

**ITEM No ...3.....**

**REPORT TO:** CITY DEVELOPMENT COMMITTEE – 6 MARCH 2023  
**REPORT ON:** CITY DEVELOPMENT SERVICE PLAN 2021-2024 PROGRESS REPORT  
**REPORT BY:** EXECUTIVE DIRECTOR OF CITY DEVELOPMENT  
**REPORT NO:** 53-2023

**1 PURPOSE OF REPORT**

1.1 To provide a progress report as of 6 March 2023 on the Service Plan for the City Development Service for the period 2021-2024.

**2 RECOMMENDATION**

2.1 It is recommended that Committee approve the Service Plan progress report as attached at Appendix 1.

**3 FINANCIAL IMPLICATIONS**

3.1 Measures identified within the report will be funded from the City Development revenue budget or capital programme as appropriate.

**4 BACKGROUND**

4.1 In November 2020, elected members endorsed the Council's Action Plan to address the recommendations from the Best Value Audit (Article IV of the minute of the meeting of Dundee City Council on 16 November 2020, Report No: 284-2020 refers). The Action Plan sets out that all services are to develop a Service Plan for the period 2021-2024 and present these plans to the appropriate Committee and provide progress reports twice yearly.

4.2 Report Number 185-2021 presenting the Service Plan for City Development Service for the period 2021/2024 was approved at City Development Committee on 21 June 2021 (Article II of the minute refers). The Service Plan sets out the strategic direction for City Development for the next three years and outlines key priorities and improvements, based on the financial and employee resources available. It also identifies the key actions to be undertaken to meet these priorities, and the performance indicators which will be used to monitor progress.

4.3 The report attached in Appendix 1 is the third performance report in relation to this Service Plan and report on performance for Quarter 3 and Quarter 4 of financial year 2022/2023. It provides an update on the performance indicators and actions under each priority theme in the plan, and where required, identifies further improvement activity to achieve the targets and action in the plan. 11 are on target and a year into the plan positive progress is being made on most actions, despite the ongoing impact of the Covid-19 pandemic.

4.4 The key priorities for the City Development Service over the period 2021/2022 to 2023/2024 are set out in the report, which also includes performance measures and actions for each individual service area. Performance in relation to these measures and actions will be monitored in accordance with the Council's Performance Management Framework.

4.5 The reporting periods for Actions and Performance Indicators relative to the City Development Service Plan 2021/2022 to 2023/2024 are, in the main, annual. Ongoing consideration will be given to whether these can be revised to provide a more comprehensive and clearer picture of the ongoing progress being made.

**5 POLICY IMPLICATIONS**

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

**6 CONSULTATIONS**

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

**7 BACKGROUND PAPERS**

- 7.1 None.

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Dundee City Council  
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RP/KM

13 February 2023



City Development  
**Service Plan**  
**2021-2024**



# City Development

Quarter 1 & 2 Performance Report November 2022

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## Executive Summary

Despite the challenging circumstances as the global economy struggles to recover after the pandemic, City Development's performance remains positive, with a number of areas of notable improvement:

- Achieving the highest level of housing completions of the past decade.
- Continuing to grow Dundee's reputation as one of the leading councils in the drive towards Net Zero including the successful Climate Change Leadership Group, the introduction of the £750,000 Dundee Climate Fund to support community led climate change projects and being the first city to launch a Climate Emissions Dashboard.
- Ongoing improvement in the Discover Work Employability Pathway is delivering improved performance for the 11,000 Dundonians without work and City Development will lead a Change Programme to deliver a step change in youth participation rates for young people.
- Creating or safeguarding jobs remains a key priority with over 1000 people now working within the Waterfront, and 1000 jobs safeguarded in the new BT office development.
- Although pressure remains on a number of areas particularly where the Council competes with the private sector for staff, we have responded by restructuring teams such as building standards and safety and bringing new talent into the organisation through apprenticeship schemes both at graduate and MA level.
- An increasing focus on external funding and the creation of a corporate funding team has delivered the first major investment in sustainable transportation, with a £14 million successful levelling up fund bid for a Green Hub and Spoke Transport project.
- The City Centre Strategic Investment Plan was successfully launched with around 200 responses to the consultation, and very positive feedback from developers. A number of high-profile initiatives have been launched as a result of the plan with funding from Scottish Government.
- Tay Cities Region Deal Programme Management Office is hosted within City Development and the deal continues to perform at a high level with two thirds, £219m of the Deal, having secured Joint Committee approval and £79.1m of Deal monies released.
- The work of the service is not all serious – our City Promotion Team worked with DC Thomson to erect the Beanotown sign on Dundee Law, raising Dundee's profile around the world, and putting a smile on thousands of faces, young and old.

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# City Development

## Service Priorities

- Delivering a series of Sustainable Transport interventions, and developing a Sustainable Transportation Plan, to help reduce carbon emissions, reduce dependence on cars, and improve air quality.
- Continuing the property rationalisation programme to reduce the amount of property occupied by the council - we currently spend over £17m annually on maintaining corporate property and we need to realign this to focus on service delivery rather than keeping unnecessary buildings open.
- Job creation remains at the heart of what we do, and we can now clearly show that key strategies in locations such as Dundee Waterfront, Michelin Scotland Innovation Parc and Dundee Technology Park are all starting to deliver jobs and investment.
- Climate change and sustainability are key priorities for the Council, and we will deliver a series of short-term interventions to highlight the Council's commitment to addressing the climate emergency and support the asset investments made to reduce carbon emissions.
- The staff of City Development are our key asset, and we will continue to invest in workforce plans for each of the three divisions. City Development has an ageing workforce profile and we will work to bring new talent into the service including graduate and apprentice positions throughout the service.
- The impact of COVID-19 will be felt across the city but nowhere more than the city centre. We will finalise the City Centre Strategic Investment Plan as a key corporate document, with priorities identified for the council and key public and private partners.
- Building on the success of V&A Dundee, we will work with partners to take forward proposals for Eden Scotland and the E-sports/entertainment arena in Dundee Waterfront. We will also deliver the Tay Cities Deal and the Dundee projects supported by the programme.
- As the lead on supporting commercial activity for the council, we have a key role to play in bringing new attractions to Camp erdown Park and we will work to secure investment and create jobs without damaging the natural environment of the park.
- Construction is one of the key local sectors and house building numbers is a key measure of how effective we are. By ensuring sufficient land is allocated and appropriate permissions are granted we aim to support the delivery of our target of 480 houses completed each year through support from colleagues across the service
- Delivering its commitment to the Tay Cities Region Deal.
- A final key priority is financial sustainability, and we aim to achieve a balanced budget once the short-term impact of COVID-19 is addressed along with the cost of living crisis and construction inflation.

## Status of Key Performance Targets



Key Performance Targets: ● - On target, ▲ - Within target threshold, ◆ - Below target

## Trend of Performance Indicators

11 Improved and Maintained ↑

7 Deteriorated ↓

Most Improved PI's ↑	Most Deteriorating PI's ↓
Cost of maintenance per km of roads.	Average number seriously injured - Road safety statistics to meet Scottish Government's improvement targets.
People securing and progressing into employment through the Employability Pathway.	

## What Action Will We Take?

**Action Status:** **Assigned:** Action has been assigned to an officer. **No Update:** the action's due date has passed and the action is not yet complete. **In Progress:** the action has progressed and is not at no update. **Completed:** the action is complete.

## Sustainable Transport & Roads

### Action we have taken

City Development has continued to deliver infrastructure to support sustainable transport and reduce carbon emissions from both the Council's own assets, and provision of facilities for the travelling public.

£14m of UK Government Levelling up Fund was secured as part of a competitive bidding process to deliver a Green Hub and Spoke project. To improve sustainable transport provision and connectivity at the north west gateway to the City Centre, the Bell Street multi-story car park will be converted to a low carbon transport hub featuring improved active travel connections, electric vehicle charging provision, and high quality public realm space to link the facility with the education quarter. The project design will be developed in 2023 with construction work programmed to commence in 2024.

In 2022 the Council continued to expand its fleet of zero emission heavy vehicles with the order of two new electric refuse collection vehicles (RCVs), reducing the Council's CO2 emissions by 56 tonnes each year. Dundee has the highest proportion of zero emission vehicles of any Scottish local authority. At present 53% of the Council's cars, 16% of LGVs, and 17% of RCVs are electric. In addition, the Council has continued to rationalise its fleet with the removal of 41 petrol and diesel cars and a number of items of operational plant and vehicles.

During 2022, further, solar energy production technology has been installed at the Council's Marchbanks and Clepington Road Depots with new solar arrays installed at each site. The production of renewable electricity at source lessens the grid demand associated with expansion of electric vehicle charging infrastructure and reduces electricity costs through production of on-site renewable power.

A new salt shed has been installed at the Marchbanks Depot this year which has enabled the Council to change from imported sea salt to indigenous rock salt which is a by-product of potash fertiliser mining. This has both reduced the cost of material procurement and lowered the carbon footprint associated with shipping salt from North Africa.

Construction is nearing completion on the Council's 4th public electric vehicle charging hub on Clepington Road and a further 18 on-street chargers are being installed at 7 locations across Dundee. These public chargers will provide capacity for the growing number of electric vehicles in the city.











Active travel provision has continued to be improved during 2022 with further phases of the Broughty Ferry Active Travel route commencing and winter maintenance of the NCN 1 and 77 being delivered by a new electric cycleway gritter.

Work is progressing on improved cycle storage facilities in the City Centre with plans being developed for adaption work to the Olympia and Greenmarket multi-story car parks to facilitate bike storage. These will be complemented by new on street bike shelters for shorter duration visits to the City Centre's facilities. Plans are also being progressed to introduce an initial 40 on-street secure bike storage units in residential parts of the city where availability of bike storage maybe a contributing barrier to cycling uptake.

Option appraisal work is in progress for a series of new active freeway routes throughout the city and also evaluation work on potential bus priority routes. Further external funding grants have been awarded for development of active travel improvements including detailed design of enhanced pedestrian streetscape in Union Street following an initial concept design planning stage undertaken in conjunction with stakeholders. Other projects awarded design development stage funding include proposals for active travel links at the Ninewells Hospital campus, Western Gateway and the new East End campus.

Work continues on the installation of Automatic Number Plate Recognition (ANPR) camera equipment and signage for the low emission zone in advance of enforcement commencing on 30 May 2024. The Council are also improving road safety and air pollution in communities with the inception of a further 5 school street zones and a forward programme of 20mph zones throughout the city.



Status	Performance Indicator	Latest Data	Current Target	Long Term Trend	Notes & History Note
	Percentage of Category 1 potholes repaired within 4 hour target response time.	99.5%	90%		2022/23 second quarter results.
	Percentage of the road network that should be considered for maintenance treatment as determined by the Scottish Road Maintenance Survey RCI Statutory KPI.	25.6%	27.7%		2019/20 = 25.9%. 2020/21 = 25.6%. 2021/22 = 28.2%.
	Average number seriously injured - Road safety statistics to meet Scottish Government's improvement targets.	36	25.5		Reference to the annual road safety report presented to the 5 September 2022 City Development Committee (report 210-2022). There were 36 serious casualties recorded in 2021. Overall, casualty accidents are on a reducing trajectory.
	Statutory Undertakers' performance.	93%	90%		Openreach/BT - Passed 98.4%. City Fibre - Passed 92.2%. Scottish Water - Passed 94.2%. Scottish Gas Networks - Passed 92.6%. Scottish Southern Electricity - Passed 95.8%. Virgin Media 86.7%. Average of SUs Passed 93%.
	Cost of maintenance per km of roads.	£14,094	£15,000		2019/20 = £18,962. 2020/21 = £16,346. 2021/22 = £14,094.

## Areas for Improvement





Road and Streetlighting Partnerships have continued to achieve all statutory performance targets in accordance with the Council's inspection and defect categorisation policy. The cost of road maintenance per km performance indicator is below the targeted £15,000 per km. While the reduction in cost is partly related to efficiency resultant from a departmental restructure completed in 2020 and the LED energy reduction programme which concluded in 2021, the cost reduction is also reflective of successive mild winters and decreased capital investment in planned maintenance work.





The road safety performance indicator is one of 4 national road safety key performance indicators. While the number of seriously injured casualties has increased on the previous year, with reference to the 2021 annual road safety report presented to the City Development Committee on 5 September 2022 (Report 210-2022 Article IV of Minute refers), overall accident figures declined. The Council is continuing to deliver a programme of road safety interventions at accident cluster sites which alongside education, enforcement, and vehicle safety, is targeted to continue the downwards trajectory of accidents on Dundee's local road network.

## Design & Property

### Action we have taken

- Broughty Ferry flood prevention scheme is now fully operational with the public being able to enjoy the full length of the completed scheme commencing at Stannergate with the lighting installation, leading into the full flood defences at Douglas Terrace running along to the Castle Green.
- Broughty Ferry to Monifieth Active Travel initiative is now being carried out in sequenced phases with lengths of cycle and footway available for public use. Future phases have been approved with the successful contractor commencing on works to progress the scheme into Angus Council, including the replacement of the Dighty Bridge.
- Design development work continues the new East End Community Campus with Design & Property staff working closely with colleagues in Children & Families Services with the formal planning permission now been granted.
- The proposed waterfront Site 6 office design development phase is progressing with Planning permission being recently approved. Once completed the development will create or safeguard around 350 jobs.
- Craigie Redevelopment for Young Persons Unit is currently on site with an anticipated completion date around April 2023. In-house design and management delivered by Robertson Construction Tayside will provide a new looked after care facility for the young people of the city.
- Remedial works on Olympia and Dundee House are continuing in line with programme.
- Energy Efficiency Capital Projects: Photovoltaic Installations will proceed with the successful contractor appointed, with an anticipated completion in late spring. This includes PV systems at Harris, Kingspark, DCA and Menzieshill House to help reduce energy costs across estate.
- Property occupancy remains high, with significant property lettings taking place during the year, including Dudhope Castle, and the eight (of nine) units at the waterfront.
- Land sales continue to generate both capital receipts and accommodate residential and industrial /commercial property developments. Increased requirements to mitigate for climate change, particularly dealing with surface water drainage, has resulted in some developments and associated land sales becoming more complex and expensive.

Status	Performance Indicator	Current Target	Short Term Trend	Notes & History Note
	Proportion of operational buildings that are suitable for their current use.	83%		Continued investment in new nurseries, with plans to provide a replacement for Craigie and Braeview will support improved condition results.
	Proportion of internal floor area of operational buildings in satisfactory condition.	88%		Investment in new property has enabled condition scoring to remain stable. Budgetary pressures will have a long-term negative impact on condition scoring.

Status	Action	% Progress	Notes & History Latest Note
	Replace current Asset Management system.	10%	The existing Asset Management software system is inefficient and requires significant manual inputting. A new system will be developed once other IT projects have been implemented.
	Review and update construction Health & Safety training for staff.	10%	A programme of Health and Safety refresher training has been planned for implementation. The commencement of the sessions have been delayed due to the course trainer leaving their current post. Alternative arrangements are currently being made to deliver the refresher training.
	Quality Management System Updates.	90%	QMS system for Architectural Services is in place and being used. Capital Projects teams QMS system is being prepared and is scheduled to be in place spring 2023.
	Partnership Working with Housing & Construction Services.	100%	We are continuing to develop a collaborative partnership working arrangement with Housing and Construction Services through the Executive and Steering groups to improve delivery and co-ordination of work programmes.

## Areas for Improvement

Continue to implement further property rationalisation, including letting of core office space to other public sector agencies, and supporting other Services in reducing operational property assets.

There will be continued investment in new education establishments, with plans to provide a replacement for Craigie and Braeview High Schools as part of the new East End Community Campus. This will support improved condition results.

Work with Corporate IT service to accelerate delivery of replacement Asset Management system.

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## Planning and Economic Development

### Action we have taken

The Discover Work Partnership, the City's Local Employability Partnership, launched a new strategy and action plan for 2022-2027 which aims to transform the city's approach to employability and improve employability outcomes for 11,000 residents without work in the city. The Partnership has achieved significant improvement in performance, and published a second challenge fund, which committed a further £1.55m for the delivery of additional/enhanced services in the city.

The Adult Employability Service continues to deliver an end to end employability service from its city centre location in the Shore. In the year to date, the Service has expanded support to employers. This included a Scottish Social Security Academy which achieved 100% job outcomes (10 jobs from 10 places) and work with C J Lang for whom the Service has provided 3% of the total workforce. The team have also supported approximately 100 Ukrainian refugees tailored to their individual needs including establishing our own in-house interpretation service and bespoke training.

The Draft City Centre Strategic Investment Plan that sets out an ambitious 30-vision for the regeneration of this area was approved as a basis for further stakeholder engagement. Early actions to implement improvements are progressing, including a Shopfront Enhancement Grant Scheme in Union Street and a pilot project to remove commercial waste containers from city centre streets.

The City Centre Manager is engaging with trade waste contractors as an early action in support of a bins off the street approach in the city centre with a pilot set to commence in March 2023. This will support wider efforts to enhance the public realm that is a key focus of the emerging City Centre Strategic Investment Plan.

The Forth & Tay Offshore wind cluster continues to connect local support chain companies to emerging opportunities in the sector has been undertaken with a major supply chain event delivered at MSIP on 23 November 2022 attracting 300 attendees. The tangible benefits for Dundee were further demonstrated with the announcement in August 2022 that Port of Dundee had been selected as the pre-assembly and marshalling site for the construction of the 1.1 GW Inch Cape Windfarm, which will be Scotland's largest single source of renewable power when complete.

Businesses in the city emerged from the pandemic to new challenges caused by soaring inflation and energy costs. DCC funded Business Gateway Tayside has supported businesses during these difficult times and has continued to meet its delivery targets. The Council has also offered support to growth businesses through development of a Business Growth and Innovation Scheme utilising Scottish Government Local Authority COVID Economic Recovery Funding.

The free public wi-fi project and 5G Test bed in the Central Waterfront area are now operational, and the first pathfinder use case trials have been approved as part of the £2m of Tay Cities Deal funding. The first of which culminated in the delivery of a major Esports event at the DCA in November 2021. Further use case trials are being planned for delivery in early 2023 which include an Abertay University led project on Virtual Production. A Challenge Fund to support delivery of further use case trials in 2023 was launched in December 2022.

Delivery of the site Investment Programme at Michelin Scotland Innovation Parc continues apace with the completion of the Skills Academy, Innovation Labs and Makerspace projects. Construction of the Parc's flagship Innovation Hub will have now started and is due to complete late 2023.

A successful extended edition of the Dundee Summer Streets Festival celebrated Dundee as the home of comics with highlights including the Dennis and Gnash Dash, All or Nothing aerial show, a world record attempt and the spectacular Beanotown sign. The press picked up the story world-wide with the Beanotown sign images being published in France, Ireland and New Zealand, and with national TV coverage. Over 45,000 people actively took part in activities during the festival, with 80% of those being from Dundee. Meanwhile the regular programme of external events began to return to the city post pandemic with summer concerts in Slessor gardens from DF Concerts, Grandslam and Live Tours.

Planning permission has been granted for a variety of new developments across Dundee including the East End Community Campus; a new office development at Site 6 in Dundee Waterfront; and purpose-built student accommodation developments in the city centre. Construction work has commenced on key sites, including the mixed use development at Greenmarket which will be occupied by BT; a new retail development and residential development on Murraygate; and the conversion of Custom House to residential development.

WinterFest in Slessor Gardens once again featured an ice rink, big wheel, bar and markets. In City Square an extended offer included music alongside installations including a light up maze, wishing fountains, the Dundee Christmas Card and curling. Dundee hosting its first Dundee Hooley celebrating St Andrew's Day alongside the #DundeeKindness exhibition, with over 250 torches carried, led by the Lord Provost and High School of Dundee Pipe Band, and followed by the beautiful Ghost Caribou, Kanzen Karate, Urban Moves and Cirque Bijou's light up umbrellas and Brass Aye! Brass band. Approximately 5,500 – 6,000 people attended the event.

Dundee City Council has been re-appointed as Building Standards verifier for a further 6 year period to April 2029. This is the maximum period for which an Authority can be appointment by Scottish Ministers and recognises the measures that have been made to improve the performance of the Building Standards team. The restructure of the Building Standards Team has now been fully implemented, including the recruitment of 3 modern apprentices.

As recovery from the pandemic continues, passenger numbers on the air routes to London City, Belfast City and Shetland have grown, demonstrating strong demand. Dundee Airport, which sustains over 100 jobs in the city, received a further boost with news that a new route between Dundee and Orkney will commence operation in March 2023.

The External Funding Team co-ordinated the preparation, submission and subsequent approval of the UK Shared Prosperity Fund Delivery Plan and launched several challenge funds as part of the UKSPF 2022/2023 spend. The team also supported a Levelling Up Fund application for a Sustainable Transport Hub at Bell Street.















A new home for Scotland's cyber security has been established in Dundee. Funded by £5.7m from the UK Government and £6m from the Scottish Government through the Tay Cities Regional Deal, cyberQuarter opened on the Abertay University campus in Dundee this summer. Tenants include NHS National Services Scotland, Techscaler, Scottish Business Resilience Centre, Cyber Scotland and Scotland 5G Centre.


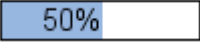

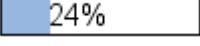

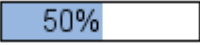

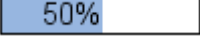

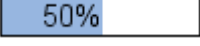

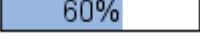
The Tay Cities Regional Deal funded Discovery Dome was formally opened on 5 October 2022 providing a spectacular 360-degree panoramic view over the city and the River Tay.


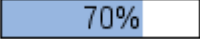


In the City Centre and District Centres, Dundee City Council, working with Dundee & Angus Chamber of Commerce, is actively promoting the Dundee Loves Local scheme to encourage shoppers to support their local high street. Approximately 200 businesses have signed up and works are ongoing to ensure higher use and uptake.

The Planning Service continues to perform at high level, with a proactive approach intended to accelerate development activity in the city, helping grown and sustain construction sector employment. Housebuilding numbers in 2022 were the highest in the past ten years, with over 500 new homes completed.



Status	Performance Indicator	Latest Data	Current Target	Short Term Trend	Notes & History Note
	Planned new jobs from completed inward investment projects.	24	170		The pandemic created an extremely challenging environment for inward investment. Looking forward there are encouraging signs with the letting of Agnes Husband House to SSSA, the recent announcement of 300 NHS jobs and 30 NHS security jobs within the Cyber Quarter building at Abertay University. There is also significant interest in the Michelin Scotland Innovation Parc (MSIP) site with first occupiers now on site and further announcements anticipated.
	Total no. jobs in tourism sector.	9000	8,440		The rise in Tourism employment reflects the increase in tourism related businesses in the city. These include new bars, restaurants and hotels. Employment numbers are rounded to the nearest thousand so whilst this is a welcome trend some caution should be exercised in interpreting the scale of increase. 2018 was a record-breaker for tourism in Dundee, with the industry contributing £187 million to the local economy and supporting thousands of jobs. There were 1.05 million tourism visits to the city, up 19.2% on the previous year.
	New business start-ups supported by Business Gateway	245	286		Start Ups for year ending March 22 in Dundee was 245. Across Tayside, the target for start-ups was fully achieved. There are no specific targets within the Business Gateway contract for each local authority area.
	Percentage of requests for a building warrant responded to within 20 working days.	71%	100%		Drop in performance due to loss of staff. Restructure of the Team is now complete, with performance improving again.
	People securing and progressing into employment through the Employability Pathway.	135	103		The Employability Pathway as a rolling programme has successfully progressed 1448 people in Dundee into a positive destination (e.g. employment, self-employment or further education/training) between October 2019 and December 2022. As a subset for Q3 of 2022/23, 128 people moved into a positive destination.
	Percentage of dangerous building incidents responded to within 24 hours.	100%	100%		Some (non-dangerous) incidents not attended to within 24 hours following assessment of risk.
	Total number of house completions.	524	500		This is actual figure following the completion of HLA in 2022.

Status	Action	% Progress	Notes & History Latest Note
	Evolution of Discover Work Partnership, publication of Discover Work Strategy, absorption of new funding streams and ongoing development of the Discover Work Service.		Discover Work Strategy & Action Plan 2022-2027 now published.
	Delivery activities that support the recovery of the City Centre and support the development and delivery of a City Centre Strategic Investment Plan		The City Centre Strategic Investment Plan was successfully launched with around 200 responses to the consultation, and very positive feedback from developers.  Project Groups set up for City Dressing, Lighting and overall city Centre Recovery funding.
	Deliver City Deal Investment to develop next generation of key economic development and visitor infrastructure across the city.		The new Discovery Dome at Discovery Point has been completed and was formally opened in October 2022 enhancing the visitor attraction offer in the city.
	Delivery of business and investor support and engagement across the city.		Council funded Business Gateway services continue to meet performance targets for support to start-ups and growth businesses. A re-tendering of the service commenced in October 2022 for provision from 2023/2024 forward. Engagement with potential investors continues and team is working closely with partners including Scottish Development International (SDI), MSIP and Dundee Port to attract new investment to the city. Notable successes include the safeguarding of circa 1,000 jobs at BT with building of new regional headquarters in the city and the securing of windfarm assembly work for the Inchcape Wind Farm by Dundee Pot.
	Swallow Roundabout upgrade.		The developer is awaiting Transport Scotland signing the Minute of Agreement for works to allow works to commence. Anticipated start-on-site Summer 2023.
	Support our Key City Growth Sectors.		A range of work is being undertaken to support sector growth. This includes a focus on digital skills with the second digital fortnight in the city in November 2022. Tay Cities Deal investment has enabled the completion and opening of new CyberQuarter and Abertay and funding has been approved for

Status	Action	% Progress	Notes & History Latest Note
			Growing the Biomedical Cluster project that will support further life science investment. The Forth and Tay Offshore Cluster is funded the Council and is a partnership facilitated by Scottish Engineering which is working to develop supply chain opportunities for businesses in the region and jobs for local people. BioDundee continues to support the life sciences cluster in the city with a major conference held in May 2022 and a partnership event in December 2022.
	Position Dundee as a Tech City through investment and development in the Cities digital infrastructure, skills and talent pipeline.		Through effective engagement and liaison with digital infrastructure providers the department is helping to facilitate the development of gigabit broadband and mobile connectivity across the city. A major programme of works by Cityfibre is ongoing. The Public WIFI network at Dundee Waterfront was launched in November 2021 and work on the 5G Testbed at Slessor Gardens was completed in April 2022. The Digital Playpark at Waterfront Place is also complete. Digital Fortnight, promoting the digital skills agenda was held in November 2022 with DCC playing a co-ordinating role.
	Delivery of high-quality employability services to key target groups across the City and supporting them into sustainable employment.		Services to unemployed adults targeted at people who live in employment deprived areas, older workers and long term unemployed, BME communities and refugees continues to be delivered.

## **Areas for Improvement**

The structure of the Planning service is being reviewed to ensure that appropriate resources are in place to comply with the wide range of new duties arising from the Planning (Scotland) Act 2019.

Working with the city's Tourism Leadership Group, efforts to grow the tourism sector in the city will continue following the significant impact of the pandemic on businesses.

## Climate Change & Sustainability









### Action we have taken


A detailed analysis of the Council's progress on reducing its carbon footprint was presented to P&R Committee in November 2022. Key points included:




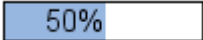

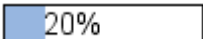



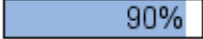
- carbon footprint for the Council has reduced by 2% in the past reporting year and by 50% since the baseline year of 2007/08; and
- investment in the Non-Domestic Energy Efficiency (NDEE) basket of projects and Street lighting LED programme are starting to have positive impact on carbon savings from electricity use in buildings and will continue to have a significant positive impact on carbon savings in future years.

To support COP26, Dundee City Council were asked to demonstrate their ongoing commitment to tackle climate change and shift towards a lower carbon, more inclusive society through becoming signatories to the C40 Cities: Race to Net Zero pledge. Progress includes:

- Delivery of the award winning '**Dundee Celebrates COP26**', a six-week programme of events with over 30 local partners to engage, educate and encourage people to find solutions to climate change. Over 12,00 people attended the launch event in Slessor Gardens. As a direct legacy, the **Sustainable Dundee Network** was established to continue this partnership work and create collaborative public engagement initiatives, share innovation and develop learning opportunities for net zero.
- Internal **Climate Literacy training** delivered, including online Sways; mandatory Climate Literacy E-Learning module; and a bespoke Climate Literacy Leadership training course for over 100 managers.
- **Net Zero Business Event** for over 50 SMEs as part of Earth Hour Week in March 2022.
- Visits by both the **UK Climate Change Committee** and **Scottish Parliament's Net Zero, Energy and Transport Committee** to better understand the challenges and opportunities of delivering the UK and Scottish net zero targets.
- In November 2022, the city of Dundee was awarded 'A-List Status' in its first ever climate progress report to the highly respected **Carbon Disclosure Project (CDP)**, a not-for-profit charity that runs the global disclosure system for investors, companies, cities and states to share their climate action.
- **Dundee Climate Leadership Group** commenced work on a first of its kind, public/private whole system approach to **Local Area Energy Planning (LAEP)** and **Local Heat and Energy Efficiency Strategies (LHEES)**, leveraging a £340,000 Ofgem Innovation fund to support its development. The plans aim to establish a comprehensive understanding of the city's energy demand assets for heating, cooling, and power.
- In September 2022 the **Sustainable Dundee Website** ([www.sustainabledundee.co.uk](http://www.sustainabledundee.co.uk)) was launched as part of activities for Scotland's Climate Week. It's a newly created and developing resource and information hub to help empower organisations, schools, and residents on their journey to net zero.
- In collaboration with the Sustainable Dundee Network, an interactive **Sustainable Dundee Map** (<https://sustainable-dundee.blue2web.co.uk>) was created with over 180 sustainability initiatives in Dundee that link directly with each of the United Nations Sustainable Development Goals (UN SDGs). The tool will be promoted in schools as an educational resource.
- In September 2022, the £750k **Dundee Climate Fund** was launched to support community-led climate change projects in the city. This is the UK's first Council-led Green Participatory Budgeting project and based on a model of Community Choices where citizens decide how to spend a budget that supports the delivery of the city's Climate Action Plan.
- In November 2022, the first day of COP27, the **Dundee Climate Emissions Dashboard** was launched with Dundee becoming the first Scottish city and one of the first in the world to digitise its climate data into an interactive, easy-to-understand visualisation of its Climate Action Plan and roadmap towards net-zero.
- The team also worked alongside the Sustainable Dundee Network to communicate conversations and actions coming out of COP27 as well as continuing to build momentum by sharing information on the successes and achievements of this past year in Dundee using the Sustainable Dundee communication platforms.

Status	Performance Indicator	Latest Data	Current Target	Short Term Trend	Notes & History Note
	Percentage of children walking or cycling to school.	49	60		Data from the Hands Up Survey Scotland taken in September 2022.
	CO2 emission (property energy consumption) in tonnes of CO2.	20,823	Continuous downward trend		<p>Energy consumption in buildings in 2021/22 increased by 12% compared with the previous year. There was a significant increase in all three main activities; natural gas consumption (+14%), electricity consumption (+9%) and gas oil consumption (+25%).</p> <p>Building energy consumption increase should be treated with caution as the pandemic and various responses has had a disruptive effect on energy management data collection, trends and analysis, including property usages. One consequence of COVID risk mitigation, was ventilation systems (where they existed) were set up to run 24/7 in all buildings. This has resulted in greater than normal consumption of electricity and gas throughout the stock.</p>
	Use of recycled materials within major capital plan construction programmes (% of works value).	1.5%	3%		The service continues to specify the use of recycled materials within capital construction plan projects. This is achieved through specification research and the WRAP suite of construction guidance.
	Dundee City CO2 Emissions (kt CO <sup>2</sup> ).	579.3	584.69		<p>There is a two year time lag on this data and the latest data available is for 2020 published by the UK Government in Sept 2022.</p> <p>These figures are produced for the Dept for Business, Energy and Industrial Strategy for the UK to track whether the UK is on course to meet national or international climate change targets. At sub-national level it can help community planning partnerships know what contribution its area is making</p>

Status	Performance Indicator	Latest Data	Current Target	Short Term Trend	Notes & History Note
					to the Climate Change Act targets.
	Percentage of electric vehicles in the city.	N/A	N/A		No consistent data currently exists to number of EV's in the city.

Status	Action	% Progress	Notes & History Latest Note
	Develop accessibility to sustainable transport options.		With reference to the City Development Committee of 7 March 2022 (Report 63-2022 Article V of the Minute refers), the brief for the Sustainable Transport Delivery Plan was approved by committee, with publication of the Delivery Plan targeted for summer 2023.
	Provide an enhanced active travel and cycle network.		With reference to the City Development Committee of 7 March 2022 (Report 63-2022 Article V refers), the brief for the Sustainable Transport Delivery Plan was approved by committee, with publication of the Delivery Plan targeted for summer 2023.
	Deliver the Council's sustainable development, climate emergency and carbon management commitments, ensuring that the Council is an exemplar in these fields.		Sustainability & Climate Change team expanded in Sept 2021.  Whilst the Council recognises its leadership role in driving forward the city's transition to net-zero we also require a plan for how the Council becomes a net-zero organisation in accordance with new statutory reporting duties for achieving zero direct emissions. To support this, the Council's first <b>Net Zero Transition Plan</b> is currently being prepared that will set out organisational emissions reduction programmes and targets and a carbon budget for each Service.
	Provide low carbon infrastructure to meet future travel demands.		Milestone delivery objective - Completion of 4th Hub.
	Reduction of energy consumption from road service apparatus.		All residential and main road lighting complete. decorative lanterns (mainly city centre) will be replaced as and when required.



## Areas for Improvement

A new Council Net-Zero Transition Plan and Carbon Budget is being prepared taking recognisance of the city-wide target for Dundee to achieve net-zero greenhouse gas emissions by 2045 or sooner and the Scottish Government's new requirement for all public bodies to:

- a state the year by which they will cease to emit any direct [organisational] greenhouse gases and their targets for reducing indirect [area-wide] emissions; and
- b report on how Public Sector Bodies will align their spending plans with these targets.

We will also Develop the statutory **Local Heat and Energy Efficiency Strategy (LHEES)** setting out a long-term plan for decarbonisation of heat in the city. In line with the LHEES also develop a partnership **Local Area Energy Plan (LAEP)** which will set out plans for the most efficient decarbonisation pathways of local energy systems (along with heat).

Work on Climate Adaptation will be enhanced with partners to include:

- 1 Review the Risk and Vulnerability Assessment and Actions in the Dundee Climate Action Plan with internal and external Sustainable Dundee partners.
- 2 Develop organisational Climate Resilience plans via the Net Zero Transition Planning process.
- 3 Participate in Adaptation Scotland's Benchmarking Working Group.
- 4 Work with partners across the region to develop a Tayside Adapts approach to Climate Resilience Planning.
- 5 Increase participation in Eco-Schools and related programmes in Dundee, via improved local support and pilot projects with appointed schools.

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## Workforce Strategy

### Action we have taken


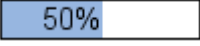








The staff of City Development are our key asset, and we continue to invest in workforce plans for each of the 3 Divisions. City Development has an ageing workforce profile and we will work to bring new talent into the service including graduate and apprentice positions through the service.

Absence levels have fallen throughout the year, and City Development now has one of the lowest levels in the Council. The Service ensures that regular team meetings take place, and that all staff benefit from regular 1-1 meetings with their line managers. All staff working from home are encouraged to come into the office regularly to support morale and team development, and this is believed to contribute to high levels of engagement in the service.

The development of existing staff continues with training plans identified through annual Employee Professional Development Reviews and the agile nature of staff deployment and resource sharing to accommodate peaks in workloads and large projects provides opportunity to expand staff experience across a range of activity areas.

During this period the Department has continued to support the city's Universities with student placements and we continue to work with partners across Dundee to expand investment and employment opportunities.

The Council has also benefitted from additional staff resource during 2022 through a long-term unemployed placement scheme which has associated placements in both office and site roles.

Status	Action	% Progress	Notes & History Latest Note
	Consider the impact of emerging legislation and future skill sets in future recruitment within the Planning & Economic Development Division.		Reviews were undertaken of Building Standards, Planning and Climate Change & Sustainability to establish structures appropriate for these services. A Corporate External Funding Team has been established in response to the increasing dependence on external funding.
	Advance the multi skilling of staff through rotation of specialist activity areas.		Staff rotation incepted in 2021 and continued on a cycle to suit workload requirements and individual staff development objectives.
	Develop a rotational programme for road engineering apprentices and create an apprenticeship programme within the Street Lighting Partnership.		Street Lighting Partnership apprenticeship programme incepted in April 2022 and rotational programme developed in conjunction with employee development reviews.
	Identify and secure funding to create a Senior Transportation Manager position.		Position established and post filled in January 2022.
	Pursue opportunities to recruit new posts in younger age-groups and enable career development in a structured and pro-active manner.		Apprentices represent 10% of engineering workforce. Succession plans in place through the EPDR process, with new staff predominantly recruited at entry level positions. 3 new temporary posts established in 2021 to bring in new staff. Structured programme of student placements in operation.

### Areas for Improvement

In order to modernise service delivery in a post pandemic environment the City Development department has embraced hybrid working practices in a number of service areas. The adoption of remote working practices is monitored by teams to balance the requirements of service delivery within each operating area.

Regular employee surveys are reviewed by the departments leadership team, together with other statistical information such as staff cover and absence rates to inform considerations on intervention requirements.

City Development has identified that its management structure has a high level of male leaders. The Service has agreed that it will work with the Council's People Service to support a women's leadership development initiative.