Contractor)	High level review of the appropriateness of user access levels and associated permissions for Civica Financials and Purchasing systems.	December 2024	Complete	Limited

2022/23 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
		Revised to February 2025		
Systems Reviews				
Health and Safety - Incident Reports	Review of the Council's arrangements for the recording and reporting of Incident Reports.	September 2024	Complete	Substantial
Procurement / Contract Reviews				
Social Work Contracts and Payments	Review of contract management and commissioning arrangements, including payments, within Dundee Health and Social Care Partnership to assess their adequacy and effectiveness.	February 2025 Revised to April 2025	In progress	

2023/24 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
Governance Reviews				
Absence Management	Review the arrangements in place within the Council to mitigate long term and future absence arising from sickness absences.	December 2024	Joint with Staff Wellbeing above Complete	Limited
Corporate Governance	Review of elements of the Annual Corporate Governance checklist with service areas to demonstrate evidence of compliance.	December 2024	Complete	Substantial
Financial Reviews				

2023/24 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
Corporate Debt Recovery Arrangements	Corporate wide review of the Council's debt management and debt recovery arrangements.	December 2024 Revised to February 2025	Complete	Limited
Financial Forecasting (Contractor)	High level review of the control framework in place to support the development of financial forecasting corporately and within service areas.	December 2024 Revised to April 2025	Draft report issued 24/07/24 Response received 04/10/24 Further revised draft report Issued 13/11/24 in discussion	
Procurement / Contract Reviews				
SLAs with External Bodies	Assess the extent to which the Council has adequate service level agreements in place where Council responsibilities are delivered by external bodies. To include an assessment of arrangements to ensure satisfactory service delivery and value for money.	April 2025	In progress	
System Reviews				
Health and Safety Risk Assessments and Incident Management in Schools	Review of the arrangements in place within schools to ensure completion of health and safety risk assessments for activities including determination of roles and responsibilities.	February 2025 Revised to April 2025	Draft Report issued 10/01/25	
Section 75 Planning Obligations (Contractor)	Review of the arrangements in place for the recording, receipt, and monitoring of Section 75 payments/planning obligations from Developers.	February 2025 Revised to April 2025	Draft report issued 12/11/24	

2023/24 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
Safety Alarm Response Centre	To assess the arrangements for the operation of the Safety Alarm Response Centre (SARC) in line with the Council's Resilience and Community Safety plans	December 2024	Complete	Limited
Pentana	Review of the Council's Performance and Risk Management system in terms of management reporting and efficiencies.	December 2024 Revised to April 2025	Draft report issued 31/10/24 Discussion 20/11/24 and 07/01/25	
Permanence	High level review of the arrangements in place to support the decision-making process surrounding children being placed in permanent care and ensure compliance with relevant legislation.	December 2024 Revised to April 2025	Draft report issued 01/11/24, discussion 15/11/24.	
Recruitment (Contractor)	Review of the Council's Recruitment and Selection approach, including reporting and analysis of effectiveness, and identification of actions where required.	December 2024	Complete	Substantial
Young People in Residential Care - Missing Persons Processes	Review of the arrangements for risk assessment, planning for, and prevention of young people going missing from Residential Care. To include review of processes for identifying, recording, and responding to such instances.	April 2025	Planning. Audit deferred to take place later in 2024/25	

2024/25 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
Governance Reviews				
Child Poverty and Fairness Action Plan	Review of the arrangements to implement and oversee the next phase of the Fairness and Local Child Poverty Action Plan, including measurement of progress towards Scottish Government targets.	April 2025	Planning	

2024/25 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
Partnership Working - Dundee Alcohol and Drugs Partnership	Review of the arrangements which underpin the Council's delivery responsibilities under the Alcohol and Drugs Partnership's Strategic Framework, including delivery plans, progress monitoring, and engagement with other members of the Partnership.	April 2025	Planning	
Tay Cities Deal	The Grant Offer Letter provided to Dundee City Council as lead authority for the deal requires that the Authority's Internal Audit Service performs a review of arrangements to implement and oversee the deal at least every other year. This year's audit will be a review of the benefits realisation processes including assessment of benefits towards delivering outcomes.	February 2025 Revised to April 2025	Draft report issued 23/12/24	
Risk Management	A review of the Council's risk management processes will be carried out by the Internal Audit contractor.	June 2025	Planned – start date February 2025	
ICT Reviews				
End User Computing - Cloud Migration	A critical friend review of the processes in place to manage end user device access to the Council's network and applications. There have been changes to how people work and the devices they use. From a security perspective, it is vital that only authorised devices are permitted access to Council systems and data.	June 2025	Planning	
User Access Management	The review will consider the adequacy of user access management controls for the Northgate application. This will include assessment of the processes for joiners, movers, and leavers as well as access management arrangement to achieve segregation of duties, and monitoring of privileged accounts.	June 2025	In Progress	
Financial Reviews				

2024/25 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
Capital Planning and Monitoring	Review of the procedures to oversee the implementation of Capital Plans, in line with the Council's Capital Investment Strategy, and monitor and scrutinise Capital expenditure.	February 2025 Revised to April 2025	In Progress	
Payroll - Changes in Circumstances	Review of the processes by which information affecting individual's pay calculation is notified and actioned. To include pension contributions and salary sacrifice schemes.	February 2025 Revised to April 2025	In Progress	
Purchase to Pay	Review of expenditure processes following the implementation of purchase to pay. To include consideration approaches to support continuous auditing of purchasing data.	February 2025 Revised to April 2025	Draft report in review	
MOSAIC system payments	Review of payment processes added mid-year at Service's request.	April 2025	In progress	
Systems Reviews				
Asset Management	Review of the processes which ensure that the Council's asset management databases are complete, accurate, and kept up to date. To include processes for condition assessment.	February 2025 Deferred to 2025/26	Audit delayed to meet service availability	
Housing - Planned and Reactive Maintenance	Review of the processes to plan and carry out maintenance on Council housing stock, including arrangements for reactive maintenance.	April 2025 Revised to June 2025	Planning	
Immigration Sponsorship and Visas	Review of the processes by which the Council considers and manages recruitment applications from individuals overseas	April 2025	Request to delay to 2025/26 from service	

2024/25 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
	and/or requiring visa sponsorship, including the update of these policies and procedures in line with changing legislation.	Deferred to 2025/26	due to current review of procedures	
Onboarding & Induction	Review of onboarding processes for all staff, and the guidance available to line management overseeing and recording the onboarding of new starts.	June 2025	This may be deferred depending on impact of additional work in year.	
Multi Agency Safeguarding Hub (MASH) Intake processes	Review of the administrative processes to support the Multi-Agency Safeguarding hub in taking timely, effective action on referrals in collaboration with Council Services and partner bodies.	April 2025	Planning	
Climate Strategy and Delivery Plans	Review to be conducted using a scope and audit programme being developed by SLACIAG for use across local authorities in Scotland.	June 2025	Planning	
Insurance	A review of Insurance processes will be carried out by the Internal Audit contractor.	June 2025	Planned – start date March 2025	
DHSCP Review	Review covering an aspect of DHSCP activity. Scope to be confirmed in consultation with the internal auditors for the IJB.	June 2025	Planning	
Other Work				
Follow Up	Review of progress with the implementation of prior internal audit actions agreed by the Council, for the purpose of providing assurance to Elected Members that identified issues are addressed on a timely basis, and that management attention is appropriately directed towards issues which expose the Council to higher degrees of risk.	Each meeting	Ongoing.	N/A
Technical Development	Planning and Scoping work for review and update of the Council's Internal Audit Methodology, including the introduction of Continuous Auditing and Data Analytics and implementation of	As required	Partially complete, with some areas in progress or awaiting revised Internal Audit Standards	N/A

2024/25 INTERNAL AUDIT PLAN	Proposed Coverage	Target Scrutiny Reporting	Status / Update	Assurance Level
	new Public Sector Internal Audit Standards expected late summer/early autumn 2024.			
Advice and Guidance	Provision of ad-hoc support to assist services in respect of specific queries and contribute to the delivery of improvements in the Council's framework of governance, risk management and control. This will include the ongoing provision of advice and guidance surrounding the development of newly implemented systems and processes, or the revision and update of those processes.	N/A	Ongoing	N/A
External Quality Assessment Process	As part of the peer review process developed to ensure conformance with the PSIAS, complete External Quality Assessment (EQA) of the Council's Internal Audit Service. Self-assessment provided to reviewer November 2023. Review delayed during 2024, re-started in October 2024.	December 2024 revised to April 2025	Review in progress.	
PSIAS Quality Self-Assessment Process	Annual self-assessment for conformance with PSIAS.	June 2025	Update on consultation for new arrangements reported in December 2024	
Specific Investigations	To respond to requests for advice and assistance as required in respect of cases of suspected fraud, corruption, or malpractice.	As required	On-going as required	N/A

Definitions of Levels of Assurance

Comprehensive Assurance	The system of controls is essentially sound and supports the achievement of objectives and management of risk. Controls are consistently applied. Some improvement in relatively minor areas may be identified.
Substantial Assurance	Systems of control are generally sound, however there are instances in which controls can be strengthened, or where controls have not been effectively applied giving rise to increased risk.
Limited Assurance	Some satisfactory elements of control are present; however, weaknesses exist in the system of control, and / or their application, which give rise to significant risk.

No Assurance

Minimal or no satisfactory elements of control are present. Major weaknesses or gaps exist in the system of control, and/or the implementation of established controls, resulting in areas of unmanaged risk.

OUTSTANDING INTERNAL AUDIT AGREED ACTIONS

Agreed actions from Internal Audit recommendations are recorded in Pentana and implementation is monitored by Services and the Risk and Assurance Board. Implementation of the agreed action is the responsibility of the service area, and the risk exposure identified in the audit remains in place until the action has been completed. New dates should be agreed for actions that were not complete by their original due date.

The numbers of outstanding actions in Pentana for each Service, by audit year, on 14 January 2025 are summarised in the following tables.

- Table 1 - shows actions that have not yet reached their original agreed due date.
- Table 2 - shows actions that have had their due dates extended, but are still not completed
- Table 3 - shows actions overdue from their agreed due date, and which require a new date to be agreed.

At 14 January 2025 there were 65 open actions, compared to 60 at 12 November 2024. 2 are critical. This represents the closure of 2 actions and addition of 7 new actions. New dates for completion of overdue actions are required for the actions in Tables 2 and 3. There is still work to be done to close off older actions, the majority of which have a high level of completion but still require a little more work to complete fully.

Table 1 - Actions not yet reached original agreed due date

Service	Audit Year	Critical	High	Medium	Low	Total
		No	No	No	No	No
Children and Families	2023/24	-	-	2	-	2
Corporate Services	2022/23	-	2	-	2	4
	2023/24	-	-	3	4	7
Neighbourhood Services	2022/23	-	1	-	-	1
	2023/24	-	1	1	-	2
Totals		0	4	6	6	16

Table 2 - Actions with due date extended from original due date

Service	Audit Year	Critical	High	Medium	Low	Total
		No	No	No	No	No
Chief Executives Service	2022/23	2	-	-	-	2
	2023/24	-	2	1	1	4
Children and Families	2022/23	-	-	-	2	2
City Development	2022/23	-	2	-	-	2
Corporate Services	2020/21	-	1	-	-	1
	2021/22	-	1	-	3	4
	2022/23	-	1	1	2	4
	2023/24	-	-	1	-	1
Corporate	2021/22	-	1	-	1	2
Neighbourhood Services	2016/17	-	1	-	-	1
	2017/18	-	1	-	-	1
	2020/21	-	1	-	-	1
	2021/22	-	2	-	-	2
Totals		2	13	3	9	27

Table 3 - Actions overdue from agreed due date

Service	Audit Year	Critical	High	Medium	Low	Total
		No	No	No	No	No
Children and Families	2022/23	-	-	-	1	1
	2023/24	-	-	2	-	2
Corporate Services	2021/22	-	-	-	1	1
	2022/23	-	2	4	-	6
	2023/24	-	3	5	1	9
Neighbourhood Services	2023/24	-	2	1	-	3
Totals		0	7	12	3	22

Definitions of Action Priority

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

REPORT TO: SCRUTINY COMMITTEE – 5 FEBRUARY 2025

REPORT ON: INTERNAL AUDIT REPORTS

REPORT BY: CHIEF INTERNAL AUDITOR

REPORT NO: 35-2025

1.0 PURPOSE OF REPORT

To submit to Members of the Scrutiny Committee a summary of the Internal Audit Reports finalised since the last Scrutiny Committee.

2.0 RECOMMENDATIONS

Members of the Committee are asked to note the information contained within this report.

3.0 FINANCIAL IMPLICATIONS

None

4.0 MAIN TEXT

- 4.1. The day-to-day activity of the Internal Audit Service is primarily driven by the reviews included within the Internal Audit Plan. On completion of a specific review, a report which details the audit findings and recommendations is prepared and issued to management for a formal response and submission of management's proposed action plan to take the recommendations forward. Any follow-up work subsequently undertaken will examine the implementation of the action plan submitted by management.
- 4.2. Executive Summaries for the reviews which have been finalised in terms of paragraph 4.1 above since the last Scrutiny meeting are provided at Appendix A. The full reports are available to Elected Members on request. Reporting in Appendix A covers:

Audit	Assurance level
Corporate Debt Recovery	Limited Assurance
User Access Management	Limited Assurance

- 4.3. Internal audit recommendations are now being categorised as either relating to the design of the control system (Design) or compliance with the operation of the controls (Operational). A comment on this is now included in each report.

5.0 POLICY IMPLICATIONS

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

6.0 CONSULTATIONS

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

7.0 BACKGROUND PAPERS

None.

CATHIE WYLLIE, CHIEF INTERNAL AUDITOR

13 JANUARY 2025

(i) INTERNAL AUDIT REPORT 2023/21

Client	Corporate Services – Corporate Finance
Subject	Corporate Debt Recovery

Executive Summary

Conclusion

Limited Assurance

There is limited formal definition and documentation of individual responsibilities in the Council’s Sales Ledger debt recovery processes, and the resulting variation in approach means that management cannot easily evidence that processes are working efficiently and adequately mitigating risk. Elements of authorisation and approval are not operating as designed.

Background

Individuals and organisations can become debtors of the Council for a variety of reasons: through liability for council tax or rates, as a council tenant, statutory charges and fees, or as the recipient of services charged by invoice.

Where services are charged by invoice, these are raised across Services through the centrally administered sales ledger system. The resulting debts are managed by the Corporate Collections Team, which seeks to ensure that outstanding debts are monitored and pursued, and in the event of non-payment, are referred for enforcement or written off in accordance with the Council’s policies. The team also performs this function for external bodies and partners including Leisure & Culture Dundee and Tayside Pension Fund.

Outstanding sales ledger debt across all Services and Council bodies is typically £15-18m at any point in time, with millions of pounds received in payment each month.

Scope

Review of the Council’s Sales Ledger debt management and debt recovery arrangements.

The review considered the risks arising from Sales ledger income processes but did not examine processes which apply to income streams for Council Tax, Business Rates and Housing Rents.

Objectives

		Action Priority			
		C	H	M	L
Processes are in place to ensure that outstanding sales ledger debt is pursued on a timely basis, in a manner which maximises the likelihood that the debt is paid	Limited Assurance	-	1	1	-
Levels of outstanding and aged debt, and individual debtor balances are regularly monitored	Limited Assurance	-	1	-	-
Policies are in place which establish the circumstances in which aged debt is referred for legal action or write-off, and these are consistently applied	Limited Assurance	-	-	1	-
Debt recovery performance is appropriately monitored and reported to senior management	Substantial Assurance	-	-	-	-
TOTAL		-	2	2	-

Nature of Recommendations

Two (one high, one medium) of the recommendations relate to the design of controls, and two (one high, one medium) to the operation of existing controls. This suggests that the control framework itself requires revision to adequately address the risks identified.

Key Findings

We identified areas of good practice:

- Management information relating to debt recovery is consistently prepared in a standard format, providing senior management with an overview of volumes and value of outstanding debt, and clear indications as to whether the position is improving or deteriorating.

We have identified the following areas for improvement:

- Key policies and procedures should be documented, as existing documentation does not explicitly address some of the actions required in management of an outstanding debt or matters such as the delegation of responsibilities within the Collections Team.
- The guidance available to officers does not address more complex recovery situations. Guidance sets out a relatively straightforward pathway in which individuals are chased for payment and that payment is either made or the matter is referred for legal action. In practice, some recoveries involve establishing payment arrangements or management of disputes, however there is no consistent approach to how these are administered and managed.

- Adherence to timelines for the pursuit of debts is inconsistent, likely as a consequence of individual decisions as to which debts to pursue as a part of workload management. The lack of a defined approach means that it is difficult to establish the effectiveness and efficiency of the decisions made in the course of pursuing individual debts.
- Inconsistency between established practice and template documentation creates uncertainty as to whether authorisation requirements had been applied. As a consequence of the lack of guidance, decisions to refer a debt for write off are taken on different bases by different individuals.

Impact on risk register

The Corporate and Service risk registers included, at time of audit, the following risks:

- DCC001 Financial Sustainability (inherent risk 5x4, residual risk 5x4)
- DCC013, CSCF011 Fraud & Corruption (inherent risk 4x5, residual risk 4x3)
- CSCF008 Compliance (inherent risk 5x5, residual risk 5x3)
- CSCF010 Finance – Management (inherent risk 5x5, residual risk 5x4)

The process of Corporate Debt Recovery is intended to mitigate the risk that the Council does not receive money which it is owed. Within the scope of this review, the financial value at risk can be quantified as being approximately £750,000 written off in 2023/24, which impacts upon the Council's financial sustainability. Monitoring, oversight, and scrutiny arrangements over the process contribute to the mitigation of Fraud & Corruption and Financial Management risks.

The internal controls identified against these risks in the Corporate and Service risk registers consist of:

- Job related Training and Awareness
- Management Supervision, authorisation, and checking process
- Segregation of duties
- General monitoring and reporting controls

We have identified areas for improvement in relation to the guidance, policy, and process documentation that underpins supervision and authorisation processes. We have determined that authorisation processes in relation to write off of debt are not operating effectively, and that as a consequence there is a gap in segregation of duties.

Risk owners should consider whether risks remain accurately scored in the light of the findings of this review.

(ii) INTERNAL AUDIT REPORT 2023/29

Client	Corporate Services – Corporate Finance
Subject	User Access Management

Executive Summary

Conclusion

Limited Assurance

There is a need to develop and maintain formal procedures for both system administration and general users of the Civica systems. We found there to be no documented procedures covering areas such as joiners, movers and leavers as well as user access reviews and periodic management and maintenance tasks.

There are no user role matrices for Civica Financials or Purchasing which sets out the basis on which access will be granted to users. At present, access is granted by copying the access profile of another user.

Processes in relation to user access reviews need improvement. Whilst there is a six-monthly check of active Civica Financials privileged accounts, the current process for reviewing general user accounts needs to be updated. The current process only checks 24 of over 900 registered users each year which is not sufficient. Our review of Civica Purchasing accounts identified weaknesses in the review process. A large number of accounts were active despite not being used in over one year.

There is no monitoring of Civica user activity. Whilst audit logs are being created, they are only reviewed in response to a specific request. There is also no monitoring of privileged user activity to confirm that they have only been used for valid purposes.

Background

User access management is recognised as one of the key information security controls for the Council in protecting the confidentiality, integrity and availability of information. User access management is used to enable and / or restrict access to individuals to read or amend information.

The Council operates the Civica Financials system. This is a business-critical tool which supports the production of financial and management accounts as well as the generation of sales invoices and processing of purchase invoices. The nature of the application means that it is essential that access management ensures only authorised users have access and that segregation of duties is achieved when granting access privileges.

Scope

Our review examined the user account and access management controls in place within the Council that ensure the confidentiality, integrity and availability of the Civica Financials system data. The review also considered the adequacy of user access controls to ensure effective segregation of duties.

Objectives

		Action Priority			
		C	H	M	L
There are adequate system administration and user procedures in place.	Substantial Assurance	-	-	2	-
There is effective user account management which ensures only authorised users have access.	Substantial Assurance	-	-	1	-
User access levels are appropriate and ensure adequate segregation of duties in relation to the administration and operation of the system.	Limited Assurance	-	-	1	-
There are appropriate audit facilities within the system to allow effective and regular monitoring of the application.	Limited Assurance	-	1	-	-
TOTAL		-	1	4	-

Nature of Recommendations

All of the recommendations (1 High, 4 Medium) relate to the design of controls as opposed to the operation of existing controls. This suggests that the control framework itself requires revision to adequately address the risks identified.

Key Findings

We have identified the following areas for improvement:

- There is a need to develop documented procedures for the system administration and day-to-day use of Civica. Many current processes were not documented and there was a lack of consistency in process between the respective Civica Financials and Purchasing administration teams.
- There are no role matrices which set out the access requirements for user roles for Civica.
- There is no documentation setting out who has authority to approve and submit Civica Financials joiners, movers, and leavers requests.
- User access reviews need improvement. There are no reviews for Civica Financials and the current process for Civica Purchasing could be improved.
- There is no monitoring of user access and user activity within Civica.

Impact on risk register

The (Service) risk register included, at time of audit, the following risks:

- CSCS003 IT / Systems (inherent 5 x 3, current 4 x 2)
- CSCS010 Failure to remove systems access following an officer status change (inherent 5 x 4, current 5 x 3)

- CSIT005 Failure to protect sensitive data (inherent 4 x 4, current 3 x 3)
- CSIT008 Overreliance on key individuals with key knowledge or experience (inherent 3 x 4, current 3 x 3)
- CSIT009 Failure to control IT user access (inherent 4 x 5, current 3 x 2)
- CSIT016 Failure to remove systems access following an officer status change (inherent 5 x 4, current 5 x 3)

Our review has identified findings against the following risks:

- CSCS010 Failure to remove systems access following an officer status change (inherent 5 x 4, current 5 x 3)
- CSIT009 Failure to control IT user access (inherent 4 x 5, current 3 x 2)
- CSIT016 Failure to remove systems access following an officer status change (inherent 5 x 4, current 5 x 3)
- In light of our findings and, in particular, the inability to provide user access information for Civica Purchasing the current risk level for CSIT009 appears low. Management should reconsider this risk rating when reflecting on the response to this report.

Definitions of Levels of Assurance

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

Definitions of Action Priorities

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

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REPORT TO: SCRUTINY COMMITTEE – 5 FEBRUARY 2025

REPORT ON: DUNDEE INTEGRATION JOINT BOARD INTERNAL AUDIT REPORT

REPORT BY: CHIEF INTERNAL AUDITOR

REPORT NO: 37-2025

1.0 PURPOSE OF REPORT

To submit to Members of the Scrutiny Committee, for information only, the Dundee Integration Joint Board (IJB) internal audit report for Workforce.

2.0 RECOMMENDATIONS

Members of the Committee are asked to note the information contained within this report.

3.0 FINANCIAL IMPLICATIONS

None

4.0 MAIN TEXT

- 4.1 As stated in the Integrated Resources Advisory Group (IRAG) Finance Guidance, the IJB is responsible for establishing adequate and proportionate internal audit arrangements for reviewing the adequacy of the arrangements for risk management, governance and control of the delegated resources. This includes determining who will provide the internal audit service for the IJB and nominating a Chief Internal Auditor. In line with the IRAG Finance Guidance, the Dundee IJB appointed the Chief Internal Auditor of Fife, Tayside and Forth Valley Audit and Management Services (FTF) / NHS Tayside, as its Chief Internal Auditor. In practice, the resources required to deliver the IJB Internal Audit Plan are provided by the internal audit services within NHS Tayside and Dundee City Council.
- 4.2 The IRAG Finance Guidance specifically recommends that IJB Internal Audit Plans and annual reports are shared with the parent bodies and that, to avoid duplication of efforts and determine areas of reliance from the work of each team / service, the Chief Internal Auditor / Chief Audit Executive for each of the respective bodies should share information and co-ordinate activities with each other and with other external providers of assurance and consulting services. To address and formalise the sharing of internal audit related information in general, a Tayside-wide Internal Audit Output Sharing Protocol, covering key internal audit work across NHS Tayside, the 3 IJBs, and the 3 local authorities was developed and is in place. The Protocol enables the sharing of internal audit outputs beyond the organisation that commissioned the work, in particular where the outputs are considered relevant for assurance purposes.
- 4.3 Under the arrangements detailed at paragraph 4.1 above, a review of the Workforce arrangements was undertaken by Dundee City Council Internal Audit team in conjunction with FTF on behalf of the IJB. The overall scope of the audit was to review the design and operational controls in place related to the development of the Workforce Plan 2022 -2025. This included reference to Scottish Government guidance and checklists and reviewing strategic workforce risks.
- 4.4 Dundee IJB audit reports are presented to the Performance and Audit Committee for scrutiny purposes and are shared, in accordance with these approved arrangements, with NHS Tayside and the Council's Scrutiny Committee. The final internal audit report was submitted to the Dundee IJB's Performance and Audit Committee on 30 January 2025. The final report is attached at Appendix A.

5.0 POLICY IMPLICATIONS

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

6.0 CONSULTATIONS

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

7.0 BACKGROUND PAPERS

None.

CATHIE WYLLIE, CHIEF INTERNAL AUDITOR

DATE: 15 JANUARY 2025

FTF Internal Audit Service

Dundee IJB Workforce Report No. D06/24

Issued To: D Berry, Acting Chief Officer
C Jones, Acting Chief Finance Officer
K Sharp, Acting Head of Service, Strategic Services

J Hill, Head of Health and Community Care
A Smith, Head of Health and Community Care
L Webster, Lead Officer (Quality, Data, and Intelligence)

Performance and Audit Committee
External Audit

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Draft Report Issued	12 November 2024
Management Responses Received	11 December 2024
Target Audit & Risk Committee Date	29 January 2024
Final Report Issued	06 January 2025

CONTEXT AND SCOPE

1. The Dundee Health and Social Care Partnership (HSCP) Strategic Risk Profile describes the following risk which could threaten the achievement of its strategic objectives – *'HSCRO0b1 Staff Resource - The volume of staff resource required to develop effective integrated arrangements while continuing to undertake existing roles / responsibilities / workload of key individuals may impact on organisational priorities, operational delivery to support delivery of effective integrated services. Corporate processes in partner bodies can lead to delays in recruitment. Market conditions can impact on ability to appoint suitable staff in a timely way. Impact on levels of staff absence impact on staff resource.'* The risk is currently rated at 5x5 (Red) with a target risk score of 3x3 (Yellow).
2. The current actions recorded in the Strategic Risk register to mitigate this risk include:
 - *Development of new models of Care*
 - *Organisational Development Strategy*
 - *Service Redesign*
 - *Workforce Plan*
3. The National Workforce Strategy for Health and Social Care in Scotland was published in March 2022 and on 1 April 2022, the Scottish Government issued DL (2022) 09, which provides guidance on the completion of the 3 Year Workforce plan 2022-25, with a deadline for submission of 31 July 2022.
4. The June 2022 meeting of the IJB approved the Dundee Health and Social Care Partnership Workforce Plan 2022/2025.
5. Our audit evaluated the design and operation of the controls related to the development of the Workforce plan and specifically considered:
 - Whether the format and content of the Workforce Plan is based on appropriate evidence in compliance with DL (2022) 09, including validation of the self-assessment against the Appendix 1 checklist and whether Scottish Government feedback was addressed.
 - Whether the Workforce Plan is informed by, and informs, strategic workforce risk(s), and both identifies and provides mitigations, sufficient to manage risks to target levels by agreed timescales;
 - The adequacy and effectiveness of monitoring and assurance arrangements to ensure the delivery of the Workforce Plan, including relevant reliable and sufficient data to measure success

AUDIT OPINION

6. The Audit Opinion of the level of assurance is as follows:

Level of Assurance		System Adequacy	Controls
Limited Assurance		Significant gaps, weaknesses or non-compliance were identified. Improvement is required to the system of governance, risk management and control to effectively manage risks to the achievement of objectives in the area audited.	Controls are applied but with some significant lapses.

A description of all definitions of assurance and assessment of risks are given in Section 4 of this report.

7. Our main findings are:

- The HSCP has not yet developed an approach to modelling Service demand to a level of detail which supports effective planning for future workforce requirements. In the absence of an understanding of the way in which future workforce requirements are likely to develop, there is a risk that workforce planning interventions may not be applied in the areas of highest risk.
- The Workforce Strategic Risk Register in its current state of development does not support management in determining the most pressing workforce issues facing the HSCP, or assessing the control framework in terms of the impact of the controls which are in place or the controls which would be required to mitigate risk to an acceptable degree.
- The articulation of actions in the Workforce action plan is overly broad and not clearly linked to any approach to prioritisation. As a consequence, progress is difficult to assess, and the action plan provides limited assurance that actions are addressing the areas in which the greatest impact can be realised with the resources available.
- The Workforce Planning Group does not have formal terms of reference, although its role and responsibilities have changed since the convening of the short life working group from which it developed.
- There is no clear and explicit link between the information which is formally reported to the Workforce Planning Group and relevant risks and controls. As such, the reporting may not provide assurance over the effectiveness of the mitigation of workforce risks.

8. Detailed findings are included at Section 3.


ACTION


9. The action plan at Section 2 of this report has been agreed with management to address the identified weaknesses. A follow-up of implementation of the agreed actions will be undertaken in accordance with the audit reporting protocol.


ACKNOWLEDGEMENT


10. We would like to thank all members of staff for the help and co-operation received during the course of the audit.


Barry Hudson BAcc CA
Regional Audit Manager

Action Point Reference 1	
Finding:	
<p>The HSCP has not yet developed an approach to modelling Service demand to a level of detail which supports effective planning for future workforce requirements. In the absence of an understanding of the way in which future workforce requirements are likely to develop, there is a risk that workforce planning interventions may not be applied in the areas of highest risk.</p> <p>While there are a number of actions related to understanding Service demand and modelling staff requirement reflected in the Workforce Planning action plan, these are expressed as open ended ambitions and, as a consequence, it is difficult to gain assurance over the extent to which progress has been made towards implementation.</p>	
Audit Recommendation:	
<p>The Workforce Planning subgroup should establish an approach to modelling future service demand and therefore workforce requirements which can be implemented within its currently available resources. This approach should be predicated on the basis of data already available and documented assumptions where data is not available. SMART Actions within the action plan should be refined such that they set out specific deliverables which can be used to update and refine the initial assessment of future service demand, ideally with expected timescales.</p>	
Assessment of Risk:	
Significant	 <p>Weaknesses in design or implementation of key controls i.e. those which individually reduce the risk scores. Requires action to avoid exposure to significant risks to achieving the objectives for area under review.</p>
Management Response/Action:	
<p>The Workforce Planning Data Sub-Group will be asked to review the approach to service demand and related workforce modelling and to make proposals to the Workforce Planning Group for a realistic and proportionate approach. This will be based on use of currently available local HSCP data, alongside workforce planning data from the corporate bodies and relevant national data. It is known that NHS Tayside will be undertaking further modelling work to inform their next workforce planning submission to Scottish Government due in June 2026, close links will be made to this activity via the Workforce Planning Group representative. The Workforce Planning action plan will subsequently be updated to reflect the agreed approach. It is recognised that such an approach will have limitations in terms of scale, scope and accuracy but is necessary given the lack of specialist modelling expertise and capacity within local systems.</p>	
Action by:	Date of expected completion:
Acting Head of Service, Strategic Services	30 April 2025

Action Point Reference 2	
Finding:	
<p>The Workforce Strategic Risk Register is not yet fully developed and currently does not support management in determining the most pressing workforce issues facing the HSCP, or in assessing the control framework in terms of the impact of the controls which are in place or the controls which would be required to mitigate risk to an acceptable degree.</p> <p>Register Scoring indicates that the majority of identified workforce risks are unmitigated. Internal controls for all risks have not yet been identified.</p>	
Audit Recommendation:	
<p>The Workforce Strategic Risk Register should be developed such that it provides at least:</p> <ul style="list-style-type: none"> • Risk Scoring to a level of detail and consistency that allows management to distinguish the most severe risks from the those which are less critical. • An assessment of the internal controls which are already in place, and those which are not in place but would be required to reduce the level of risk to within tolerance. <p>Ideally such an assessment would be based on an analysis which quantifies the impacts and likelihood of the risks identified, to ensure objective risk scoring. However, in the context of the HSCP's current resource constraints, it is likely that in the medium term this will require a number of assumptions to be made on the basis of management knowledge and experience. Where they are required, assumptions should be recorded so that their effect on the analysis is clear and can be updated if and when other information becomes available.</p>	
Assessment of Risk:	
<p>Significant</p>	<div style="display: flex; align-items: center;">  <p>Weaknesses in design or implementation of key controls i.e. those which individually reduce the risk scores. Requires action to avoid exposure to significant risks to achieving the objectives for area under review.</p> </div>
Management Response/Action:	
<p>The Workforce Strategic Risk Register will be revised and updated, including incorporating risk scoring and current/planned mitigating controls. A format will be adopted consistent with that already utilised within the IJB Strategic Risk Register.</p>	
Action by:	Date of expected completion:
Head of Health and Community Care	31 March 2025

Action Point Reference 3	
Finding:	
The Workforce Planning Group does not have a formal terms of reference, although its role and responsibilities have changed since the short life working group from which it developed was originally convened.	
Audit Recommendation:	
Terms of Reference for the Workforce Planning Group should be prepared and agreed. This should include consideration of whether there are areas of overlap with the work of other management groups. If so, these should be similarly reflected in the terms of reference of those groups.	
Assessment of Risk:	
Moderate	 Weaknesses in design or implementation of controls which contribute to risk mitigation. Requires action to avoid exposure to moderate risks to achieving the objectives for area under review.
Management Response/Action:	
A draft terms of reference has been developed and discussed by the Workforce Planning Group. This will be submitted to the HSCP Senior Management Team for approval at their next meeting.	
Action by:	Date of expected completion:
Head of Health and Community Care	31 January 2025

Action Point Reference 4	
Finding:	
<p>The articulation of actions in the Workforce action plan is overly broad and not clearly linked to any approach to prioritisation. As a consequence, progress is difficult to assess, and the action plan provides limited assurance that it addresses the areas in which management action can have the greatest impact.</p>	
Audit Recommendation:	
<p>HSCP Management should refine the action plan with a focus on identifying specific deliverables and realistic timescales. This will likely involve breaking down some of the existing high level actions into a number of sub tasks.</p> <p>The elements of the action plan should reflect the required internal controls which are identified within the Workforce Strategic Risk Register. As this may result in a plan containing more actions than are realistically achievable, management should identify and pursue those actions which will deliver the maximum impact within the resource available, supported by the risk register scoring.</p>	
Assessment of Risk:	
<p>Significant</p> 	<p>Weaknesses in design or implementation of key controls i.e. those which individually reduce the risk scores.</p> <p>Requires action to avoid exposure to significant risks to achieving the objectives for area under review.</p>
Management Response/Action:	
<p>The Workforce action plan will be revised and updated, including identifying deliverables and timescales. The review of the action plan will also incorporate any outstanding feedback from the Scottish Government regarding the Workforce Plan.</p>	
Action by:	Date of expected completion:
Head of Health and Community Care	31 March 2025

Action Point Reference 5	
Finding:	
There is no clear and explicit link between the information which is formally reported to the Workforce Planning Group and relevant risks and controls. As such, the reporting does not provide assurance over the effectiveness of arrangements to mitigate workforce risks.	
Audit Recommendation:	
As part of the development of the Workforce Strategic Risk Register and the identification of internal controls, management should consider the extent to which reporting can provide assurance over the effectiveness of those controls, or provide a control in and of itself. Based on this, management should consider whether the information that they currently receive fulfils those needs and refine their reporting requirements if it does not.	
Assessment of Risk:	
Moderate	 Weaknesses in design or implementation of controls which contribute to risk mitigation. Requires action to avoid exposure to moderate risks to achieving the objectives for area under review.
Management Response/Action:	
Agendas for the Workforce Planning Group for 2025 will be aligned to ensure reporting against the revised action plan and risk register. Following review of those documents an agenda planner will be produced for the year to ensure a robust schedule of reporting.	
Action by:	Date of expected completion:
Head of Health and Community Care	31 March 2025

DETAILED FINDINGS

Consistency of Workforce Plan with Guidance

11. The Scottish Government issued guidance relating to the preparation of Three Year Workforce Plans to NHS Boards and HSCPs in April of 2022. The guidance included a self assessment framework intended to enable Boards and HSCPs to determine their own compliance with the guidance, in advance of submission of draft Plans to the Scottish Government in August 2022.
12. We were not able to determine whether the HSCP carried out such a self assessment at the time the initial Workforce Plan was prepared. In carrying out our own assessment, we observed that fully meeting all expectations of the guidance required a capability to forecast service demand and assumed a level of data availability that were not in place for Dundee HSCP. As a consequence, the existing Workforce Plan and its updates do not fully meet the criteria set out in the Workforce Planning Guidance. In particular, the Plan and its updates do not include detailed projections or modelling for the required future workforce, and as a result the Plan is not able to quantify the expected future establishment gap.
13. The Plan does however clearly set out an intention to put in place the necessary planning infrastructure to be able to perform such modelling. The Plan is supported by an underpinning Action plan which includes (among others) open actions to:
 - Model medical staffing;
 - Analyse the General Practice position;
 - Analyse third/independent sector demographics; and
 - Complete a gap analysis comparing demand with workforce numbers and skills
14. Demographic analysis included in the plan and in its updates indicate that service demand can, in general, be expected to increase. However, these broader demographic trends have not been translated into expected impacts on individual HSCP services or the requirement for particular specialisms.

Strategic Workforce Risks

15. The IJB Risk Register includes a Workforce category, with a general risk relating to Staff Resource. Some Internal Controls have been identified and recorded, however there is limited detail on the extent to which these contribute to risk mitigation. At time of review, the risk score against Staff Resource remained 5x5, indicating that management's assessment is that the existing internal controls do not mitigate the risk.
16. The Workforce Plan is recorded as one of these internal controls, and there is in turn a Workforce Strategic Risk Register which contains risks related to demand, staffing pressures, and workforce planning. The development of the register has been impacted by a lack of available resource.
17. The Workforce Strategic Risk Register has been developed from the assessment of risks included in the first iteration of the Workforce Plan in October 2022. This first iteration also included a high level action plan, and both the Workforce Plan and high level action plan are formally updated annually. We compared the risks and internal controls set out in the current iteration of the Workforce Plan with the Internal Controls identified within the Workforce Strategic Risk Register, and the actions laid out in the Workforce action plan.

18. Although we found that these are generally consistent, the parallel development of the action plan and the risk register means that these are not explicitly linked. This makes it difficult to determine the extent to which the actions in the action plan represent mitigations for particular risks, and/or the implementation of internal controls that have been determined to be required. Similarly, the risk register in its present state of development does not provide a comprehensive assessment of the controls that are in place or which are required to be implemented to reduce risks to a level acceptable to management.

Monitoring and Assurance arrangements

19. The development of the Workforce Plan, as well as monitoring of workforce issues more generally, is carried out by a Workforce Planning Group which was originally convened as a short life working group. This group developed the initial iteration of the Workforce Plan for submission to the Scottish Government, but ultimately became responsible for implementation of the plan and its ongoing review and update.
20. Despite the development of its role, the Workforce Planning Group is not convened according to formal terms of reference. Its role is articulated to an extent within the Workforce Plan, however there are aspects of the plan which depend on work undertaken by others, both inside and outside the HSCP. In particular, the HSCP is dependent on partners and external bodies for the provision of certain data, and aspects of workforce planning, such as forecasting future workforce requirements, are influenced by service redesign work taking place under the direction of other management groups and committees.
21. There is a risk that the Workforce Planning Group is perceived or understood to have responsibilities over aspects of workforce planning which are beyond its control. Where these responsibilities are not clearly articulated or allocated, this ambiguity could result in inadequate management attention towards significant issues.
22. Each iteration of the annually updated Workforce Plan has included a list of actions, although the Plan presents these at a relatively high level. This is supported by a more detailed action plan and tracker document which is considered as a standing agenda item of the Workforce Planning Group.
23. In reviewing the plan, we observed that a number of actions are not well-formed, in the sense that they appear to represent aspirations or longer term objectives as opposed to specific, time-bound tasks with clear criteria for assessment of their completion. For instance, a number of actions are expressed as “Undertake further work to...” or “Further develop our ability to...” without articulating what further work or development is required. The reporting presented to the Workforce Planning Group does, however, include summary updates that show the completion of sub-tasks which contribute towards the overall objective.
24. The consequence is that, while there is clear evidence of significant activity being undertaken, the plan and its tracker do not provide strong assurance that planned actions are progressing as they should, or that the progress that is being made contributes effectively to the mitigation of workforce risks.
25. There is a risk that management time and resource is not directed towards the actions that will have the greatest impact in mitigating workforce risks. Where actions have a very broad scope it becomes difficult to assess the level of time and resource required to implement them, and therefore the extent to which the plan is realistic and deliverable.

26. The Workforce Planning Group receives and considers a number of reports breaking down workforce data. In particular, reports summarising vacancies, and reports separately summarising absence statistics for staff employed by Dundee City Council and NHS Tayside.
27. Where the Workforce Strategic Risk Register identifies internal controls, these do not include any reporting controls. As such, there is no explicit link between the information which is reported to, and scrutinised by, the Workforce Planning Group and the mitigation of workforce risks.
28. While there is a clear subjective link between vacancy and absence data and workforce risks related to recruitment and wellbeing, clearly determining the purpose for which information is reported would enhance the effectiveness of reporting. This should be in terms of either the controls over which it provides assurance, or the events for which it provides notification or early warning.





Data

29. The Workforce Planning Group has convened a data subgroup with a remit to coordinate and collate information across the Tayside region, agree a common dataset across the HSCPs, and agree on a common reporting approach. The data subgroup includes representation from the three Tayside HSCPs and NHS Tayside.
30. The work of the data subgroup is complicated by differences in data recording and reporting formats between Council and NHS bodies, as well as differences in recording systems, however the data subgroup has achieved good progress in agreeing a common set of definitions and reporting conventions that can underpin further development.

Section 4 Definition of Assurance and Recommendation Priorities

Definition of Assurance





To assist management in assessing the overall opinion of the area under review, we have assessed the system adequacy and control application, and categorised the opinion based on the following criteria:

Level of Assurance		System Adequacy	Controls
Substantial Assurance		A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.	Controls are applied continuously or with only minor lapses.
Reasonable Assurance		There is a generally sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited.	Controls are applied frequently but with evidence of non-compliance.
Limited Assurance		Significant gaps, weaknesses or non-compliance were identified. Improvement is required to the system of governance, risk management and control to effectively manage risks to the achievement of objectives in the area audited.	Controls are applied but with some significant lapses.
No Assurance		Immediate action is required to address fundamental gaps, weaknesses or non-compliance identified. The system of governance, risk management and control is inadequate to effectively manage risks to the achievement of objectives in the area audited.	Significant breakdown in the application of controls.

Section 4 Definition of Assurance and Recommendation Priorities

Assessment of Risk

To assist management in assessing each audit finding and recommendation, we have assessed the risk of each of the weaknesses identified and categorised each finding according to the following criteria:

Risk Assessment		Definition	Total
Fundamental		Non Compliance with key controls or evidence of material loss or error. Action is imperative to ensure that the objectives for the area under review are met.	None
Significant		Weaknesses in design or implementation of key controls i.e. those which individually reduce the risk scores. Requires action to avoid exposure to significant risks to achieving the objectives for area under review.	Three
Moderate		Weaknesses in design or implementation of controls which contribute to risk mitigation. Requires action to avoid exposure to moderate risks to achieving the objectives for area under review.	Two
Merits attention		There are generally areas of good practice. Action may be advised to enhance control or improve operational efficiency.	None

REPORT TO: CITY GOVERNANCE COMMITTEE – 2 DECEMBER 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

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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



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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.

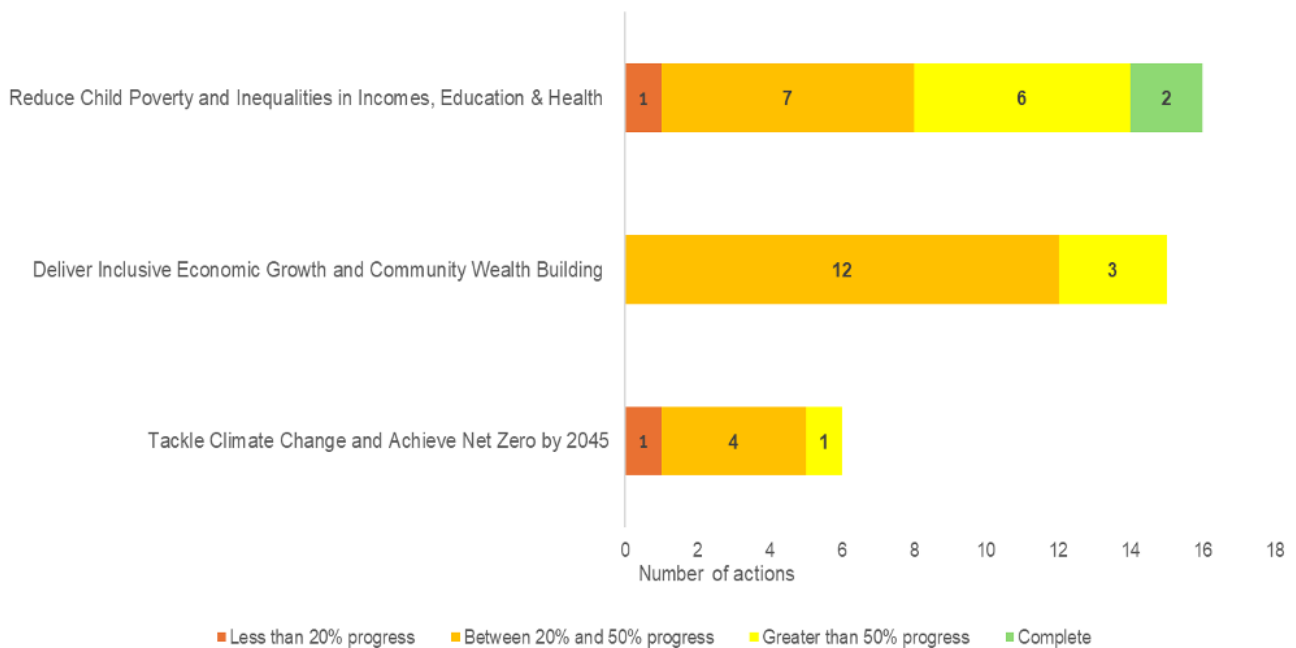
Table 1: City Plan Performance indicators

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



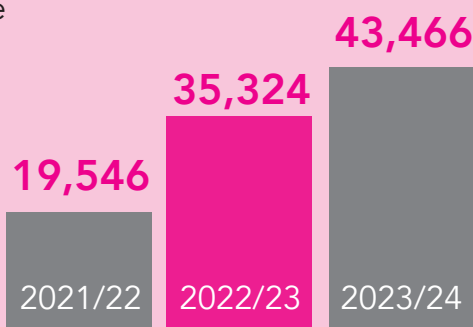
88.2%

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

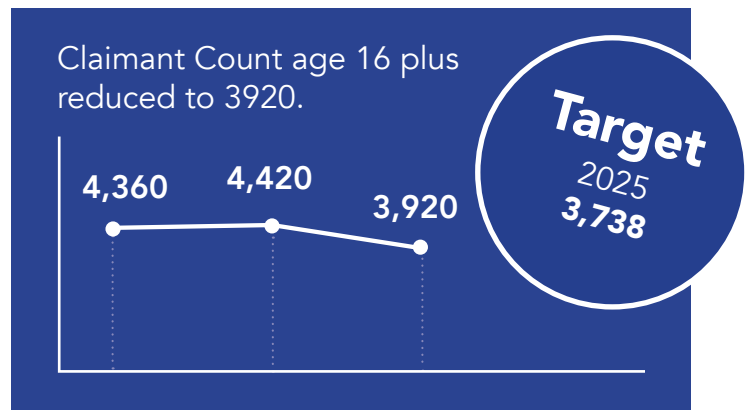
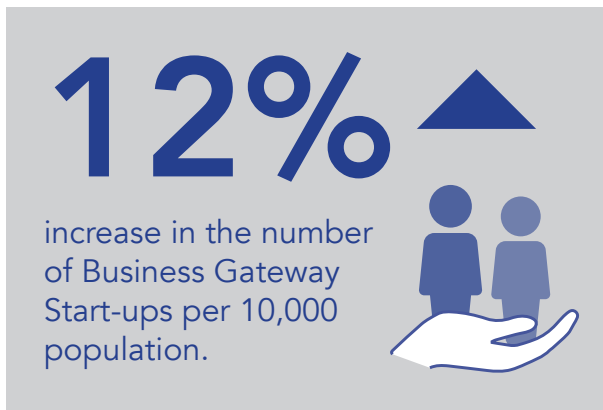
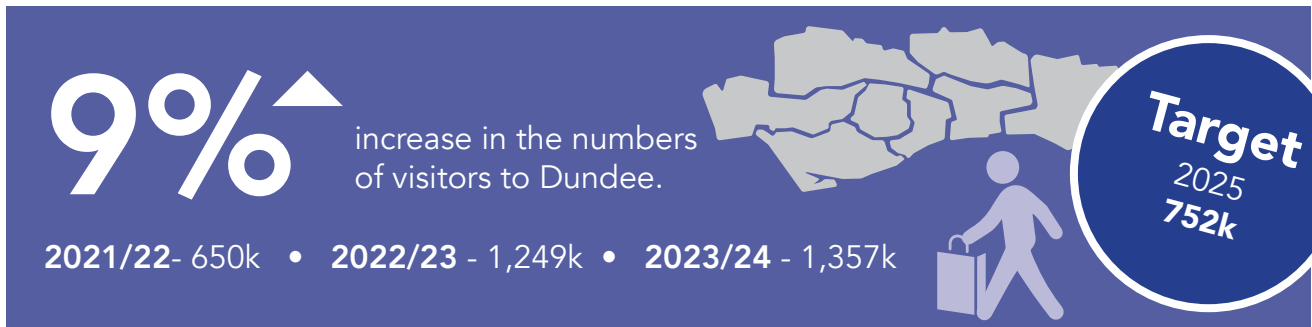
Actions in the plan	Progress %	Due Date	Lead Partner or Group
Continue to develop and implement the local fairness initiatives in Linlathen and Stobswell West	85%	31-Mar-2025	Local Fairness Initiatives Project Board
Increase the uptake of the under 22s free bus travel, ensuring that young people in the 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

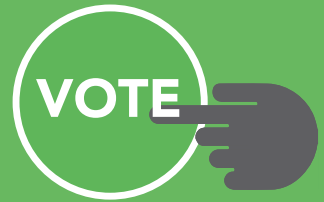
Tackle Climate Change and Achieve Net Zero by 2045



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

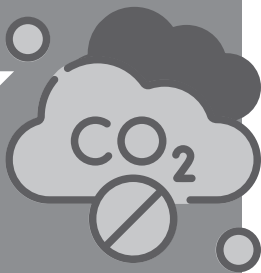
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votes cast, and a total of 10 projects received funding through the Dundee Climate Fund 2.0.



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.

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