

ITEM No ...3.....

REPORT TO: NEIGHBOURHOOD SERVICES COMMITTEE – 12 JUNE 2023

REPORT ON: NEIGHBOURHOOD SERVICES SERVICE PLAN 2023-27

REPORT BY: EXECUTIVE DIRECTOR OF NEIGHBOURHOOD SERVICES

REPORT NO: 116-2023

1. PURPOSE OF REPORT

1.1 To present the Service Plan for Neighbourhood Services for the period 2023-2027.

2. RECOMMENDATIONS

2.1 It is recommended that elected members approve the attached service plan.

3. FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications arising from the approval of this report.

4. BACKGROUND

4.1 This Service Plan reflects the next tier of the performance management framework and addresses the key outcomes in the City Plan 2022-32 and Council Plan 2022-27 where Neighbourhood Services are responsible to deliver actions or achieve targets towards improving various outcomes.

4.2 In March 2021, elected members endorsed the Council's Performance Management Framework (Article V of the minute of the meeting of Policy & Resources Committee on 8 March 2021, Report No: 66-2021 refers). This framework was reviewed following the recent Best Value Review and sets out the arrangements for performance management across the Council. The framework required that Neighbourhood Services review its Service Plan for the period 2023-27.

4.3 Neighbourhood Services is a strategic service area that has responsibility for a wide range of functions organised into the service areas of Housing and Construction, Communities, Safety and Protection and Environment.

4.4 The plan summarises what each of the service areas do, their key performance indicators and priority projects and describes how the priorities for Neighbourhood Services are aligned to the Council Plan 2022-2027. It also includes Neighbourhood Services actions required under the City Plan for Dundee 2022-2032 and the Fairness Commission Action Plan. The plan also incorporates any outstanding actions and relevant performance indicators from the Neighbourhood Services Plan 2021 – 2024. An update on performance against actions and PI's in this plan can be seen at appendix 2 of this report

4.5 The Neighbourhood Services Service Plan incorporates performance information for each specific service area. These performance indicators and key projects support Council priorities and include the following items:

- key performance indicators and projects already agreed by the Council in the Council Plan, City Plan, Fairness Commission Action Plan.

- additional service area priorities so that all Neighbourhood Services indicators are contained within a performance framework.
 - quality performance indicators from the Local Government Benchmarking Framework (LGBF).
- 4.6 The plan therefore links Council priorities with service area activities and the associated performance measures and projects.
- 4.7 Upon consideration by committee of the plan, (which can be seen at Appendix 1) the performance indicators, targets and actions will be monitored through the Council's performance management monitoring system (Pentana). Lead officers will update this system with the latest performance data and updates on delivery of actions within prescribed timescales. This aids performance management and the production of monitoring reports including:
- regular reviews by the Neighbourhood Services Management Team.
 - corporate reports covering the Council Plan, City Plan and Local Government Benchmarking Framework (LGBF); and
 - reports to the Neighbourhood Services Committee. In line with the recently approved performance management framework the expectation is that progress on implementing these actions will be reported to elected members each 6 months.

5. POLICY IMPLICATIONS

- 5.1 This report has been screened for any policy implications in respect of Sustainable Development, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

6. CONSULTATIONS

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

7. BACKGROUND PAPERS

- 7.1 None.

Elaine Zwirlein
Executive Director of Neighbourhood Services
24 March 2023

Neighbourhood Services Draft Service Plan 2023-2027

FOREWORD

Neighbourhood Services is responsible for the management and maintenance of housing and the environment, waste management, supporting people to develop their communities and keeping people safe and healthy. Quality of life for the citizens of Dundee is one of our key priorities and Neighbourhood Services has overseen the transformation of communities with new housing, schools, community facilities and building a strong sense of pride and satisfaction across the city.

Sustainability and a commitment towards increasingly enhancing biodiversity and environmental quality are key to our service delivery. By leading the way through ambitious initiatives such as the low emission zone, we are setting a benchmark that we hope others will follow. By working together with the private and voluntary sectors across the city we can all adopt more sustainable practices. Our Waste and Recycling Strategy sets out our plans to maximise recycling and minimise general waste.

Neighbourhood Services together with its strategic partners have ambitious plans to increase the supply of affordable housing across the city through the Strategic Housing Investment Plan and Local Housing Strategy. These plans address housing need, to ensure that affordable new build housing meets high standards in terms of energy efficiency while reducing the impact of residential accommodation on the climate. New build social rented accommodation meets 'Net Zero' guidance in terms of improved energy efficiency and moving towards the decarbonisation of residential accommodation using alternatives to fossil fuel for heating.

Dundee has well established processes for locality planning to facilitate work between community planning partners and communities. There is a Local Community Planning Partnership (LCPP) in each of the eight wards of the city. These LCPPs are one of our key mechanisms for empowering communities with local people sitting alongside service providers as equal partners taking collective action. People who know their own communities best, people who have lived experience of using services and local workers who have built up relationships in those communities, work together to ensure the community's voice is heard and that local people are at the heart of actions taken to reduce inequalities in their neighbourhoods.

The framework for community participation and Participatory Budgeting (PB) will deliver active participation of citizens in local decision making. The Council has used a range of ways to support local community engagement and local community planning, community involvement and engagement activities underpin these plans. Our Engage Dundee model commits to holding city wide engagement every two years as well as ongoing engagement, consultation and working with communities at a local level.

Neighbourhood Services will continue to review the needs of employees in adapting to challenging legislative and resource constraints through our Workforce Plans. We will continue to work with our employees, partners, Government, and communities to deliver on the key priorities in this Service Plan.

Elaine Zwirlein – Executive Director of Neighbourhood Services.

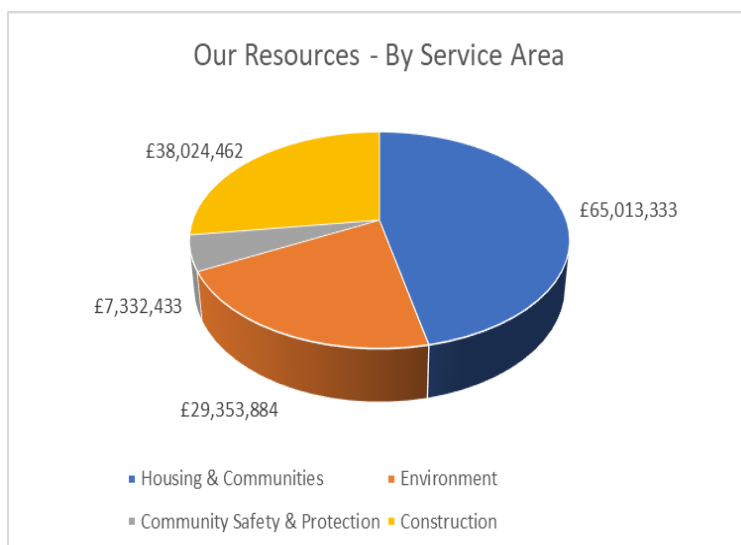
NEIGHBOURHOOD SERVICES - STRUCTURE AND BUDGET

Neighbourhood Services provides a professional integrated service that brings together a wide range of services. They include management and maintenance of housing and the environment, waste management, supporting people to develop their communities and keeping people safe and healthy.

Neighbourhood Services is comprised of three main Service delivery departments, overseen by an Executive Director. The structure and senior management team can be seen in the diagram below:

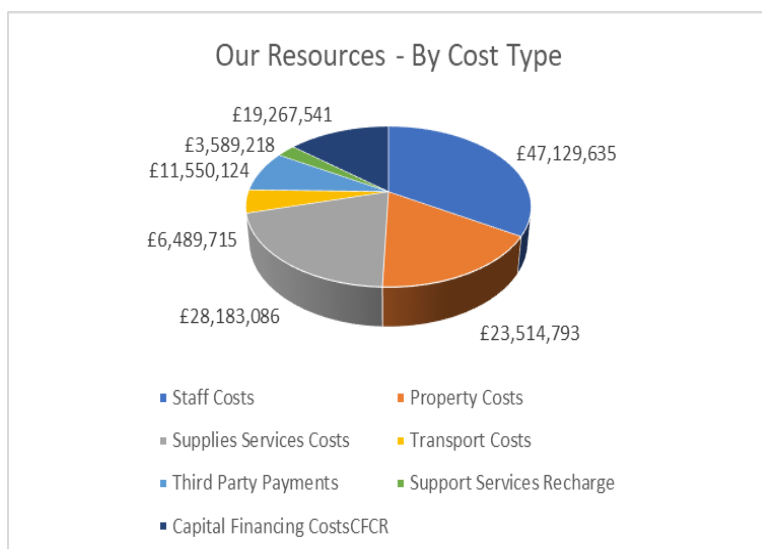


BUDGET



As one of the Council's largest and most diverse services Neighbourhood Services manages an annual budget totalling almost £140 million. This pays for over 1000 staff, provides services for over 12,000 Council House Tenants, collects domestic waste from Over 74,000 households and much more.

(Note: the costs displayed relate to the previous Neighbourhood Services Structure)



ACHIEVEMENTS

Under the direction of the previous Service Plan for Neighbourhood Services, there have been a great number of successes and achievements. Many of these successes and achievements will be further developed and built upon in this Service Plan. A summary of some of the key achievements by each of the main services across Neighbourhood Services is described below:

Environment

- Implemented route optimisation software and in cab tablets to improve operational efficiency of collection routes citywide.
- Retained PAS100 accreditation for Discovery Compost in June 2022, which has been held since 2008.
- Arranged community clean ups during 2022 in Linlathen, Stobswell, Coldside and Strathmartine which allowed residents to dispose of household items in skips that were provided. More community clean ups will be rolled out in 2023.
- Awarded new mixed recycling (metals, plastics & cartons) contract, securing additional income in October 2022.
- Commencement of full services for the long-term residual waste treatment contract, successfully completing the first full contract year during 2022.
- Commencement of Lifetime Extension Agreement (LEA) utilising the council's former energy from waste facility on a commercial basis during 2022.
- In partnership with Douglas Community Spaces Group, implemented Douglas Community Park; a new green space with play park, sustainable drainage system (SUDS) features, 100 trees, seating, and fully accessible path.
- Construction of £1.2 million Camperdown Growing Hub, built from sustainable Scottish larch and housing energy generating photovoltaics and an air source heat pump. The Hub is the central feature of a large community growing project which is being taken forward by the Campy Growers.
- Delivery of £400,000 of biodiversity projects, including planting of over 12 hectares of woodland, improvements to ponds, sowing and planting of native wildflowers, investment in meadow management machinery and the installation of amphibian ladders in gully pots.
- Delivery of approximately £1.2 million projects, including spend to save, open space, cemetery infrastructure and play area improvements.
- Progression of Take Pride in your City Campaign actions under the four strategic themes: Local Environmental Quality, Recycling, City Centre and Businesses and Communications. Highlights include introduction of larger capacity litter bins, targeted communications campaign and introduction of the city centre commercial waste pilot.
- Construction of a robust shelter in Templeton Woods to ensure a dry space for groups including school children to use when visiting and learning in the woodland.

- Working with a range of community groups, including school outdoor learning through science, technology, engineering, and mathematics (STEM), we delivered mental health programmes through 'Branching Out', leading guided walks and citizen science opportunities including dolphin watching and bird walks, as well as conservation activities such as bulb planting.

Housing & Construction

- Success of the Rapid Rehousing Transition Plan where the focus is on the prevention of homelessness, supporting the sustainment of tenancies and supporting those where homelessness cannot be avoided.
- The percentage of new tenancies sustained for more than one year has improved consistent and peaked at 94.5% in 2021/22 which is better than our peer group of local authorities,
- Apprentice intake and completions within the Construction Service.
- Over 50,000 responsive repairs were completed.
- Legally compliant smoke alarms installed in all but two council tenanted properties (approximately 12,500) by Summer 2022 making DCC one of the best performers across all Scotland's local Authorities' for this legal requirement.
- The Annual Rent Consultation - Conducted between November and December 2022, 2,143 responses (17% of council tenants) were received.
- Housing Allocations Policy Review consultation - 130 responses from individuals, community groups, residents, tenant organisations, registered social landlords, staff and other key stakeholders.
- Sheltered tenant consultation on opening and use of complexes post Covid - 1,278 (71%) of residents participated.
- How Your Rent is Spent event & online consultation during August 2022. To provide tenants with information about the Housing Revenue Account and to hear from tenants what their spending priorities were saw 170 participants via face-to-face, online and email invitation.

Communities, Safety & Protection

- Neighbourhood Services role in co-ordinating and supporting the Tayside Local Resilience Partnership and the Council in delivering their elements of Operation Unicorn, following the death of Her Majesty Queen Elizabeth II in September 2022. Plans developed over several years were successfully implemented. Neighbourhood Services played a key role, primarily through the resilience team with support from other Council service areas.
- Since the post was re-established in August 2021, the Empty Homes Officer has facilitated bringing 45 properties back in to use.
- Launched Dundee's Voice as a platform for citizen engagement and participation <https://dundeeyesvoice.communitychoices.scot/>
- Responded to the humanitarian crisis resulting from the conflict in Ukraine by providing support for displaced people to be placed with hosts, find accommodation to learn English and integrate with the local community.
- Youth work participatory budget launched a voting web site allowing young people across the city to vote on £25,000 of funding for youth projects.
- Delivered a Climate Change Participatory budget fund in partnership with the sustainability team with £350,000 of funding for the public to vote on.
- Produced new locality plans for each of the eight wards in the City to be delivered by the 8 Local Community Planning Partnerships.
- Lead role in developing the Open Doors programme at fifty venues across the city in response to the cost-of-living crisis - with Dundee City Council, faith based and Third Sector venues providing warm spaces, food and support.
- Re-opened community centres to the public after the pandemic.
- Supported community larder and food provision to distribute over 20,000 food bags.
- Delivered 17,000 youth diversionary sessions with 36,000 attendees.
- Following a successful proposal to Dundee Alcohol and Drug Partnership, £10,000 was allocated to Local Community Planning Partnerships which has enabled delivery of community projects to improve health and wellbeing for people affected by substance use.
- Enhanced local involvement in the development of the new Community Wellbeing Centre including pathways and connections to supportive programmes.

- Refreshed and relaunched Poverty Sensitive Practice training.
- Ensured that the contribution of communities was reflected in a range of strategic health and social care plans using local health and wellbeing networks as the mechanism to do this.
- Ensured a mental wellbeing component to the implementation and evaluation of the Local Fairness Initiatives and Employability Pathfinder.
- Supported the use and further analyses of Public Health Scotland locality profiles to help design and target health and wellbeing programmes.
- The Communities Section's Adult Learning Team were awarded £65,450 from the Scottish Government's New Scots Refugee Integration Delivery fund to help skilled refugees gain the certification they need to work in the construction industry. In partnership with Fife and Clackmannanshire Councils and the Workers Educational Association Scotland, seven pilot projects were carried out across Scotland with 50 skilled refugees from Syria, Ethiopia, Ukraine, Hong Kong, Afghanistan, Turkey, and Yemen participating. 41 people gained Health and Safety certification, 8 people achieved CSCS Green Operative Cards enabling them to work safely on UK building sites and two courses have been developed which are available to anyone supporting migrants to download for free.

KEY STATUTORY DRIVERS FOR OUR SERVICE

There is various statutory legislation that directly influences the work carried out by our services, the most significant items are:

Housing (Scotland) Act 2001: An act of the Scottish Parliament to make provision about housing, including provision about homelessness and the allocation of housing accommodation by social landlords, the tenants of social landlords, the regulation of social landlords, the strategic housing functions of the Scottish Ministers and local authorities and grants for improvement and repairs; and for connected purposes.

Housing (Scotland) Act 1987 Part II, Homeless Persons as amended by Housing (Scotland) Act 2001 Part I and the Homelessness etc (Scotland) Act 2003: places statutory duties on local authorities assess households who are homeless or threatened with homelessness.

Community Learning and Development (Scotland) Regulations 2013: Places a legal requirement on local authorities to fulfil this role. Community Learning and Development Regulations (CLD): To ensure communities across Scotland – particularly those who are disadvantaged – have access to the CLD support they need; To strengthen co-ordination between the full range of CLD providers, ensuring that CPP's local authorities and other providers of public services respond appropriately to the expectations set by the CLD Strategic Guidance.

The Community Empowerment (Scotland) Act 2015: Established to empower community bodies through the ownership or control of land and buildings, putting Local Community Planning on a statutory footing and by strengthening community voices in decisions about public services.

Nature Conservation (Scotland) Act 2004: It is the duty of every public body and officeholder, in exercising any functions, to further the conservation of biodiversity so far as is consistent with the proper exercise of those functions.

Wildlife and Natural Environment (Scotland) Act (WANE) 2011: Part 5 Section 36 states: (1) "A public body must prepare and publish a biodiversity report within 3 years of the base date; (2) A biodiversity report is a report on the actions taken by the body in pursuance of its duty under section 1 during the period to which the report relates.

Part 9 of Empowerment Act 2015 – Allotments, places a number of duties on local authorities with regards allotments including the requirement to produce and publish a local food growing strategy.

Environmental Protection Act 1990: Allows the council to specify the type and number of waste containers that householders must use for waste and recycling collections, and to specify where the containers are to be placed for collection. Similar arrangements can be made for any commercial premises who have requested the council to arrange to collect their waste. The act also places a duty of care on businesses to store waste safely and securely to prevent it causing pollution or harming anyone.

The Waste (Scotland) Regulations 2012, places a duty on the council to provide a collection service for a range of recycling materials. The same legislation places a duty of businesses to separate out and present for collection the same materials.

Environmental Protection Act 1990: This act provides the regulatory framework for a range of areas including fly-tipping, contaminated land, statutory nuisances, control of litter and stray dogs.

Environment Act 1995: This act sets out requirements under the Local Air Quality Management regime for local authorities to monitor and report on a number of air pollutants in their locality and put action plans in place should it be found that set objective levels are not being met.

Food Safety Act 1990: This act sets out environmental regulations for all businesses involved in selling food, supplying food, consigning or delivering it, and in preparing, presenting, labelling, storing, transporting, importing or exporting food.

Consumer Protection Act 1987: This act provides the framework for ensuring that manufacturers do not produce unsafe goods. It also allows consumers to seek compensation if any defective product has caused personal injury, damage to property or death.

Private Housing (Tenancies) (Scotland) Act 2016: This act sets out the requirements in respect of private residential tenancies. Its purpose is to improve security, stability and predictability for tenants and provide safeguards for landlords, lenders, and investors.

Licensing (Scotland) Act 2005: Makes provision for the regulation of the sale of alcohol, for regulating licenced premises and other premises where alcohol is sold.

Civic Government (Scotland) Act 1982: Makes provision for licensing of a range of activities including taxi and private hire cars, second-hand dealers, metal dealers, street traders, market operators and public entertainment.

Local Government (Scotland) Act 1973: Outlines our duties to establish and support community councils and acts as the basis for other neighbourhood representative structures in the City.

Climate Change (Scotland) Act 2009: Makes provision for the initial legislative framework for the introduction of a Deposit Return Scheme in Scotland, as well as providing annual targets for the reduction of greenhouse gas emissions and making provisions about the mitigation of and adaptation to climate change.

Control of Dogs (Scotland) Act 2011 / Dog Fouling (Scotland) Act 2003: These acts set out requirements for local authorities to have authorised persons for the purposes of investigating incidents relating to out-of-control dogs and dog fouling enforcement.

Tobacco & Primary Medical Services Act 2010: Regulates that age restricted products such as tobacco, cigarettes, and Nicotine Vapour Products (NVPs) are not sold to persons under 18.

Consumer Protection from Unfair Trading Regulations 2008: Impose a general prohibition on traders in all sectors from engaging in unfair commercial practices with consumers. Specifically, the Regulations protect consumers from unfair or misleading trading practices and ban misleading omissions and aggressive sales tactics.

Weights & Measures Act 1985: Requires consumers to be informed on quantity and protect against short measure, while allowing businesses flexibility to control quantity on the production line within specific tolerances.

Anti-Social Behaviour Etc (Scotland) Act 2004: This legislation places a statutory duty on local authorities to prepare a strategy for dealing with anti-social behaviour in the local authority area. This also provides local authorities and relevant authorities with the tools required to tackle anti-social behaviour.

Civil Contingencies Act (Scotland) 2005: Defines Councils as Category 1 responders under the Act, with duties to plan for emergencies, share information with other Category 1 responders and promote resilience in the wider community.

The Health and Safety at Work etc Act 1974: the primary piece of legislation covering occupational health and safety in Great Britain. It sets out the general duties which employers have towards

employees and members of the public, employees have to themselves and to each other, certain self-employed have towards themselves and others

Good Food Nation (Scotland) Act 2022; When the relevant parts of this legislation come into force they shall place requirements on local authorities to publish Good Food Nation Plans and a requirement on the Scottish Government to publish a National Good Food Nation Plan. Guidance from the Scottish Government to assist in the Council's publication is also being finalised. Neighbourhood Services will contribute to the development of Dundee's Good Food Nation Plan as appropriate.

KEY STRATEGIES

Sitting behind the Service Plan are a suite of other strategies and plans, many of them statutory. Key actions from these strategies are reflected in the Service Plan. A description of the key strategies and plans can be seen in the table below:

Strategies in place	Outcomes	End Date	Review Dates
Housing - 'Not Just a Roof' Housing Options & Homelessness Strategy	Citizens of Dundee will be able to live a fulfilled life in their own home or homely setting. If people do become homeless, they will be able to access quality information, advice and support which will enable them to live a fulfilled life and gain and maintain their own home.	2021	2023
Rapid Rehousing Transition Plan	Rapid Rehousing recognises that a safe and secure home is the best base to build and live our lives. Reducing the time people spend homeless and in temporary accommodation also reduces the damage to people's health and wellbeing that being homeless causes. Where homelessness cannot be prevented, Rapid Rehousing means: a settled mainstream housing outcome as quickly as possible and time spent in temporary accommodation reduced to a minimum. When temporary accommodation is needed the optimum type is mainstream, furnished within a community. For people with multiple needs beyond housing: Housing First is the first response for people with complex needs and facing multiple disadvantages. Highly specialist provision within small, shared, supported and trauma informed environments if mainstream housing, including Housing First, is not possible or preferable.	2024	Annually
Household Waste Recycling Charter and Associated Code of Practice - Waste and Recycling	To achieve a zero waste Scotland, where we make the most efficient use of resources by minimising	2025	2025

Strategy Action Plan 2020-25 (Zero Waste Plan)	Scotland's demand on primary resources and by maximising the reuse, recycling, and recovery of resources instead of treating them as waste.		
Community Learning & Development Plan 2019-24	<p>The CLD Strategic plan focuses on the Dundee Partnership's commitment to work together and with local people, in achieving the core purpose of:</p> <ul style="list-style-type: none"> • Improved life chances for people of all ages, through learning, personal development, and active citizenship • Stronger, more resilient, supportive, influential, and inclusive communities <p>The CLD Plan:</p> <ul style="list-style-type: none"> • Coordinates the provision of community learning & development with stakeholders. • Describes the actions that will be taken to provide and coordinate community learning & development between 1 September 2021 and 31 August 2024. 	2024	2024
Dundee's Locality Leadership Scheme 2022-2027	Sets out how Dundee Partnership will implement the community planning provisions of the Community Empowerment Act including the statutory responsibility to reduce inequality within and between communities.	2027	2027
Dundee's Scheme for the Establishment of Community Councils	Sets out the communities in Dundee which can establish community councils and how those community councils will be resourced and supported by DCC.	2023	2023
Dundee Community Safety Outcome Improvement Plan	<p>Based on statistical analysis and consultation, the priority outcomes for Community Safety and Justice as outlined in the City Plan for Dundee are as follows:</p> <ul style="list-style-type: none"> • Dundee has reduced levels of crime. • Dundee has reduced levels of domestic abuse. • Dundee has reduced levels of re-offending (will be managed via the Community Justice Outcome Improvement Plan) • We have improved safety of our local communities by reducing the risk to life, 	2022	2023

	<p>property and the environment from fire.</p> <ul style="list-style-type: none"> • We have improved road safety in Dundee. • Dundee has reduced levels of antisocial behaviour 		
Local Housing Strategy 2019-24	The Local Housing Strategy (LHS) is the primary strategy for the provision of housing and associated services to address homelessness, meeting housing support needs and tackling fuel poverty by ensuring provision of high-quality housing and neighbourhoods where people want to live.	2024	2024
Strategic Housing Investment Plan 2023-2028	The Dundee Strategic Housing Investment Plan (SHIP) 2023-27 sets out the priorities for Scottish Governments Affordable housing investment programme. The SHIP is a rolling plan/programme covering a period of five years. It is linked to the Local Housing Strategy (LHS), identifying the affordable housing investment priorities for Housing Associations and the Council outlined in the strategy.	2023	Annual
Tenant Participation Strategy 2017-21	The Strategy will: <ul style="list-style-type: none"> • Develop a range of opportunities for people to get involved, which reflect local circumstances and allow people to participate effectively. • Build and develop an agreed programme of scrutiny activities with people who use our services. • Ensure all tenants, staff and all other people who use our services, will be given access to adequate levels of training and support that will enable them to participate more effectively. • Continuously develop ways of improving communication and information sharing to meet the needs of all. 	2021	2023
Dundee Biodiversity Action Plan 2020-30	The Scottish Government and Dundee City Council declared a 'Climate Emergency' in June 2019. Dundee City subsequently became a signatory of the Edinburgh Declaration and the Glasgow Food & Climate Declaration in 2021. The implications of national and international frameworks and strategies, e.g. the Kunming-Montreal Global Biodiversity Framework, National Planning Framework 4 and the new Scottish Government Biodiversity Strategy to 2045 will be	2030	2030

	<p>considered through the progression of the Local Biodiversity Action Plan. Biodiversity is negatively affected by climate change and the ecosystem services it supports make an important contribution to climate change mitigation and adaptation. Dundee City Council, in partnership with other organisations, continues to maintain and enhance a biodiverse, healthy and sustainable environment.</p> <ul style="list-style-type: none"> • By protecting, enhancing, and incorporating quality green infrastructure into our urban setting, we will improve biodiversity and help create an environment that is resilient to climate change. • Greenspaces are managed to preserve their wildlife value, as well as to enhance their contribution to the community and its inhabitants. • The wider community understands what biodiversity is, what it means to them and how they can contribute. 		
Local Food Growing Strategy	<p>The Local Growing Strategy has a vision of: Dundee building upon its enviable resource of community growing spaces and allotments, working with communities, local people, and organisations to enable them to access 'grow your own' opportunities, whilst recognising the value of such growing spaces in reducing food insecurity.</p>	2025	2025

IMPROVING PARTNERSHIP AND EQUALITY OUTCOMES

Dundee is proud of its track record and its commitment to working with partners to reform services and achieve more together. In this section, we have provided a clear narrative on how services are working in partnership with other organisations to achieve Best Value and improve outcomes for people. This section should also highlight future opportunities which are being explored to strengthen the impact of partnership working.

Effective partnerships are very important in the pursuit of the Council's commitment to improve equality outcomes. Working with groups and organisations with knowledge and lived experience is vital to achieve the necessary reforms.

WORKFORCE PLANNING

The new Our People Strategy (2022-27) Our People Strategy and workforce planning will be a main conduit for the Council can transform itself to meet its priorities and balance its budget. The implementation of the People Strategy and workforce planning will require an ongoing process of engagement with the Trade Unions and services to bring about change and develop our people. Each of the main services within Neighbourhood Services has developed its own workforce strategy and main actions from these strategies have been reflected in the actions of this Service Plan.

MANAGING OUR RISKS

The service has a risk register, which is being reviewed to be aligned with this plan and following the Council's Risk Management Improvement Plan process. The Neighbourhood Services' Risk register is

on the Council's Performance Management System (Pentana). Each Head of Service is responsible for reviewing their respective risks on regular basis and the overall register is discussed regularly at Neighbourhood Services Management Team and any mitigating actions are implemented to address areas of concern.

TRANSFORMATION

Within Neighbourhood Services, there has been a wide range of transformation projects implemented over the last 5 years that have contributed to service improvements and our share of corporate budget savings and efficiencies targets. Examples of these reviews have included the following:

- Street scene major service review.
- Implementation of a new Energy from Waste, Life Extension Project.
- Community Safety Warden review.
- Review of Community Learning & Development Service.
- Lettings, Housing Options and Homelessness Service review.
- Changing the waste collection infrastructure for household waste to meet the requirements of the Scottish Government Waste Charter and associated Code of Practice.

The Neighbourhood Service Management Team will continue to review all areas of service delivery in line with best practice to identify further opportunities for transformational change wherever possible. These reviews will be developed as part of the Council's wider transformation agenda.

SERVICE PRIORITIES

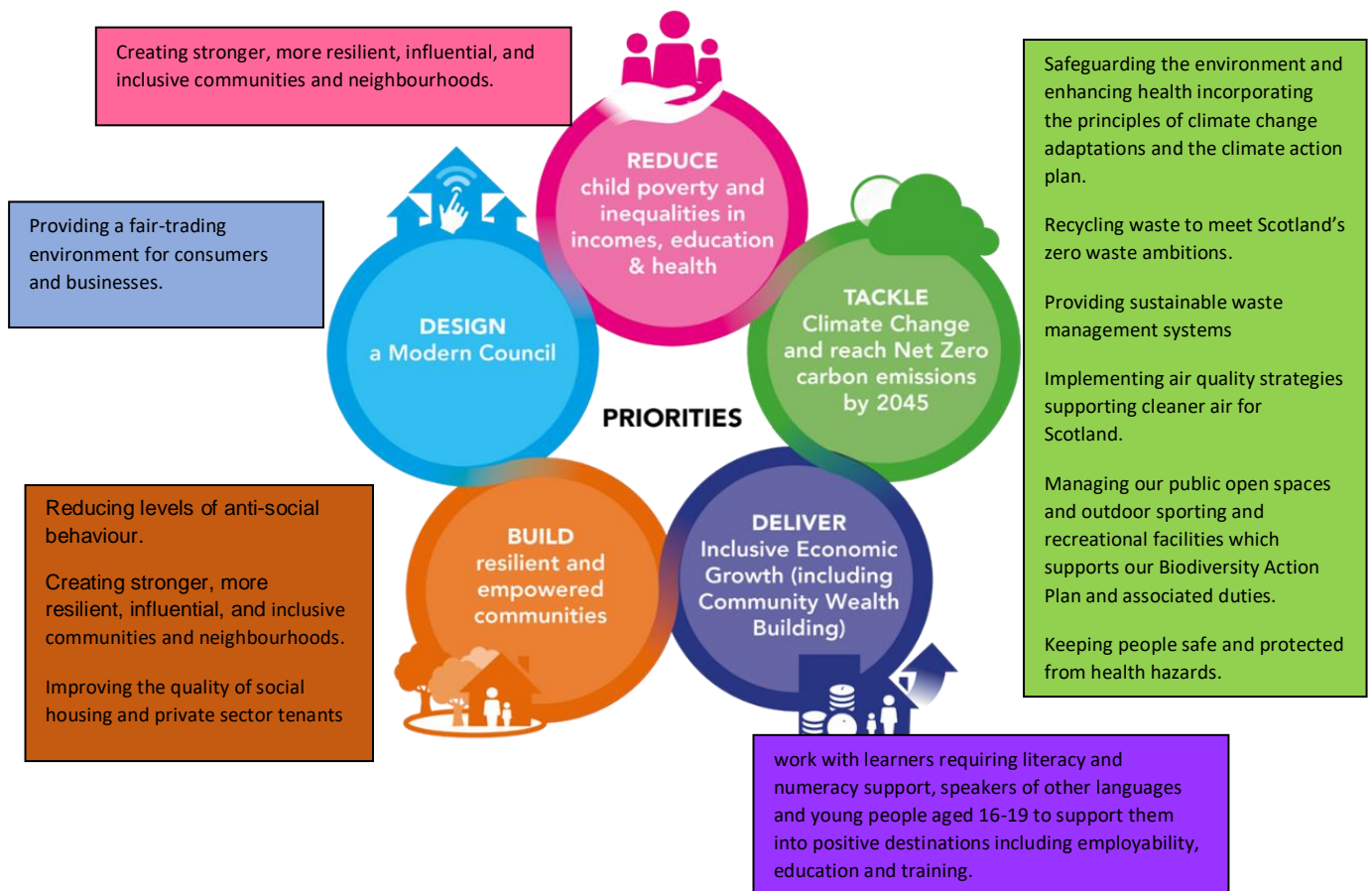
The City Plan and Council Plan set a strategic framework for Service Plans. These plans have set a Key Priorities for the Council which are to:

- BUILD resilient and empowered communities
- TACKLE Climate Change and reach Net Zero carbon emissions by 2045.
- REDUCE child poverty and inequalities in incomes, education & health.
- DELIVER inclusive economic Growth including community wealth building
- DESIGN a Modern Council.

Neighbourhood Services have priorities which fit with the Council Plan priorities and additionally fit with the Services' wider remits and ambitions. These are:

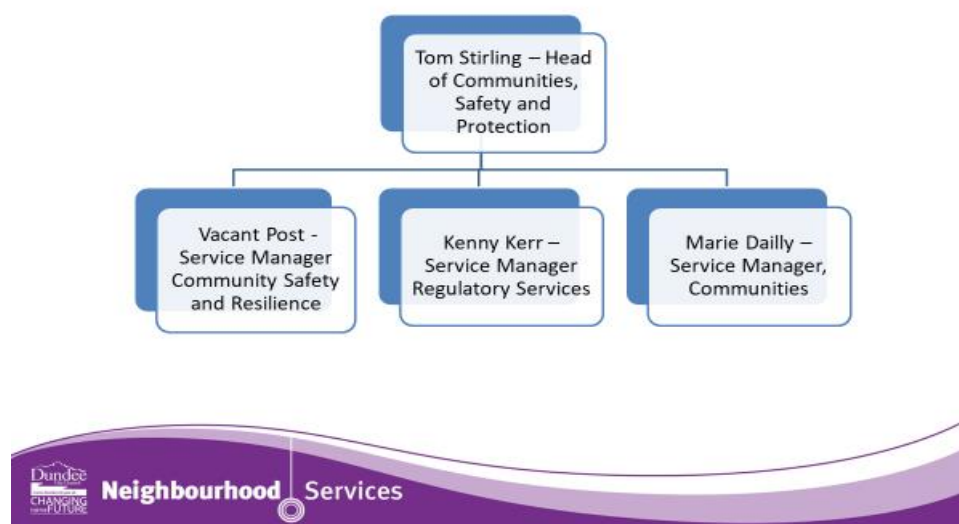
- Reducing levels of anti-social behaviour.
- Creating stronger, more resilient, influential, and inclusive communities and neighbourhoods.
- Improving the life chances for people of all ages through learning, personal development, and active citizenship
- Keeping people safe and protected from health hazards.
- Providing a fair-trading environment for consumers and businesses.
- Improving the housing quality of social housing and private sector tenants especially the elderly and those vulnerable to adverse living conditions.
- Leading the city in safeguarding the environment and enhancing health for current and future generations incorporating the principles of climate change adaptations and the Dundee city climate action plan.
- Recycling waste to meet Scotland's zero waste ambitions.
- Providing sustainable waste management systems which comply with national policy and legislation and achieve Scottish government targets.
- Implementing air quality strategies supporting cleaner air for Scotland.
- work with learners requiring literacy and numeracy support, speakers of other languages and young people aged 16-19 to support them into positive destinations including employability, education and training.
- Managing our public open spaces and outdoor sporting and recreational facilities which supports our Biodiversity Action Plan and associated duties.

The relationship between the Council Plan Priorities and Neighbourhood Services priorities can be seen in the Strategic Priority Map below:



WHAT WE DO – SERVICE BY SERVICE

COMMUNITIES, SAFETY AND PROTECTION



The Communities, Safety and Protection service delivers a range of services designed to keep people who live in, work in, and visit Dundee safe and healthy. Communities' staff in Youth Work, Adult learning, Community Empowerment and Community Health, focus on bringing about positive change in the lives of individuals and communities, through learning, personal development, and active citizenship. Support is provided in community centres and other venues across the city, with a specific focus on reaching and engaging individuals from SIMD households.

Regulatory Services deliver services in relation to Environmental Health, Trading Standards, Private Sector housing. Community Safety and Resilience are responsible for the Community Safety Wardens service, the Anti-social Behaviour Team and the Safety Alarm & Response Centre (SARC). This service also coordinates the Council's Civil Contingencies role. All our regulatory services provide advice and information to their clients. Enforcement action is covered by a range of local and national policies and codes of practice.

Regulatory Services

Food Safety and Health & Safety - This team carries out two main statutory duties for the Council: As the city's Food Authority the service implements official food controls.

As the Enforcing Authority for Health and Safety at Work legislation the team carries out interventions to protect employees and the public in the private services sector. Activities covered include catering, warehouses, entertainment, recreational and cosmetic services to list a few. (N.B. Health and Safety Executive is responsible for the enforcement of health and safety legislation in workplaces such as hospitals, factories, local authorities, agriculture, and construction sites).

The team also provides an advisory and regulatory service for community and public events such as concerts and festivals. The welcome increase in such events in recent years has placed additional demands on the service.

Trading Standards enforce numerous pieces of consumer protection legislation to ensure a fair and safe trading environment for consumers and businesses in Dundee. Specific functions include Weights and Measures - Metrological control over transactions in goods, including verification of equipment and

maintenance of standards of mass, length, and volume. This includes the hosting of a calibration laboratory in conjunction with Angus and Perth & Kinross Councils.

- Reacting quickly to actual or potential food poisoning outbreaks and food alerts.
- Acting to tackle food crime.
- Checks on ensuring food is what it is claimed to be (labelling, sampling).
- Investigating consumer complaints.
- Providing a food safety and standards advisory service to all Council food operations.
- Monitoring and enforcement of health and safety at work.
- Carrying out a programme of annual targeted workplace visits, including gas safety checks in takeaway premises workplace transport, swimming pool safety etc.
- Responding quickly to notifications of workplace/service-related infectious diseases.
- Investigating serious workplace accidents.
- Investigating complaints from the public and employees.
- Offering advice and guidance on complying with relevant legislation.

Trading Standards – This team works towards ensuring the correct application of numerous pieces of consumer protection legislation to ensure a fair and safe trading environment for consumers and businesses in the City.

Main activities:

- Weights and Measures - Metrological control over transactions in goods, including verification of equipment and maintenance of standards of mass, length, and volume. This includes the hosting of a calibration laboratory in conjunction with Angus and Perth & Kinross Councils.
- Product safety - Legislative controls over the safety of goods supplied to consumers, and registration of petroleum spirit and flammables.
- Age restricted sales enforcement (tobacco and nicotine vapour products).
- Fair Trading - Ensuring honesty in trade by enforcing a level playing field as regards matters such as pricing, descriptions, trademarks, counterfeits, hallmarking, scams, and other trading malpractices. This includes the operation of a local assured trader scheme, 'Dundee Trusted Trader'.
- Animal Health & Welfare – Including movement licences and monitoring the welfare of animals during transport and at markets.

Private Sector Services Unit – This team provides advice information, and in certain circumstances, financial assistance to private tenants, landlords and owners, to improve the standard of living accommodation. The team also liaise with the Community Occupational Therapy unit in processing mandatory and discretionary grant applications for disabled adaptations to properties.

Main activities:

- Inspecting properties, reporting on their condition, and liaising between landlords and tenants in order to work towards achieving the required standards.
- Providing advice & information and subject to funding, processing applications for discretionary grant assistance for improvements on lead water supplies, common repairs, door entry systems, common stair lighting etc.
- Managing the Landlord Accreditation Scheme which provides information and advice to landlords and works towards ensuring that Registered Landlords are operating and maintaining properties to a high standard.
- Working in conjunction with Housing regarding the Scottish Government's Homes for Ukraine Scheme.
- Establishing and operating the Scottish Government's Short-Term Let Scheme for Dundee City.

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- Managing the Landlord Accreditation Scheme which provides information and advice to landlords and works towards ensuring that Registered Landlords are operating and maintaining properties to a high standard.
- Working in conjunction with Housing regarding the Scottish Government's Homes for Ukraine Scheme.
- Establishing and operating the Scottish Government's Short-Term Let Scheme for Dundee City.

Environment / Public Health Section – This team carries out many statutory functions including air quality, contaminated land, noise, public health, pest control and dog control. The Council's Brown Street Kennels facility is also managed by this section. The team also offers advice, information and undertakes investigation of statutory nuisance complaints, including noise complaints arising from a variety of sources involving industrial and commercial units, construction/demolition sites, burglar alarms, fans, generators, barking dogs etc. The team also works proactively with the Council's Development Planning section with the aim to protect residential amenity and the environment in respect of noise, contaminated land, air quality and odour.

Main activities:

- Monitoring and reporting on air quality, in particular levels of nitrogen dioxide (NO₂) and Particulate Matter (PM₁₀ and PM_{2.5}).
- Providing a pest control service to DCC tenants, private residents, and businesses across Dundee
- Providing an animal control service covering dog fouling, stray dogs, and the Control of Dogs (Scotland) 2010 legislation, in addition to provision of the Brown Street Kennels.
- Identifying and providing strategies for the remediation of contaminated land throughout the city as part of an ongoing programme of works
- Making funeral arrangements as necessary under the Burial & Cremations (Scotland) Act 2016.

Environmental Compliance and Licensing Standards – This team have a key and integrated role within regulatory services in controlling and influencing physical and living environments and how this affect those who live and work in the city. The work of the team is both reactive and proactive. Dealing with complaints and monitoring for compliance. Early resolution of complaints reported or of problems detected by proactive monitoring gives respite to those affected, ensuring that the problem does not escalate, or conditions deteriorate.

Main activities:

- Fly tipping and litter.
- Domestic and trade waste storage and presentation.
- Smoking prohibition.
- Alcohol licensed premises.
- Civic licensing including taxis and private hire.
- Port health.
- Coordination of training for environmental health students/trainee graduates.

Community Safety and Resilience

Anti-social Behaviour Team - responds quickly to complaints and supports the victims of anti-social behaviour. Multi-agency working is essential to preventing anti-social behaviour occurring, by educating and providing alternatives for those involved in anti-social behaviour. Appropriate legal action is taken where necessary to prevent anti-social behaviour. Early intervention is recognised as key to

resolving anti-social problems and to avoid escalation of issues. This service is key to delivering the Neighbourhood Services priority of reducing levels of anti-social behaviour.

The fast-paced development of social media is also a contributing factor in respect of how we communicate with service users and how this also impacts on anti-social behaviour, e.g., online bullying. The service aims to ensure we can communicate effectively and tackle issues arising through social media.

Community Safety Wardens deal with a variety of issues including service requests from the public and agencies particularly Police Scotland. Dealing with low level anti-social behaviour calls made by the public allows police officers to concentrate on more serious crimes.

The Safety and Alarm Response Centre (SARC) enable existing Council owned CCTV systems which are dispersed throughout the city to be monitored on a 24-hour basis from a central location to support community safety and deters anti-social behaviour.

Main activities:

- Respond to complaints of anti-social behaviour and take appropriate legal action.
- Early intervention to resolving anti-social problems and to avoid escalation of issues.
- Support the victims of anti-social behaviour.
- Deliver appropriate educational messages and seek alternative activities for those involved in anti-social behaviour.
- Dealing with calls from the public about people causing annoyance.
- Intelligence led tasking - acting daily on information from the Police.
- Collection of drug paraphernalia.
- Assisting Police Duty Sergeants in missing person searches.
- High-visibility patrols of hot spot areas to provide a reassuring visual presence in areas throughout Dundee. This can have a positive impact on the fear of crime and act as a deterrent to anti-social behaviour.
- Report environmental issues to other Council services and Housing Associations. This includes assessing potential fire hazards, and liaising with Scottish Fire & Rescue.
- Education, door knocking, and leaflet drop exercises to support community safety initiatives - e.g., in schools, sheltered housing complexes etc.
- Where appropriate, record incidents on body worn video cameras, to act as a deterrent and to ensure both staff and members of the community are safer, as well as providing evidence if necessary.
- Respond to local issues relating to Community Safety raised by partners, elected members, residents, Local Community Planning Partnerships, etc.
- Monitoring of cameras across a range of Council owned assets
- Operating a 24-hour contact service for tenants in multi storey dwellings
- Undertaking out of hours security patrols,

Communities

Community Learning and Development (CLD) carries out several statutory requirements and supports individuals and groups within local communities. The primary focus is on supporting the most disadvantaged and vulnerable communities. We focus on bringing about change in the lives of individuals and communities by engaging in learning, personal development, and active citizenship. This service plays a lead role in supporting the engagement of all communities in the future delivery of public services. This role includes improving life chances and developing resilient and influential communities. Tenant participation is carried out by the Community Empowerment Team, as is the support and development of, Local Community Planning Partnerships.

Services including youth work, adult learning, community empowerment, community centres and our Community Health Team which is linked to the Dundee Health & Social Care Partnership. Community Learning & Development has a powerful impact on the lives of learners and communities, supporting them to identify and work towards change. Whether that change takes place in an individual's life, helps to create a resilient and enterprising community or contributes to better public services in a

changing landscape. Scotland has a need for successful learners, confident individuals, responsible citizens and effective contributors working together to build a shared future.

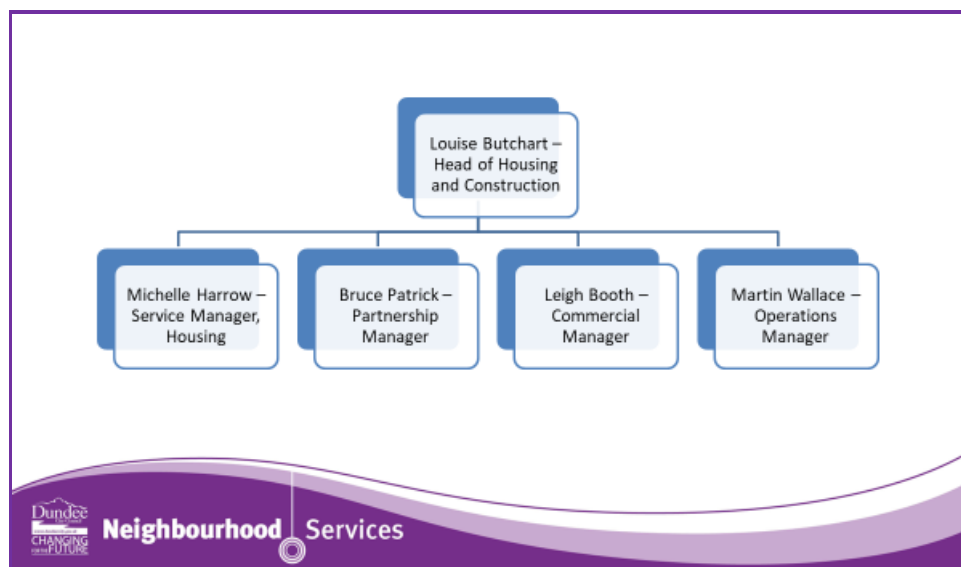
Main Activities:

- The Community Empowerment Team works with individuals and groups to build stronger communities and reduce inequalities. This is to be achieved by supporting and developing local community planning structures which take a partnership approach to meeting identified community needs, developing the skills and capacity of individuals and community groups to make a positive contribution to life in their communities, engaging with the wider community to ascertain community needs and aspirations and promoting opportunities and offering advice or referral to individuals presenting with unmet need.
- Adult Learning staff work with learners, partners, and communities to respond to local needs and create meaningful opportunities for adult learners to develop their skills and knowledge, thereby improving their life chances through progression to further learning, employment or wider community involvement. Adult Literacies provides targeted specialist support for those with low levels of literacy, numeracy, and digital skills. ESOL (English Speakers of Other Languages) supports individuals with low level English language skills. Through the delivery of targeted adult ESOL and community development support, CLD contributes to the city's Humanitarian Response.
- Youth Work Teams work collaboratively across the city with a range of partners to deliver learning opportunities and activities for young people aged 11 (P7)-18 years old to support them during periods of transition, to improve their health and wellbeing, develop their skills and increase participation and decision making. We recognise young people's learning, development, and achievements through various accreditation programmes. We run diversionary activities at times and in communities where anti-social behaviour is a risk.
- The Community Health Team is supported by Neighbourhood Services and Dundee Health & Social Care Partnership and adopts a community-led approach to tackling health inequalities and their determinants. The team focuses on at risk communities and individuals working alongside local people to identify health needs and issues and address these through its programme. It also supports communities to be involved in strategic and decision-making processes and provides a training and development programme to enable services to embed a health inequalities perspective in delivery.
- Community Centres – Situated at the heart of the community, these facilities offer a wide range of learning opportunities within their centre programme. Centres are run by local people comprising a Local Management Group (Charity) who organise activities for all ages, provide opportunities for support agencies to work from the centre and provide community events, such as local festivals, all based on the needs of that local community.

Challenges

- Local Air Quality
- Safety and Alarm
- Dealing with the increasing demands and level of need in communities.

HOUSING AND CONSTRUCTION



Housing

Housing delivers services to over 12,000 council houses including repairs and maintenance, capital investment, housing options and lettings and tenancy estate management. We also aim to facilitate the building of 200 new units of affordable housing every year and deliver our Housing Capital Investment Programme for new and existing stock, sustaining and regenerating communities by providing good quality housing that is affordable and energy efficient.

The Housing Service is replacing stand-alone IT systems with a new Integrated housing management system. The main goal is to modernize and improve the service delivery of all areas of our Housing Services with an IT system that is modern, stable, flexible, can quickly adapt to change, and support the user to deliver a better service and overall outcome to our customers.

Main activities:

- Provide housing, which is high quality, affordable and efficient to heat.
- Work with the Scottish Government and partner agencies to maximise affordable housing provision within the city.
- Ensure that council housing stock is maintained to the Scottish Housing Quality Standard (SHQS) and meets the Energy Efficiency Standard for Social Housing (EESH) targets.
- Prevent and reduce homelessness through early intervention and provide a responsive quality service in line with our statutory duties to those who are homeless or at risk of homelessness.
- Tackle homelessness continuing to work through our by implementing our Rapid Rehousing Transition Plan which includes the delivery of Housing First in partnership with Dundee Health and Social Care Partnership.
- Implement tenancy sustainment and estate management strategies so that our tenants are supported to sustain their tenancies and ensures estates are well managed.
- Work with Community Safety and Protection to tackle anti-social behaviour and improve community safety.

Construction

Construction Services provide a comprehensive construction and maintenance service on behalf of Dundee City Council to both internal and external customers. With more than 320 staff permanently employed covering multiple highly skilled trades and disciplines. Currently we have the lowest number

of temporary staff employed within the service, with a focus on creating long-term permanent local jobs. In addition, opportunities are provided for young people wishing to start and develop careers in construction and are provided through Modern Apprenticeships. We currently have 31 apprentices with 7 due to complete this year and we are looking to recruit another 11 this coming year. With an annual turnover of £27million the organisation is one of the largest in-house providers of building maintenance services in Scotland and is the largest direct employer of multi-trade construction disciplines within Tayside.

The Council is focussed to support the modernisation of Construction Services and are making significant investment to modernise our IT systems to deliver a better customer service and to improve engagement as well as investing in working conditions within our depot. Our aim is to also have an effective repairs management and job costing system to support construction in managing all areas of their day to day, removing manual and paper processes, improving service delivery, give more opportunity to work in new ways, whilst reducing costs and mitigating risks. Over the next 2 years, this will see a financial investment to the value of approximately £4.7million in these areas.

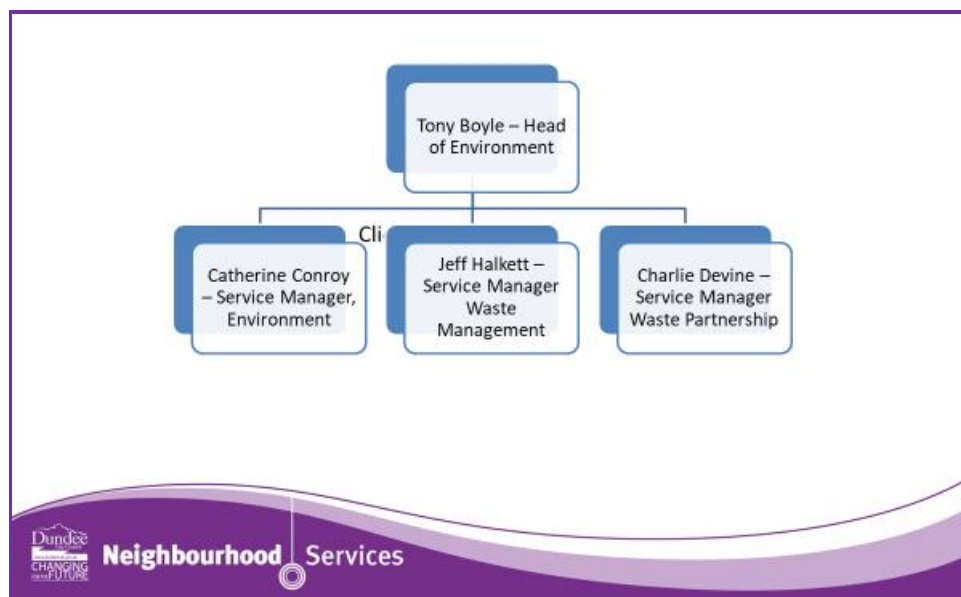
Main activities are:

- Major contracts (refurbishment and new build).
- Minor/specialist works.
- Housing repairs & maintenance.
- Property maintenance (non-housing).
- External cyclical maintenance.
- Gas servicing.
- Lift maintenance.
- Electrical testing.
- Disabled adaptations.

Challenges

- Welfare Reform- impact on citizens including tenants, impact on communities, potential impact on homelessness, impact on income.
- Fuel Poverty- particularly in private rented sector.
- Increasing supply of social rented housing.
- Backlog and recovery from Covid-19.
- Inflationary pressures facing the Construction sector.

ENVIRONMENT



The Environment service aims to enhance the quality of life of all our citizens and make Dundee a great place to live, work and visit. The service manages and develops Dundee’s public physical environment and fosters civic pride by encouraging all to care for Dundee’s outstanding environment. It also covers all aspects of waste strategy and policy. This includes maximising recycling to achieve local and national targets set out in the Zero Waste Plan, Household Waste Recycling Charter and Associated Code of Practice.

Under a partnership with Angus Council, the service is now responsible for the management of the Dundee and Angus Residual Waste Partnership. This multi-million pound contract was agreed in November 2017 and covers a 28-year period during which residual waste will be treated through a waste to energy plant. The newly constructed plant generates heat and electricity contributing towards city-wide carbon reduction targets and can support future district heating networks. In addition to securing employment, the contract also provides a range of community benefits to both authorities such as apprenticeships, support for local businesses and contributes to environmental initiatives and strategies.

Waste Management

This service is responsible for all aspects of domestic and commercial waste collection, disposal and recycling in the city. This includes:

- Undertaking household general waste and recycling collections.
- Operation of household waste recycling centres and neighbourhood recycling centres.
- Provision of a commercial waste collection service.
- Developing waste strategy and policy in line with changes to government policy & legislation.
- Management of waste disposal and SEPA regulated waste sites.
- Production and sale of Discovery Compost.

Main activities:

- Provide an efficient waste collection, recycling and disposal service to householders and businesses.
- Develop and implement zero tolerance policies to increase recycling.
- Develop and implement a revised waste education strategy in schools.

- Encourage householders to minimise waste and maximise re-use and recycling in the city.
- Develop a policy for promoting increased re-use within Dundee.

Environment

Environment manage a broad range of physical assets across the City. This includes landscape design, street scene, parks, cemeteries, open space management including playgrounds. The service is also a key driver in ensuring on delivery of sustainability through community growing, allotments, outdoor access, biodiversity.

Main activities:

- Efficiently manage and develop the Council land asset and associated facilities.
- Maximise the role that green and open spaces have in promoting Dundee's response to Climate Change, especially ensuring they are resilient to protect and enhance the City's biodiversity.
- Deliver well governed, vibrant, efficient, and effective services which maximise the quality and biodiversity of open spaces, parks, streets, and other assets under the division's control.
- Deliver a dignified and efficient bereavement service and provide for future need for burial grounds.
- Promote and increase participation in outdoor sport and physical activity with strategic partners from foundation to excellence level through the management and development of facilities.
- Encourage community/stakeholder ownership and involve citizens in their neighbourhoods, including parks, streets, and open space.
- Provide advice to independent community growing projects.
- Deliver Dundee's Cycling Strategy which will improve health and encourage sustainable travel.
- Partner with City Development in delivery of Dundee's Cycling Strategy which will improve health and encourage sustainable travel.
- Further promote outdoor access and the use of open spaces.

Waste Partnership

This service is responsible for the Dundee City Council/Angus Council residual waste contract. A new plant has been constructed which generates heat and electricity and contributes towards city-wide carbon reduction targets and has capacity to support future district heating networks.

Main Activities:

- Implement a long-term strategic waste to energy solution for the City.
- Delivers to environmental initiatives and Waste to Energy strategies.
- Provides support for local businesses.
- Providing employment and apprenticeships employment.

Challenges

- Land Management and Street Scene.
- Deliver efficiencies in the service while at the same time contributing to health and well-being, positive image of the city and maintain standards (Green Flag/Beach Award/LEAMS).
- Code of Practice relating to domestic waste.
- Deliver on the roll out of the Code of Practice relating to residual waste, increase the recycling rates all manage any impact on budgets.
- Environmental policy.
- Determine a sustainable and long-term solution in relation to waste disposal via Waste to Energy project.

Performance Measures (Indicators): Housing and Construction

Priority	Indicator	Actual 2022/23	Bench mark	Target 2023/24	Target 2025/26
TACKLE Climate Change and reach Net Zero carbon emissions by 2045.	Percentage of council dwellings that are energy efficient (ESSH)	90.7%	N/A	95%	100%
BUILD resilient and empowered communities	Number of council and registered social landlord new housing completions	101	N/A	200	200
Other Service Priority	Percentage of lets to BME groups (Quarterly and Yearly)	1.3%	3.3%	3.3%	3.3%
Other Service Priority	Percentage of new tenancies sustained for more than one year	89.5%	90%	90%	90%
Other Service Priority	Percentage of tenants satisfied with the overall service provided by their landlord	80.8%	90%	90%	90%
Other Service Priority	Percentage of tenants satisfied with the overall quality of home	76.5%	88%	88%	88%
Other Service Priority	Percentage of gas safety certificates obtained within 12 months	100%	100%	100%	100%
Other Service Priority	Percentage of reactive repairs carried out within timescales	78.9%	93%	93%	93%
Other Service Priority	Percentage of lets to statutory homeless households	54%	75%	75%	75%
Other Service Priority	Average length of time (hours) taken to complete emergency repairs	5.99	6	6	6
Other Service Priority	Percentage of reactive repair jobs completed right first time	78%	85%	85%	85%
Other Service Priority	Average number of days taken to re-let properties	104.4	45	45	45
Other Service Priority	Percentage of tenancy offers refused during the year	47%	47%	47%	47%
Other Service Priority	Percentage gross rent arrears	10.4% (2021/22 data)	6.4%	6.4%	6.4%
Other Service Priority	Percentage of rent due lost through properties being empty	2.33%	1.5%	1.5%	1.5%

Other Service Priority	Average time (days) taken to complete non-emergency repairs	15.8	9	9	9
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Actions: Housing and Construction

Priority	Key Actions
REDUCE child poverty and inequalities in incomes, education & health.	Maintain momentum in energy efficiency and wall insulation programmes to reduce fuel poverty for children and families
REDUCE child poverty and inequalities in incomes, education & health.	Review the Not Just a Roof Housing Options and Homelessness Strategic Plan 2016 – 2021
BUILD resilient and empowered communities	Build affordable houses that meet community needs
DESIGN a Modern Council.	Modernisation of Construction Services - have an effective repairs management and job costing system
DESIGN a Modern Council.	Fully roll out the new Integrated housing management system to modernise and improve the service delivery of all areas of our Housing Services to deliver a better service and overall outcome to our customers
DELIVER inclusive economic Growth including community wealth building	Provide sustained economic support for local people and local businesses of Dundee through permanent employment and procurement of services to undertake construction work on behalf of DCC
Other Service Priority.	Complete the annual rent consultation exercise

Performance Measures (Indicators): Environment

Priority	Indicator	Actual 2022/23	Bench mark	Target 2023/24	Target 2025/26
TACKLE Climate Change and reach Net Zero carbon emissions by 2045	Number of KSB, 'It's Your Neighbourhood' groups reaching the outstanding level (maintain / increase)	99	N/A	99	99
TACKLE Climate Change and reach Net Zero carbon emissions by 2045	Number of 'Friends of Parks Groups' (maintain / increase)	9	N/A	9	9
TACKLE Climate Change and reach Net Zero carbon emissions by 2045	Number of clean ups/litter picks recorded citywide (maintain/increase)	52	N/A	52	52
Other Service Priority	Maintain or Increase the number of Keep Scotland Beautiful (KSB) Green Flag awards achieved	7	7	7	7
LGBF	Street Cleanliness Score - Streets cleaned to an acceptable standard	86.2%	94%	94%	94%
LGBF	Percentage of household waste recycled or composted	32.7% (2021/2 data)	48%	48%	48%

LGBF	Percentage of household waste landfilled	3.8% (2021/2 data)	7%	7%	7%
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Actions: Environment

Priority	Action
TACKLE Climate Change and reach Net Zero carbon emissions by 2045.	Provide further opportunities for pedestrianised areas, pocket-parks and support empowered communities to be partners and leaders on local plans and initiatives to develop biodiversity, local food growing and community spaces
TACKLE Climate Change and reach Net Zero carbon emissions by 2045.	Deliver the action plan to reduce waste, and reuse or recycle more
TACKLE Climate Change and reach Net Zero carbon emissions by 2045.	Manage waste sustainably by reducing, reusing, recycling and recovering waste to improve resource efficiency whilst working towards a circular economy.
Other Service Priorities	Review revised Waste Charter Code of Practice once published & conduct impact/cost-benefit analysis
Other service priority	Retain the Keep Scotland Beautiful (KSB) City Category
Other service priority	Retain the Keep Scotland Beautiful Beach Award (Broughty Ferry)

Performance Measures (Indicators): Communities, Safety and Protection

Priority	Indicator	Actual 2022/23	Bench mark	Target 2023/24	Target 2025/26
BUILD resilient and empowered communities	Number of antisocial behaviour complaints	1,470	N/A	1,587	1,587
BUILD resilient and empowered communities	Number of people consulted on Community Planning issues	3,454	N/A	4,000	4,000
BUILD resilient and empowered communities	Number of Dundee Citizens engaged in CLD Programmes	4,808	N/A	5,000	5,000
BUILD resilient and empowered communities	Percentage of Dundee Citizens from SIMD 1&2 (20% SIMD Rank) engaged in CLD learning programmed activities	57.18%	N/A	60%	60%
Other Service Priority	Number of attendances by young people engaged in Diversionary Learning Programmes.	36,452	N/A	40,000	40,000
Other Service Priority	Number of targeted groupwork sessions	7,781	N/A	8,000	8,000
Other Service Priority	Number of learners receiving individualised support to reduce risk	863	N/A	900	900

	and support positive outcomes.				
Other Service Priority	Number of Recovery & Resilience Sessions (Capacity Building)	1,800	N/A	1,900	1,900
Other Service Priority	Number of people attending community centres	331,151	N/A	333,000	333,000
Other Service Priority	Percentage of registered private sector properties managed by an Accredited Landlord or Letting Agent	31%	N/A	25%	25%
Other Service Priority	Percentage of communicable disease cases and outbreaks investigated within 48 hours of being brought to our attention.	100%	N/A	100%	100%
Other Service Priority	Percentage of food safety inspections completed for risk rated food premises, as per the Food Safety Scotland's Food Law Code of Practice (Scotland).	85%	N/A	87%	87%
Other Service Priority	Percentage of serious health & safety accidents receiving a response within 48 hours	100%	N/A	97%	97%

Actions: Communities, Safety and Protection

Priority	Action
TACKLE Climate Change and reach Net Zero carbon emissions by 2045	Establish a Low Emission Zone in Dundee by 2020 to contribute to the broader city objectives and the vision to create a healthy, vibrant, and attractive city by protecting public health through improving air quality.
BUILD resilient and empowered communities	Maximise Participatory Budgeting In all forms
BUILD resilient and empowered communities.	Increase community ownership and leases of Council owned assets.
BUILD resilient and empowered communities.	Support communities to be partners and leaders in each of the 8 Local Community Planning Partnerships.
BUILD resilient and empowered communities.	Number of Dundee Citizens contributing to local community plan outcomes
Other Service Priorities	Target work to the most disadvantaged communities including focused local fairness initiatives in Linlathen and Stobswell West
Other Service priorities	Develop youth activities via CLD youth workers teams

Performance Measures (Indicators): Service Wide

Priority	Indicator	Actual 2022/23	Bench mark	Target 2023/24	Target 2025/26
Other service priority	Average FTE sick days lost per FTE Employee in Neighbourhood Services	20.43 (20/21 data)	N/A	10	10
Other service priority	Health & Safety – Reduction in number of days lost due to health & safety incidents	703.5 (20/21 data)	N/A	218	218
Other service priority	Reduce the number of occupational health surveillance appointments not attended	102 (20/21 data)	N/A	48	48

Actions: Service Wide






Priority	Action
DESIGN a Modern Council	Workforce Plan Action 1 – Develop a clear approach to succession planning to anticipate key staff retiring and ensure service resilience.
DESIGN a Modern Council	Workforce Plan Action 2 – Ensure 100% of staff within the Service benefit from "Quality Conversations" Reviews and ensure that professional development and training needs are identified, implemented, and monitored.
DESIGN a Modern Council	Workforce Plan Action 3 – Develop sustainable proposal for new Apprenticeship approach across the Service.
DESIGN a Modern Council	Workforce Plan Action 4 – We intend to develop a long-term approach to the development of female leaders of the future.
Other Service Priority	Review management of risk assessment process including development of inventory and completion of Annual Assurance Statements









MONITORING AND REVIEW






As part of the Council's Performance Management Framework, it has been agreed that progress against these performance indicators and projects should be monitored through the Council's performance management monitoring system and reported to committee each 6 months thereafter.





Neighbourhood Services Plan 2021-2024 – Final Outcome Report


Performance Indicators

Status	Performance Indicator	22/23 Value	22/23 Target	Notes
	Number of antisocial behaviour complaints	1,470	1,587	Cases are counted as at the date the system search is conducted. Monthly cases added together total 1501, however, yearly cases total 1470. This is due to cases being cancelled at a later time. Cases may be cancelled due to duplication, or the case being opened against the wrong person.
	Number of learners receiving individualised support to reduce risk and support positive outcomes	863	630	CLD staff support young people and adults in schools and in communities to achieve individual goals, develop skills and take on leadership roles within Dundee's communities
	Number of people attending community centres	331,151	70,000	Numbers have risen sharply due to fully implementing our covid recovery plan. Open Doors provision and increased use of food banks and community cafes in centres, alongside a full youth work and adult learning programme has resulted in high usage of local community centres.
	Number of people consulted on Community Planning issues	3454	2500	318 consultation sessions.
	Number of initial enquiries & pre-applications for Asset Transfer	10	8	Work is to be undertaken to move amalgamate CAT and other instruments to release assets at less than market value and bring together under the Community Wealth Building banner. This will give a more accurate picture of what Dundee is doing to facilitate community use and ownership of DCC assets





	Percentage of new tenancies sustained for more than one year	89.53%	90%	Will review a sample of tenancy failures to identify areas for continuous improvement.
	Number of attendances by young people engaged in Diversionary Learning Programmes.	36,160	12,000	1932 unique participants attended their overall attendance was 31116 the remaining 6498 attendances are unknown (unregistered) attendees who may have been recorded at a later date, or not returned their learner detail forms.
	Number of targeted groupwork sessions	7,760	2,000	59489 attendances by 3589 unique participants
	Number of Recovery & Resilience Sessions (Capacity Building)	1,731	750	1823 unique individuals in attendance.
	% of communicable disease cases and outbreaks investigated within 48 hours of being brought to our attention	100%	100%	Continuing to achieve targets despite increase in this quarter's notifications. Numbers from 17 January to 15/04/23 - 55 notifications
	% of reactive repairs carried out within timescales	78.87%	93%	Latest update on reactive repairs carried out within timescales reported by Construction Services to Housing Asset Management.
	% of lets to statutory homeless households	53.5%	75%	Calculated by total from homeless group rehoused / total lets. Separate monitor kept to distinguish lets between mainstream and sheltered
	Reduce the number of occupational health surveillance appointments not attended	102	48	








	Average length of time taken to complete emergency repairs	5.99	6	The repairs service continues to feel the impact of the pandemic however we had a higher than usual number of completed emergencies because of additional resource in this area which helped us achieve our target
	Average number of days taken to re-let properties	104.4	45	Working through a number of issues in partnership with Construction Services to find ways to reduce the days to let. Factors including resources, utilities, condition of properties, work content etc. Monthly meetings held jointly to look at performance
	% Gross rent arrears	11.71%	6.4%	Focus remains to assist current tenants to sustain their tenancies and prevent homelessness. The cost-of-living crisis continues to exacerbate the financial pressures faced by those living in our properties. Every effort is made to ensure income for these tenants is maximised and they are supported to remain in their tenancies. Use of the Local Authority Tenant Grant fund, the Council's own Hardship Fund and Discretionary Housing Payments is prioritised to support tenants. A moratorium on evictions to support people through the cost-of-living crisis was announced by Scottish Government and continued until 31 March 2023.
	% of Rent due lost through properties being empty	2.33%	1.5%	Work is ongoing by teams in Housing and Construction to reduce voids
	Average time taken to complete non-emergency repairs	15.8	9	Long periods of lockdown have created a significant backlog of non-urgent repairs, as we complete more of these older repairs, the average days to complete increases. Additional resources continue to be allocated to this area and we have also engaged local subcontractors to assist with clearing the backlog

	<p>Street Cleanliness Score - Streets cleaned to an acceptable standard</p>	<p>86.2%</p>	<p>94%</p>	<p>A dedicated plan is being developed for 2023/24 which has identified priority locations, hotspots and specific routes which will be targeted over the year with close monitoring going forward. This includes large mechanical and small compact sweeping routes and manual patrol beats. Initial work commenced earlier this year focusing on major sweeping of all main arterial routes citywide. This will continue into 2023, alongside targeted community clean-ups and a number of other actions to tackle litter citywide under the 'Take Pride in your City' campaign.</p>
	<p>Increase the number of Keep Scotland Beautiful (KSB) Green Flag awards achieved</p>	<p>7</p>	<p>7</p>	<p>Green Flags are awarded every summer. Dundee successfully retained all 7 Green Flags in 2022 for; Barnhill Rock Garden, Slessor Gardens and Waterfront Place, Dundee Law, Templeton Woods, Baxter Park, Trottick Ponds and Riverside Nature Park. The Council are working with Friends of Magdalen Green to submit a future application for an 8th Green Flag.</p>
	<p>Retain the Keep Scotland Beautiful Beach Award (Broughty Ferry</p>	<p>1</p>	<p>1</p>	<p>Scotland's Beach Award, administered by Keep Scotland Beautiful, is awarded in May each year. Broughty Ferry beach successfully maintained its award in 2022 with judges noting significant improvement over the previous 12 months.</p>
	<p>Retain the Keep Scotland Beautiful (KSB) City Category</p>	<p>1</p>	<p>1</p>	<p>The 'Bonnie Dundee' entry into the City category of Beautiful Scotland 2022 successfully retained a Gold Medal and the Bonnie Dundee group were later awarded a 'Gardening in a Changing Climate' Discretionary Award for their work. This success was a result of continued efforts by the Bonnie Dundee volunteers in collaboration with the Council and other partners. In addition, Dundee City Council was awarded the Wright Sustainability Award which is a judges' discretionary award presented to the local authority that demonstrates best practice in sustainability, relating to the Beautiful Scotland campaign aims.</p>






	Health & Safety – Reduction in number of days lost due to health & safety incidents	703.5	218	
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Actions

Status	Action	% Progress	Notes
	Complete the annual rent consultation exercise	Completed	The rent consultation for 2022-23 has been completed and the rents and service charges were agreed by Committee in January 2023.
	Develop/review departmental systems for monitoring and reviewing service user feedback and implementing improvements	Completed	A review of service user feedback methods has been completed. A revised programme has been agreed and where appropriate are being embedded in new I.T. systems
	Refugee Programme - expectation is that approx. 4-6 families to arrive each year once normal services resumed	Completed	Additional requirements now added for Ukraine situation
	Implement city wide engagement strategy including 3-year cycle of Engage Dundee – Local Community Plans – Engage Dundee – Plan reviews	Completed	Local Community Plans agreed at P&R 26th September 2022. Next Engage Dundee due summer 2023.
	Currently engaging with Dundee Association of Local Management Group to develop the service recovery plans their programmes in community centres, once all services can open.	Completed	Community centres are now fully open to the public. £60,000 of Community Resilience Funding has been spent for LMGs to develop taster programmes to support people back.
	Review of ESOL & Literacies Team as part of service re design.	Completed	Review of Literacies and ESOL Teams has been undertaken, with findings and recommendations to be translated into improvement actions.

	The Recovery Friendly agenda is taken forward in local communities in a safe manner and includes new actions relevant to the impact of the pandemic on people in recovery	Completed	Funding has been allocated to every Local Community Planning Partnership, following a successful funding proposal to the Alcohol and Drug Partnership. This will be used to develop and implement local actions which support the key objectives of Recovery Friendly Dundee and will be done in partnership between local people and services.
	Produce a detailed operational plan incorporating projects to meet statutory requirements. (Consumer Protection Partnership)	Completed	Plan Completed
	Complete the Annual Return on the Charter (ARC) for the Scottish Housing Regulator	Annual Return Completed	The Annual Return on the Charter is complete and was submitted to the Scottish Housing Regulator for 31st May 2022
	Implement a roadmap for recovery to allow for the safe reopening of sheltered complexes across the City.	Completed	In accordance with National and H&S Guidelines, the Sheltered Service has reopened complexes. The service has continued throughout lockdown to deliver support and advice remotely using the technologies installed across this service and in tenants' properties.
	Undertake a risk-based assessment of Dundee City Council new build programme for affordable housing.	Completed	This has been carried out in partnership with colleagues in City Development for programmed and pipeline sites
	Undertake a review as part of the Rapid Rehousing Transition Plan of the impact of Covid-19 for Temporary Accommodation	Completed	No longer commissioning consultant to carry out review due to other spending priorities in RRTP. This will be reviewed in-house as part of overall RRTP review
	Review Not Just a Roof Housing Options and Homelessness Strategic Plan 2016 – 2021	60%	Due to changes in staffing, the review of the 'Not Just a Roof Housing Options and Homelessness Strategic Plan 2016-2021 has been delayed but will be carried out by the end of 22/23.

			We continue to work to the requirements of our Rapid Rehousing Transition Plan until the new strategic plan is complete.
	Undertake a review of Year 2 - Rapid Rehousing Transition Plan and reflect the impact on the strategic plan due to Covid-19	Completed	Complete and update reported to NS Committee Autumn 2022
	Review and advance the Take Pride in Your City campaign	Completed	An updated 2-year action plan has been developed under the four existing strategic themes. Actions have been extended to include topics such as; enhancing street scene resources, quality assessment, greenspaces and the marine environment, climate, and the development of new localised campaigns.
	Develop re-use policy	Completed	The policy document is now available for wider discussion and approval.
	Deposit Return Scheme – forecast effect on each waste stream including costs and benefits	19%	A draft cost benefit model has been developed in conjunction with Zero Waste Scotland and current financial and operational details are currently being uploaded into the model to highlight the impacts of the introduction of DRS on the various material streams.
	Updated replacement and refurbishment programme for all recycling points	Completed	An initial programme of replacement and refurbishment for all recycling points is now complete. A further review will be developed during 2022.
	Route re-development due to anticipated reduction in capability to achieve daily collection targets.	Completed	Waste collection services were re-prioritised to ensure collections have continued for all properties during the pandemic.

	Review of collection frequencies for general waste and recycling streams.	Completed	New policies covering side waste, multiple general waste bins and contamination have been progressed in 2021
	Review of fleet requirements once the effect of measures such as collection frequency changes, workload capability and social distancing arrangements are known. Determine the requirement for further additional modifications	Completed	Changes to collection methodology, fleet requirements and route assessments has enabled waste collection services to continue, largely uninterrupted throughout the pandemic. This remains under continuous review.
	Review revised Waste Charter Code of Practice once published & conduct impact/cost-benefit analysis	15%	The revised Waste Charter and associated changes to the Charter are currently on hold pending the Scottish Government reviewing the outcomes from public consultations on the Waste Targets Routemap and the Circular Economy Bill. This expected to be during the Summer of 2023 with legislation being presented to the Scottish Parliament shortly afterwards.
	Revised programme for internal waste project covering remaining schools, offices and council building	Completed	Whilst this initial phase is complete, further work will be undertaken to develop recycling opportunities and awareness in schools, offices and council buildings from 2022.
	Working with City Development to deliver the 2017 Programme for Government commitment of introducing a Low Emission Zone in Dundee	Completed	The Dundee LEZ Scheme was approved in May 2022. Following a 2-year grace period, enforcement will begin on 30 May 2024.