

ITEM No ...6.....

REPORT TO: SCRUTINY COMMITTEE - 24 JUNE 2020

REPORT ON: ANNUAL GOVERNANCE STATEMENT FOR THE YEAR TO 31 MARCH 2020

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 157-2020

1 PURPOSE OF REPORT

To present the Annual Governance Statement for approval and inclusion into the unaudited Annual Accounts for the year ended 31 March 2020.

2 RECOMMENDATIONS

It is recommended that the Committee:

- i notes the contents of this covering report;
- ii approves the Annual Governance Statement which is included as an Appendix to this report;
- iii instructs the Executive Director of Corporate Services to include the Annual Governance Statement in the Annual Accounts for the year to 31 March 2020;
- iv notes that a copy of the approved Annual Governance Statement will be submitted to the Dundee Health and Social Care Partnership for assurance purposes; and
- v notes the impact of the coronavirus pandemic on the Council's corporate governance as detailed in the Annual Governance Statement.

3 FINANCIAL IMPLICATIONS

None.

4 BACKGROUND

4.1 The relevant statutory provisions regarding the preparation of the Council's Accounts are contained in the Local Authority Accounts (Scotland) Amendment Regulations 2014. Section 5 of these regulations require "...an annual review of the effectiveness of a local authority's system of internal control. The findings of that review are to be considered at a meeting of elected members, and following that review, members must approve an Annual Governance Statement. There is no requirement to have separate meetings for the consideration of the findings and then the approval of the Annual Governance Statement. Both may be undertaken at the same meeting."

4.2 As in previous years the Annual Accounts (including the Annual Governance Statement) will be prepared in accordance with the Code of Practice on Local Authority Accounting (the Code) which stipulates that the following information should be included in the Annual Governance Statement:

- i. An acknowledgement of responsibility for ensuring there is a sound system of governance;
- ii. An indication of the level of assurance that the systems and processes that comprise the Council's governance arrangements can provide;

- iii. A brief description of the key elements of the governance framework;
- iv. A brief description of the process that has been applied in maintaining and reviewing the effectiveness of the governance arrangements, including some comment on the role of the Council, internal audit and other explicit reviews/assurance mechanisms;
- v. An outline of the actions taken, or proposed, to deal with significant governance issues, including an agreed action plan; and
- vi. A specific statement on whether the Council's financial management arrangements conform with the governance requirements of the CIPFA *Statement on the Role of the Chief Financial Officer in Local Government* (2016) as set out in the CIPFA's *Delivering Good Governance in Local Government: Framework* (2016) and where they do not, an explanation of how they deliver the same impact.

4.3 The Annual Governance Statement for the year ended 31 March 2020 is included on Appendix A. The Annual Governance Statement includes reference to the revised governance arrangements that have been in place since the outbreak of Covid 19 and the implementation of lock-down on 23rd March 2020.

5 **POLICY IMPLICATIONS**

This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.

6 **CONSULTATIONS**

The Council Management Team has been consulted in the preparation of this report.

7 **BACKGROUND PAPERS**

None.

GREGORY COLGAN
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

18 JUNE 2020

ANNUAL GOVERNANCE STATEMENT

Scope of Responsibility

Dundee City Council is responsible for ensuring that its business is conducted in accordance with the law and appropriate standards. This is to ensure that public funds and assets at its disposal are safeguarded, properly accounted for and used economically, efficiently and effectively. The Council also has a duty to make arrangements to secure continuous improvement in the way its functions are carried out.

In discharging these duties Elected Members and senior officers are responsible for implementing effective arrangements for governing the Council's affairs and facilitating the effective exercise of its functions, including arrangements for the management of risk.

To this end the Council has approved and adopted a Local Code of Corporate Governance that is consistent with the principles of the CIPFA/SOLACE (Chartered Institute of Public Finance and Accountancy / Society of Local Authority Chief Executives) framework Delivering Good Governance in Local Government. The Local Code of Corporate Governance explains how Dundee City Council delivers good governance and this Annual Governance Statement reviews the effectiveness of these arrangements.

In addition the Council is responsible for confirming effective corporate governance arrangements exist within its other group entities. In line with Accounts Commission guidance, including Safeguarding Public Money: are you getting it right?, Following the Public Pound and Arm's Length External Organisations (ALEOs): are you getting it right?, part of that responsibility is about ensuring that public money is being used appropriately and achieving Best Value.

The Council's Governance Framework

The governance framework comprises the systems, processes, cultures and values by which the Council is directed and controlled. It also describes the way it engages with, accounts to and leads the local community. It enables the Council to monitor the achievement of its planned objectives and outcomes and to consider whether those objectives and outcomes have led to the delivery of appropriate, cost-effective services.

The Local Code of Corporate Governance is supported by detailed evidence of compliance which is regularly reviewed by a working group of senior officers.

Within the overall control arrangements the system of internal financial control is intended to ensure that assets are safeguarded, transactions are authorised and properly recorded, and material errors or irregularities are either prevented altogether or detected within a timely period. It is based on a framework of regular management information, financial regulations, administrative procedures and management supervision and checking.

The overall control arrangements include:

- Identifying the Council's objectives in the Council Plan, Community Plan and Local Outcomes Improvement Plan (City Plan).
- Monitoring of achievement of those objectives and outcomes by the Council and senior officers.
- A systematic approach to monitoring service performance at Elected Member, senior officer and project level.
- Reporting performance regularly to Council committees.
- Clearly defined Standing Orders and Schemes of Administration covering Financial Regulations, Tender Procedures and Delegation of Powers, including temporary arrangements during the Covid 19 emergency.
- A Monitoring Officer to ensure compliance with laws and regulations.
- A Scrutiny Committee and individual Service Committees.
- Approved anti-fraud and corruption strategies including "whistle-blowing" arrangements under the Public Interest Disclosure Act 1998.
- Ethical Values Framework.
- An Integrity Group.
- A Serious Organised Crime Group.
- Senior officer Resilience Group.
- Council Management Team and each Service's Senior Management Teams.
- Participating in the National Fraud Initiative for sharing and cross-matching data.
- Formal project appraisal techniques and project management disciplines.

- Setting targets to measure financial and service performance.
- Long-term Financial Outlook and Financial Strategy 2020 – 2030.
- Formal revenue and capital budgetary control systems and procedures.
- Clearly defined capital expenditure guidelines.
- A Capital Governance Group consisting senior officers from across Council services and chaired by the Executive Director of Corporate Services.
- The Council, together with NHS Tayside have established an Integrated Health and Social Care Partnership (HSCP). The HSCP has established a governance structure and an integrated senior management structure to support delivery of its key objectives and outcomes.
- An Our People and Workforce Strategy is in place to support delivery of the Council Plan and its strategic priorities.
- A Risk Management Policy and Strategy, Corporate and Service Risk Registers, Risk Management Improvement Plan, and Covid 19 Recovery Risk Register.
- Corporate Risk Management Working Group, chaired by the Executive Director of Corporate Services as Senior Responsible Officer.
- Corporate Governance Assurance Statement Group.
- Strategic GDPR (General Data Protection Regulation) Group.
- Data Protection Policy and Data Breach Management Procedure.
- The assurances provided by internal audit through their independent review work of the Council's governance, risk management and control framework.
- Chief Social Work Officer governance arrangements.
- Recovery Plan from Covid 19 emergency for the Council and its Services.

Review of Effectiveness

Members and officers of the Council are committed to the concept of sound governance and the effective delivery of Council services and take into account comments made by external and internal auditors and other review agencies and inspectorates and prepare actions plans as appropriate.

The effectiveness of the governance framework is reviewed annually by a working group of senior officers. The 2019/2020 review of governance arrangements against the Local Code of Corporate Governance has identified the Council as being 96% (2018/2019: 96%) compliant with the principles of the CIPFA/SOLACE framework Delivering Good Governance in Local Government.

In addition Executive Directors from each service have made a self-assessment, in conjunction with their senior management teams, of their own governance, risk management and internal control arrangements. This involved the completion of a 55-point checklist covering seven key governance areas of Service Planning and Performance Management; Internal Control Environment; Fraud Prevention and Detection; Budgeting, Accounting and Financial Control; Risk Management and Business Continuity; Asset Management; and Partnerships. This again indicated a high level of compliance, with an overall score above 92% for 2019/2020 (2018/2019: 89%).

The Internal Audit Service operates in accordance with the Public Sector Internal Audit Standards (PSIAS) and reports functionally to the Scrutiny Committee. Conformance with the PSIAS has been confirmed independently, through the completion of a formal External Quality Assurance process. Internal Audit undertakes an annual programme of work, which is reported to the Scrutiny Committee. The Senior Manager – Internal Audit provides an independent opinion on the adequacy and effectiveness of the Council's governance, risk management and control framework. The overall audit opinion, based on the above, is that reasonable assurance can be placed upon the adequacy and effectiveness of the Council's framework of governance, risk management and control for the year to 31 March 2020.

The Executive Director of Corporate Services complied fully with the five principles of the role of the Chief Financial Officer, as set out in CIPFA guidance.

Impact of Coronavirus Pandemic on Corporate Governance

The Covid-19 emergency has impacted on all areas of society and on all aspects of normal daily life, particularly since the implementation of the national lock-down on 23 March 2020. These impacts have been severe and are likely to continue through-out the period of the current lock-down and beyond. All levels of government have taken action to support and protect our most vulnerable citizens, local businesses, key suppliers and the third sector during this challenging and unprecedented time. This action seeks to maintain resilience during this crisis and ensure that people and organisations emerge from the crisis in the best possible shape.

Conducting the Annual Governance Review during the Coronavirus Pandemic

With significant organisational disruption, including new emergency responsibilities, increased staff absence and also staff working remotely, conducting a review in the normal way has been challenging. The following have been used to ensure a meaningful but focused review:

- The annual self-assessment review conducted by each Council Service is largely complete and progress will be updated before the final review of the Annual Governance Statement in the Audited Accounts. For the incomplete areas there has been a focus on any key gaps and risk areas with assurance over core corporate areas sought from appropriate lead officers and where possible existing performance and exception reports were used rather than requesting new evidence; and
- Using existing reports, reviews and assessments where possible to provide assurance.

Before the final publication of the Annual Governance Statement (AGS) in the audited accounts it is planned to undertake a more in-depth review and address any gaps.

Reflecting the challenges from Coronavirus in the Annual Governance Statement

The Annual Governance Statement (AGS) assesses the governance arrangements in place for 2019/2020. Whilst the majority of the financial year was unaffected by coronavirus and the conclusion on whether or not governance is fit for purpose should reflect normal operations the AGS is required to reflect the circumstances at the time of publication and therefore, it should be recognised that coronavirus has impacted on governance arrangements since March 2020.

Decision Making Processes

The impact on governance has affected the Council and there will be some aspects experienced by all service areas, for example changes to decision making arrangements and the conduct of meetings were introduced in March 2020 following a meeting with senior Elected Members on 19 March whereby the following procedures were implemented for Council Committee business with immediate effect and until further notice:

- All non-essential Committee business has been deferred to ensure that all Elected Members and all Officers can concentrate the maximum possible time and effort on supporting the City through the Coronavirus period;
- Referring to the Council's existing Scheme of Delegation of Powers to Officers [Standing Orders](#) (pages 153-199) in order to ensure that Services act in accordance with the powers which the Council has already delegated; and
- All essential Committee business which is not covered by the Scheme of Delegation of Powers to Officers will be dealt with as Urgent Matters Arising Between Meetings (i.e. by the Chief Executive / relevant Executive Director, in consultation with the nominated Member of the Administration Group, nominated Members of the Labour Group, Conservative Group and Liberal Democrat Group, the Independent Member and the Lord Provost).

Local Response and Risk Management Arrangements

Other aspects affected by the coronavirus crisis reflect changes to the organisation's priorities and programmes. These fall into the following broad categories:

- Impact on business as usual in the delivery of services;
- Increased demand for certain Council services such as crisis grants;
- New areas of activity as part of the national response to coronavirus and any governance issues arising, e.g. implementation of new policies and processes, and emergency assistance such as Business Support Grants and Self-Employed Hardship Fund;
- The funding and logistical consequences of delivering the local government response, e.g. changes to decision making arrangements, new collaborative arrangements, funding and cash flow challenges. A report by the Executive Director of Corporate Services advised Elected Members of the various actions implemented by the Council and the Scottish and UK Governments in response to the on-going Covid-19 emergency, and set out the associated financial implications [Report 144-2020](#). The financial position around the Council's response to the Covid-19 emergency is being closely and regularly monitored; and
- Assessment of the longer term disruption and consequences arising from the coronavirus pandemic, e.g. some existing projects and programmes may have been put on hold, new priorities and objectives introduced, new risks identified or existing risks escalated. The Council has formulated a Recovery Risk Register and a Recovery Plan and is continuing to review and update these regularly in response to changing circumstances.

By the date of final publication of the AGS the crisis may be over and the organisation may have conducted or be in the process of reviewing lessons learned from its response. This review has been added as a suitable area for inclusion as one of the organisation's significant governance issues and has been included as an improvement area.

Dundee City Council is working closely with partners across the city to deal with the impact of Coronavirus. Officers are monitoring the local situation daily and following the advice given by Scottish Government, UK Government (where appropriate) and NHS public health experts. The Council continues to consider appropriate actions based on the national guidance.

Leadership

A corporate level Incident Management Team (IMT) was established at the outset to consider the challenges and the Council's responses, including instigating the corporate level business continuity plan, supported by individual project and service level plans. At the start of the emergency the IMT communicated daily briefing updates to employees but as the situation has progressed the frequency of communications to staff has reduced accordingly. In addition service area management team meetings were held regularly with further detailed communications to service employees providing updates on the situation and details of the actions being taken and guidance for safe working practices. Regular briefing meetings were also held with political group leaders to ensure they have been kept up to date with the impact and response to the crisis.

In a very short space of time the Council had to move rapidly to support an environment whereby the majority of its staff required to immediately change working practices and work from home or from alternative premises. In the space of a few days the Council moved from a position where 25% of IT consuming staff worked remotely to having 75% of those working remotely. This access has been achieved with no degradation in performance and, crucially, no weakening of security whilst maintaining the same method of operation for staff they would experience in the office. This was again highlighted by the Council's response to the Covid crisis. Having a reliable IT platform which immediately enabled remote working allowed the council to respond to the new requirements of the Covid response in quickly deploying resources.

Continuous Improvement Agenda

The Council's progress against the Continuous Improvement Agenda items for 2019/2020 is detailed at Appendix 1. Several items are still in progress and have been carried forward to be actioned in 2020/2021. Additional areas for improvement have also been identified by the Council's Corporate Governance Assurance Statement Working Group and these are included, along with the areas for improvement carried forward, at Appendix 2 and form the Continuous Improvement Action Plan for 2020/2021. These were identified by Executive Directors and Heads of Services in the self-assessment checklists that were completed as part of the Council's assurance gathering process. The Council's Governance structure is shown at Appendix 3.

Group Entities

In respect of the Joint Boards, Joint Committee, Charities and Companies that fall within the Council's group boundary, the review of their governance, risk management and control framework is informed by:

- Annual Governance Statements included in the respective financial statements of the Joint Boards and Tayside Contracts Joint Committee.
- Assurances from company directors and/or the other senior company officials.
- The work of the relevant bodies respective external auditors (and where relevant internal audit function) and other interim reports.
- Completion of self-assessment checklists.

The Dundee City Integration Joint Board (DCIJB) / Dundee Health and Social Care Partnership was formed in April 2016, at which time an approved Strategic and Commissioning Plan was in place and proper due diligence had been carried out in respect of the financial contributions transferred to the DCIJB at the outset. The Scottish Government, Integrated Resources Advisory Group, Finance Guidance includes a section on Following the Public Pound which details the requirement to put in place arrangements to maintain control and clear public accountability over public funds. More specifically, these arrangements should cover the resources delegated to the DCIJB by the Council and NHS Tayside as well as the resources allocated to the Council and NHS Tayside by the DCIJB to be used as directed and set out in the Strategic and Commissioning Plan. In terms of Council resources, projected outturns against budgets have been and will continue to be monitored and reviewed on a continuous basis with corresponding reports being presented to the DCIJB at regular intervals. In addition, the Council's Policy and Resources Committee is responsible for scrutiny of integrated health and social care. The S95 Officers from the Council and the DCIJB have worked, and will continue to work, together closely. Over time, the format and focus of monitoring will change as budgets and services become more integrated and aligned with the priorities set out in the Strategic and Commissioning Plan.

Work has been undertaken to develop a Governance Principles Framework to strengthen the governance arrangements associated with health and social care integration across the whole of the Tayside region. To ensure that these governance principles reflect the Dundee health and social care environment both the Council and NHS Tayside will work together to agree on these principles as they apply to their relationship with DCIJB.

There have been three occasions during the year when a Performance and Audit Committee (PAC) meeting has not taken place. These were the July 2019 meeting due to no urgent business, the February 2020 meeting due to not being quorate, and the March 2020 meeting due to the Covid 19 crisis. Whilst this is significant, the PAC terms of reference notes that it will meet at least three times per year, therefore it met its minimum requirements.

The response to the Covid-19 pandemic is a significant event which has impacted on the internal control environment but is currently managed in line with business continuity plans. There has been significant disruption to service delivery arrangements for the Health and Social Care Partnership (HSCP) with the response to this reflected in the HSCP's mobilisation plan with future service arrangements being considered as part of the HSCP's recovery plan.

The Covid-19 crisis has resulted in the Integration Joint Board stepping down its formal meetings, including the PAC and applying its delegated authority arrangements for decision making as set out within the DCIJB's Standing Orders and Scheme of Delegation. Weekly briefings have been held with voting members of the DCIJB to ensure they have been kept up to date with the impact and response to the crisis.

Conclusion

The annual review demonstrates sufficient evidence that the code's principles of delivering good governance in local government operated effectively and the Council complies with the Local Code of Corporate Governance in all significant respects for 2019/2020. It is proposed over 2020/2021 steps are taken to address the items identified in the Continuous Improvement Agenda to further enhance the Council's governance arrangements.

David R Martin
Chief Executive, Dundee City Council
23 September 2020

John Alexander
Leader of the Council
23 September 2020

This page is intentionally left blank

CONTINUOUS IMPROVEMENT AGENDA FOR 2019/2020 – WITH PROGRESS UPDATES

The Council's Corporate Governance working group identified the following areas for improvement to be taken forward during 2019/2020. Full details are included in the Council's Local Code of Corporate Governance (<https://www.dundee.gov.uk/reports/reports/202-2019.pdf>) and the 2018/2019 Annual Governance Statement (<https://www.dundee.gov.uk/reports/reports/224-2019.pdf>).

ORIGINAL IMPROVEMENT AGENDA ON 2018/2019 LOCAL CODE OF CORPORATE GOVERNANCE AND ANNUAL GOVERNANCE STATEMENT REPORTS						PROGRESS UPDATES	
	Improvement	Source	Details	Responsible Officer	Target Completion Date	Actual Completion Date	Comments (e.g. Estimated Completion Date, Reasons for delays, etc.)
1	Develop Ethical Values Framework.	Local Code of Corporate Governance 2017/2018. (Principle A: Integrity & Ethics). Report 223-2017	Carried forward from 2018/2019. In progress.	Head of Democratic and Legal Services.	30/9/2019	13/3/2020	Approved at Corporate Services Management Team (CSMT) on 10/1/2020. Circulated to all staff on 13/3/2020.
2	Update Corporate Asset Management Strategy.	Local Code of Corporate Governance 2017/2018. (Principle E: Developing the Entity). Report 223-2017	Carried forward from 2018/2019. In progress.	Executive Director of Corporate Services.	31/3/2020		Likely to be delayed until 30/9/2020. * Property Asset Management Plan was approved at City Development Committee on 27/1/2020 Report 37-2020
3	Develop Risk Management Framework.	Local Code of Corporate Governance 2017/2018. (Principle F: Managing Risk). Report 223-2017	Carried forward from 2018/2019. In progress.	Executive Director of Corporate Services.	30/9/2019	30/11/2019	<p>A comprehensive Risk Management Framework is in place. This includes:</p> <ul style="list-style-type: none"> • a revised Risk Management Policy & Strategy which incorporates governance / reporting arrangements, corporate risk appetite and risk assessment scoring matrix. • Corporate Risk Register in place and reported to Elected Members. • a Risk Management Working Group (RMWG) which meets quarterly – this includes a Risk Management Champion from each Service, other members of senior management and is chaired by the Executive Director of Corporate Services. • Risk management procedural guidelines. • Formal adoption of Pentana risk

							management software to enable effective monitoring of the council's risks.
4	Continue to develop Business Continuity Strategy.	Local Code of Corporate Governance 2017/2018. (Principle F: Managing Risk). Report 223-2017	Carried forward from 2018/2019. In progress.	Service Manager - Community Safety and Resilience.	31/3/2020		<p>Two full day training sessions for Services organised and delivered during 2019.</p> <p>Services were required to submit their completed BCP's by 31 March 2020. Item was discussed at Senior Officer Resilience Group on 24 January 2020 with reminders sent out to attendees at the Business Continuity Workshops.</p> <p>These will require to be revisited in response to the Covid 19 crisis and will likely require to change from being neatly documented and allocated against defined events as the industry standard will swing far more to assurance around leadership, delegation, built-in flexibility in organisations, and defining capabilities. *</p>
5	Launch a new Social Media Policy.	Local Code of Corporate Governance 2018/2019. (Principle B: Openness & engagement). P&R Report 190-2018	Carried forward from 2018/2019. In progress. Source: Corporate Communication Strategy 2018-2021.	Service Manager Communications.	30/9/2019	12/9/2019	Social media policy and supporting handbook issued to employees.
6	Develop programme for consideration of the suitability of key Operational IT systems.	Annual Governance Statement 2018/2019. (Self-Assessment Checklist (SAC): Internal Control Environment section). Report 214-2018	Carried forward from 2018/2019. In progress.	Head of IT and Customer Services.	31/12/2019		The Council has developed an IT Strategy which will include this action to review the suitability of organisational systems. Revised target date of 30/6/2020. *
7	Re-launch Anti-Money Laundering Policy and Guidance.	Annual Governance Statement 2018/2019. (SAC: Fraud Prevention & Detection section). Report 214-2018	Carried forward from 2018/2019. In progress.	Financial Services and Investment Manager.	31/5/2019		In progress. Expected to complete by end of March 2020 but delayed due to Covid 19 crisis. *
8	Develop Service level Risk Registers	Annual Governance Statement 2018/2019. (SAC: Risk Management & Business Continuity section).	Carried forward from 2018/2019. In progress.	CMT.	30/9/2019	30/11/2019	Service level risk registers have been developed from a series of comprehensive workshops and follow-up actions across all service areas.

		Report 214-2018					<p>These have now largely reached 'business as usual' stage, and further discussions and monitoring will be ongoing on this basis.</p> <p>Risk register development has now extended to more granular risk registers in relation to specific areas of higher risk and this will also be ongoing.</p>
9	Develop a Serious Organised Crime Guide.	Serious Organised Crime Newsletter, June 2018. Issue 1		Head of Corporate Finance.	31/3/2020		<p>Work ongoing with Public Relations on awareness raising. Expected to be complete by 31/3/2020, but delayed due to Covid 19 crisis. *</p> <p>In Dec 2019, Police Scotland's "Spotting Signs of SOC" material on Intranet and Awareness Raising sessions were held.</p>
10	Replace Construction Services' Costing System.			Head of Construction and Head of IT and Customer Services.	31/3/2020		<p>In progress.</p> <p>Work has been done to establish that the Total Repairs software purchased to support the Repairs & Maintenance operations will suffice as a contract costing system for all of Construction operations.</p> <p>Recently, the Total Mobile Group has acquired Cloud Dialogs, a provider of cloud-based Repairs Management solutions, which will supersede the Total Repairs product. An assessment of the feasibility of transitioning to Cloud Dialogs is planned.</p> <p>Currently in discussions with the provider to re-plan the implementation, likely 'go live' date will be no later than 31/3/2021. *</p>
11	Develop further the Governance Arrangements in place with significant partnerships.		Further consideration to be given to Health and Social Care and Tay Cities Deal (TCRJC also mentioned in IA 2019/20 Audit Plan).	Executive Director of Corporate Services.	31/3/2020		<p>Governance arrangements will be reviewed for significant partnerships with the Head of Democratic and Legal Services to determine whether current arrangements are appropriate. Revised target date of 30/9/2020. *</p>

12	Develop further the Governance Arrangements in place with significant partnerships.		Adoption / Formalising of the Property, Housing and Construction Services Partnership is key action for 2019.	Executive Director of Neighbourhood Services, City Development, and Corporate Services.	31/3/2020		<p>Oversight arrangements for joint working between Housing, Property and Construction have been refined throughout 2019/2020 and a Steering Group and an Executive Group are in place.</p> <p>Personnel changes in various key positions within the partner services have delayed us in terms of formalising the existing partnership working but this will be prioritised over the remainder of the financial year. *</p>
13	Develop Data Protection Policy.	Internal Audit section (Ref 2012/36).		Information Governance Manager.	31/12/2019	September 2019	<p>Signed off as per new procedures by CSMT. Email on 5 Nov 2019 to Senior Management to cascade. Added to external website: https://www.dundee.gov.uk/service-area/corporate-services/democratic-and-legal-services/data-protection and OneDundee: https://onedundee.dundee.gov.uk/local-government-employees-lge/data-protection</p>
14	Develop Reportable Incidents Policy.	Internal Audit section (Ref 2012/36).		Information Governance Manager.	31/12/2019	September 2019	<p>Signed off as per new procedures by CSMT. Email on 5 Nov 2019 to Senior Management to cascade. Added to One Dundee: https://onedundee.dundee.gov.uk/local-government-employees-lge/data-protection</p>
15	Revise Corporate Fraud Policy.	Internal Audit section (Ref 2014/08).		Senior Manager – Internal Audit.	31/3/2020		<p>Update on planned improvements to the Corporate Fraud and Corruption Policy: The Council's Fraud Governance Internal Audit Report (No. 2018/21) details that, from a review of the document, it could be enhanced in view of good practice policy documents by either introducing/ incorporating the following or improving on what already exists:</p> <ul style="list-style-type: none"> • Statement of intent – from senior executive. • Defining fraudulent activity properly –

							<p>giving examples in sufficient detail.</p> <ul style="list-style-type: none"> • A detailed fraud risk register is maintained, which is refreshed regularly and updated if there is a material change in the Council which impacts on fraud risk. • How does the policy apply to Council staff – Making it more relevant; roles and responsibilities section could be more fraud specific. • The organisation’s obligations under the policy, and the team’s; what red flags are and what to do to report suspicions. • Checklist of what to do and not to do when fraud is suspected. • Reference to Public Interest Disclosure Act. • Confidentiality - including a statement, in the fraud policy, ensuring that confidentiality will be maintained (where possible). • If proven / if not proven – what will happen. • The policy should make reference to the current fraud governance and reporting arrangements. • Links to intranet, with up to date contact details. • Links to other relevant policies. <p>We are currently working on developing a comprehensive Corporate Fraud Risk Register, which should also help inform the content of the policy. *</p>
16	Formally map out all Emergency Planning duties & responsibilities.	Internal Audit Report 2016/27. Report 44-2018		Executive Director of Neighbourhood Services.	31/3/2020	30/11/19	Duties and responsibilities mapped out in renewed Generic Emergency Plan and through working paper produced for Senior Officer Resilience Group.

17	Develop Service Area Scorecards in the Corporate Performance Management system.	Internal Audit Report 2017/22, 23 and 24. Report 374-2018		Transformation and Performance Manager.	31/3/2020		In progress. Service Area Scorecard are being developed, continued training on Corporate Performance Management System is being provided and scorecards set up for Executive Directors to discuss with their teams that incorporate the key priority targets, actions and risks. *
18	Develop a new Workforce Strategy.	Council Plan 2017-2022 Progress Report. Report 251-2018		Head of Human Resources and Business Support.	31/3/2020	30/9/2019	Our People and Workforce Strategy was approved by P&R Committee on 30 September 2019.
19	Develop Long-Term Financial Planning for Revenue Resources.	External Audit Annual Audit Report 2017/2018 Report 308-2018 and Audit Scotland's Local Government in Scotland: Challenges and Performance 2019. Reports 166-2019		Executive Director of Corporate Services.	31/12/2019	19/8/2019	Long-Term Financial Outlook and Financial Strategy 2020-2030 approved at Policy & Resources Committee.

*Carried forward items have been included in Appendix 2 with new target completion dates.

CONTINUOUS IMPROVEMENT AGENDA FOR 2020/2021:

The Council's Corporate Governance working group has identified the following areas for improvement, full details are included in the Council's Local Code of Corporate Governance, to be taken forward during 2020/2021:

	Improvement	Source	Details	Responsible Officer	Target Completion Date
1	Update Corporate Asset Management Strategy.	Local Code of Corporate Governance 2017/2018. (Principle E: Developing the Entity). Report 223-2017	Carried forward from 2019/2020. In progress.	Executive Director of City Development.	30/09/2020
2	Continue to develop Business Continuity Strategy.	Local Code of Corporate Governance 2017/2018. (Principle F: Managing Risk). Report 223-2017	Carried forward from 2019/2020. In progress.	Service Manager - Community Safety and Resilience.	31/3/2021
3	Develop programme for consideration of the suitability of key Operational IT systems.	Annual Governance Statement 2018/2019. (Self-Assessment Checklist (SAC): Internal Control Environment section). Report 214-2018	Carried forward from 2019/2020. In progress.	Head of IT and Customer Services.	30/09/2020
4	Re-launch Anti-Money Laundering Policy and Guidance.	Annual Governance Statement 2018/2019. (SAC: Fraud Prevention & Detection section). Report 214-2018	Carried forward from 2019/2020. In progress.	Financial Services and Investment Manager.	30/9/2020
5	Develop a Serious Organised Crime Guide.	Serious Organised Crime Newsletter, June 2018. Issue 1	Carried forward from 2019/2020. In progress.	Head of Corporate Finance.	30/9/2020
6	Replace Construction Services' Costing System.		Carried forward from 2019/2020. In progress.	Head of Construction and Head of IT and Customer Services.	31/3/2021
7	Develop further the Governance Arrangements in place with significant partnerships.		Carried forward from 2019/2020. In progress. Further consideration to be given to Health and Social Care and Tay Cities Deal (TCRJC also mentioned in Internal Audit 2019/2020 Audit Plan).	Executive Director of Corporate Services.	30/9/2020
8	Develop further the Governance Arrangements in place with significant		Carried forward from 2019/2020. In progress. Adoption / Formalising of the Property,	Executive Director of Neighbourhood Services, City Development, and	30/9/2020

	partnerships.		Housing and Construction Services Partnership is key action for 2020.	Corporate Services.	
9	Revise Corporate Fraud Policy.	Internal Audit section (Ref 2014/08).	Carried forward from 2019/2020. In progress.	Senior Manager – Internal Audit.	30/9/2020
10	Develop Service Area Scorecards in the Corporate Performance Management system.	Internal Audit Report 2017/22, 23 and 24. Report 374-2018	Carried forward from 2019/2020. In progress.	Transformation and Performance Manager.	30/9/2020
11	Engage with Elected Members on proposals for future personal development and maximise their opportunity to participate.	Local Government in Scotland: Challenges and Performance 2019 Report 166-2019 External Audit Report to Members on the Audit of DCC's 2018/2019 Accounts Report 338-2019 Best Value Self-Assessment Report 68-2020 P&R Agenda Papers 20200224	Support the development and tracking of individual personal development plans. Explore opportunities to learn from best practice elsewhere.	Head of Democratic and Legal Services / Head of Human Resources and Business Support.	31/3/2021
12	Develop a future needs analysis and workforce plan within each service area for the short, medium and long term in line with the Our People and Workforce Strategy.	Best Value Self-Assessment Report 68-2020 P&R Agenda Papers 20200224	To ensure staff skills match service delivery requirements and align workforce and strategic planning to ensure citizen's needs are being met in accordance with agreed priorities and statutory duties.	Head of Human Resources and Business Support.	31/3/2021
13	Strengthen the arrangements around capital projects.	Best Value Self-Assessment Report 68-2020 P&R Agenda Papers 20200224	Ensure that robust business cases and regular and consistent Gateway reviews and post-project evaluations are undertaken for significant capital project.	Executive Director of Corporate Services.	31/3/2021
14	Address recurring areas for improvement in public protection in external scrutiny reports and internal self-evaluation activities.	Best Value Self-Assessment Report 68-2020 P&R Agenda Papers 20200224		CMT	31/3/2021
15	Continue to improve Community Empowerment.	Best Value Self-Assessment Report 68-2020 P&R Agenda Papers 20200224	Maintain the momentum gained from the Engage Dundee programme, this included the CoSLA award winning participatory budget process "Dundee Decides".	Service Manager - Communities	31/3/2021
16	Embed regular monitoring and reporting on progress towards the UN sustainable	Best Value Self-Assessment Report 68-2020 P&R Agenda Papers 20200224	The City-Wide Climate Change Action Plan is reported to Committee and this process	Transformation and Performance Manager.	31/3/2021

	development goals within performance reporting.		needs to include wider sustainability goals.		
17	Continue to embed a culture of improvement across the organisation.	Best Value Self-Assessment Report 68-2020 P&R Agenda Papers 20200224	Managers and Leaders will ensure employees contribution to continuous improvement is supported, managed and reviewed.	Transformation and Performance Manager.	31/3/2021
18	Assess and report on the potential impacts of Brexit, including the development and implementation of a comprehensive contingency plan.	Local Government in Scotland Financial Overview 2018/2019 Report 54-2020 Brexit Update Report 6-2020 Internal Audit Annual Audit Plan 2019/2020 Report 154-2019		Head of Chief Executives Service.	31/12/2020
19	Embed Information Governance Assurance checklist in annual corporate governance assurance process.	Corporate Governance Assurance Statement Group's review of Annual Governance process.	Ensure results are reflected in 2020/2021 Annual Governance Statement.	Information Governance Manager / Head of Corporate Finance.	31/3/2021
20	Review the Council's response to Covid 19 crisis.		Including lessons learned, good practice, and areas for improvement.	Chief Executive / Executive Director of Corporate Services.	31/3/2021

Dundee City Council's Governance Structure

