

**ITEM No ...12.....**

**REPORT TO:** SCRUTINY COMMITTEE - 26 JUNE 2019

**REPORT ON:** ANNUAL GOVERNANCE STATEMENT FOR THE YEAR TO 31 MARCH 2019

**REPORT BY:** EXECUTIVE DIRECTOR OF CORPORATE SERVICES

**REPORT NO:** 224-2019

**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 2019.

**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 2019; and
- 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.

**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 board'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 2019 is included on Appendix A.

## 5 **POLICY IMPLICATIONS**

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

## 6 **CONSULTATIONS**

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

## 7 **BACKGROUND PAPERS**

None.

**GREGORY COLGAN**  
**EXECUTIVE DIRECTOR OF CORPORATE SERVICES**

**10 JUNE 2019**

## 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 responsibilities 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. This statement explains how Dundee City Council delivers good governance and 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 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 value for money.

### 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 objectives and consider whether those objectives 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 or would be detected within a timely period. It is based on a framework of regular management information, financial regulations, administrative procedures and management supervision.

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 objectives 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.
- 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.
- An Integrity Group.
- A Serious Organised Crime Group.
- Senior officer Resilience Group.
- Council Management Team and each Service's Senior Management Teams.
- Participating in National Fraud Initiative strategy for sharing and cross-matching data.
- Formal project appraisal techniques and project management disciplines.
- Setting targets to measure financial and service performance.
- Formal revenue and capital budgetary control systems and procedures.
- Clearly defined capital expenditure guidelines.

- A Capital Governance Group consisting of senior officers from across Council services and chaired by the Executive Director of Corporate Services is in place.
- 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.
- A People Strategy is in place to support the delivery of the Council Plan and its strategic priorities.
- Risk Management Policy and Strategy, Corporate Risk Register, and Risk Management Improvement Plan.
- 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.
- The assurances provided by internal audit through their independent review work of the Council's governance, risk management and control framework.
- A Chief Social Work Officer Governance Framework.

### **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. Their regular review of the Local Code of Corporate Governance has identified the Council as being 95% (2017/2018: 94%) compliant with guidelines.

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 89% (2017/2018: 87%).

The Internal Audit Service operates in accordance with the Public Sector Internal Audit Standards 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 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 2019.

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.

### **Continuous Improvement Agenda**

The Council's progress against the Continuous Improvement Agenda items for 2018/2019 are detailed in tables 1 and 2 at Appendix 1. Several items are still in progress and have been carried forward to be actioned in 2019/2020. Additional areas for improvement have also been identified by the Council's Corporate Governance Assurance working group and these are included, along with the areas for improvement carried forward, on Appendix 2 and form the Continuous Improvement Action Plan for 2019/2020. 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 in 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 Integrated Joint Board (IJB) / Dundee Health and Social Care Partnership was formed in April 2016, by 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 IJB 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 IJB by the Council and NHS Tayside as well as the resources allocated to the Council and NHS Tayside by the IJB 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 IJB 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 IJB 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.

### **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. It is proposed over 2019/2020 steps are taken to address the items identified in the Continuous Improvement Agenda to further enhance the Council's governance arrangements.

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**David R Martin**  
**Chief Executive, Dundee City Council**  
**25 September 2019**

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**John Alexander**  
**Leader of the Council**  
**25 September 2019**



**CONTINUOUS IMPROVEMENT AGENDA FOR 2018/2019 – WITH PROGRESS UPDATES**

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 (<https://www.dundee.gov.uk/reports/reports/190-2018.pdf>) to be taken forward during 2018/19:

**Table 1:**

ORIGINAL IMPROVEMENT AGENDA ON P&R REPORT						PROGRESS UPDATES	
Improvement	Principle	Code Reference	Responsible Officer	Target Completion Date	Details	Actual Completion Date	Comments (e.g. Estimated Completion Date, Reasons for delays, etc.)
1 Develop Ethical Values Framework	1	2.1 to 2.4	Head of Democratic and Legal Services	31/7/2018	Carried forward from 2017/2018. In progress.		In progress. Awaiting finalisation of the Anti-Bribery Policy by the Integrity Group.
2 Communication Strategy 2017-2020 to be launched	2	2.1, 3.2 to 3.4	Service Manager Communications	31/7/2018	Carried forward from 2017/2018. Reported to P&R Committee in April 2019.	31/7/2018	
3 Roll Out Integrated Impact Assessment Tool	3	1.2	<i>(was Sustainability and Climate Change Manager)</i> . Changed to Community Planning Manager.	31/7/2018	Carried forward from 2017/2018. Rollout already commenced.	31/7/2018	Development of the Integrated Impact Assessment Tool is complete and work is ongoing to embed use of this across services.
4 Align quarterly performance reports with services	4	2.4	Transformation and Performance Manager	31/7/2018	Carried forward from 2017/2018.	20/8/2018	P&R Committee adopted Performance Management framework that includes Council Plan. Performance reports going twice per annum to P&R and Scrutiny Committees. First report delivered on 20/8/2018.
5 Update Corporate Asset Management Strategy	5	1.1	<i>Was Executive Director of City Development</i> . Changed to Executive Director of Corporate Services (as chair of Capital Governance Group).	31/8/2018	Carried forward from 2017/2018. In progress.		Will be taken forward and discussed with the Council's Capital Governance Group. Revised timescales to be agreed.

6	Develop Risk Management Framework	6	1.1 to 1.2	Executive Director of Corporate Services	30/6/2018	Carried forward from 2017/2018. In progress.	<p>The Council's Corporate Risk Register was developed during 2017/2018 and approved at P&amp;R Committee at its meeting on 23 April 2018.</p> <p>An updated Corporate Risk Register was approved at P&amp;R Committee on 10 December 2018 following a review by the Council Management Team along with a new Risk Management Policy and Strategy document.</p> <p>A formal Risk Management Improvement Plan is in place to ensure the Council's Risk Management Framework is appropriately developed and an update on the implementation of the actions contained within it was also provided to the P&amp;R Committee on 10 December 2018. It is envisaged that all of the actions will have been addressed by 30 September 2019.</p> <p>The P&amp;R report from the 10 December Committee was also presented to the Council's Scrutiny Committee on 13 February 2019. A Risk Management Annual Report will be presented to Scrutiny Committee on 26 June 2019.</p>	
7	Continue to develop Business Continuity Strategy	6	1.3	Service Manager - Community Safety and Resilience	31/12/2018	Carried forward from 2017/2018. In progress.	In progress. Training programme agreed with training provider. Workshops scheduled for late June 2019.	
8	Provide Performance Training for Elected Members	7	2.2	Transformation and Performance Manager	31/7/2018	Carried forward from 2017/2018.	26/3/2019	
9	Develop Governance Arrangements to support the revised Risk Management arrangements	6	1.1 to 1.2	Head of Corporate Finance / Corporate Risk Management Co-ordinator	30/6/2018	Source: Corporate Risk Register.	10/12/2018	Governance arrangements incorporated into a new Risk Management Policy and Strategy document – refer items 6 & 10. This was approved at P&R Committee on 10 December 2018 and subsequently presented to Scrutiny Committee, following a review by the Council Management Team.



10	Review and revise the Council's Risk Management Strategy	6	1.1 to 1.2	Head of Corporate Finance / Corporate Risk Management Co-ordinator	30/9/2018	Source: Corporate Risk Register.	10/12/2018	A new Risk Management Policy and Strategy document incorporating Risk Appetite and assessment parameters was approved by the P&R Committee on 10 December 2018 and subsequently presented to Scrutiny Committee.
11	Launch a new Social Media Policy	2	3.2	Service Manager Communications	31/10/2018	Source: Corporate Communication Strategy 2018-2021.		Draft policy and guidance out for internal consultation. Due to be rolled out in Quarter 1 2019/2020.
12	Develop & implement a comprehensive contingency plan / strategy for the possible impact of Brexit	4	1.1	Head of Chief Executive's Services	31/3/2019	Source: P&R Cttee: Brexit Update 28-2018 (Feb 2018) and 2018/19 Internal Audit Plan 119-2018 (April 2018).	7/1/2019	Planning has taken place, through the establishment of a Brexit Advisory Team of officers and a Cross Party Group including MSPs, MPs and councillors. Those groups have considered issues such as the rights of citizens, impact on employees, funding, Council finances, impact on the city economy and resilience planning in the event of a 'no deal' Brexit. Update reports have been provided to P&R Committee, and the Council continues to liaise closely with COSLA. The terms of any deal between the UK and EU, and therefore the detailed implications for the city, still remain uncertain at the time of writing.

In addition, the following areas for improvement were identified in 2018/2019 by Executive Directors in the self-assessment checklists (SACs) completed as part of the Council's assurance gathering process where further improvement could be made:

**Table 2:**

ORIGINAL IMPROVEMENT AGENDA ON SCRUTINY REPORT					PROGRESS UPDATE	
Improvement	Governance Area	SAC Reference	Responsible Officer	Target Completion Date	Actual Completion Date	Comments (e.g. Estimated Completion Date, Reasons for delays, etc.)
1 Continue to review approach to grant funding bids and claims	Budgeting, Accounting & Financial Controls	4.1 to 4.5	Head of Corporate Finance	31/7/2018	1/7/2018	Corporate Policy on Grant Income approved by CMT in May 2018. It was communicated to all Services and was effective from 1 July 2018.
2 Continue to further improve financial systems controls	Budgeting, Accounting & Financial Controls	4.1 to 4.5	Head of Corporate Finance	30/6/2018	18/3/2019	A ledger reconciliation framework was implemented in February 2019. Updated journal procedures were implemented in January 2019. An updated Revenue Budget Control Manual was circulated on 18 March 2019.
3 Further develop and enhance the use of the corporate Performance Management system	Service Planning & Performance Management	1.4 to 1.6	Transformation and Performance Manager	31/8/2018	20/8/2018	Development plan for the Corporate Performance Management System is well advanced. City Plan and Council Plan digital scorecards for each theme and strategic service area loaded and reports to Committee (20 August 2018) and Management now being delivered. Internal Audit using it to monitor completion of agreed actions and Risk registers. Internal Audit reviews of the system will further embed the procedures for maintaining the data.
4 Enhance awareness of Health & Safety Risk controls	Internal Control Environment	2.2 (b & c)	CMT / Health & Safety Co-ordinator	31/8/2018	28/8/2018	<p>The Council's Health and Safety Plan 2018-2022 approved in August 2018 by the CMT has identified that risk assessments are to be dated, signed and communicated to those at risk.</p> <p>For further info: The current baseline level of performance has been specified to be improved upon and Services will be subject to monitoring through risk assessment survey's and surveying investigating loss-time incidents which focus on the appropriateness of approved risk controls, and their implementation.</p> <p>The risk assessment survey will be completed by the end of March 2019. The lost-time survey has</p>

						identified that 91% of recommended risk controls were appropriate and 91% were implemented within 4 months.	
5	Develop programme for consideration of the suitability of key Operational IT systems	Internal Control Environment	2.5	Head of IT & Customer Services	31/12/2018		The Councils IT Strategy was Agreed by Policy and Resources Committee in February 2019 (Report 21-2019). Major replacement of key IT systems is underway examples include Office 365 agreed by Policy and Resources Committee in April 2019 (Report 170-219 Refers).
6	Revisit and refresh Employee Performance and Development Review process	Internal Control Environment	2.9	Head of HR and Business Support	31/8/2018	14/2/2019	Completed and published on My Learning Hub.
7	Re-launch Anti-Money Laundering Policy and Guidance	Fraud Prevention & Detection	3.6	Financial Services & Investment Manager	31/7/2018		<ul style="list-style-type: none"> <li>• Risk framework being developed with assistance of Council's Risk Management Coordinator.</li> <li>• DCC Communications service assisting in development of interactive staff Anti-Money Laundering awareness and learning tool.</li> </ul> <p>The above will not result in change of policy, but will be integrated into the Council's risk management framework. Estimated completion by end of May 2019.</p>
8	Ensure key staff are aware of their responsibilities regarding the Risk Management Framework	Risk Management & Business Continuity	5.3	CMT	31/8/2018	10/12/2018	New Risk Management Policy and Strategy developed in conjunction with Corporate Risk Management Working Group (comprises of Risk Champions representing all Council Services). Presented to CMT on 20/11/2018, approved at P&R Committee on 10/12/2018 and presented to Scrutiny Committee on 13/02/2019. This contains governance requirements including key responsibilities of all the foregoing.
9	Develop Service level Risk Registers	Risk Management & Business Continuity	5.1 to 5.3	CMT	31/3/2019		<ul style="list-style-type: none"> <li>• One-to-one meetings held with Executive Directors / Risk Management Champions.</li> <li>• Corporate Performance Management System 'housekeeping' undertaken as an initial enabling measure:</li> <li>• Outdated registers deactivated.</li> <li>• Risk tree - framework established.</li> </ul>

					<ul style="list-style-type: none"><li>• Risk assessment matrices - rationalised into one standardised 5x5 matrix.</li><li>• Pilot Risk Management Workshops undertaken within Corporate Services to identify key risks. This is now nearing completion and being rolled out across all Services.</li></ul> <p>Due to the number of workshops and diary difficulties, completion not anticipated until September 2019. An indicative rollout plan has been developed which supports this timescale.</p>
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**IMPROVEMENT AGENDA FOR 2019/2020:**

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 2019/2020:

**Table 1:**

	<b>Improvement</b>	<b>Source</b>	<b>Details</b>	<b>Responsible Officer</b>	<b>Target Completion Date</b>
1	Develop Ethical Values Framework.	Local Code of Corporate Governance 2017/2018. (Principle A: Integrity & Ethics). <a href="#">Report 223-2017</a>	Carried forward from 2018/2019 (& 2017/18). In progress.	Head of Democratic and Legal Services.	30/9/2019
2	Update Corporate Asset Management Strategy.	Local Code of Corporate Governance 2017/2018. (Principle E: Developing the Entity). <a href="#">Report 223-2017</a>	Carried forward from 2018/2019 (& 2017/18). In progress.	Executive Director of Corporate Services.	31/3/2020
3	Develop Risk Management Framework.	Local Code of Corporate Governance 2017/2018. (Principle F: Managing Risk). <a href="#">Report 223-2017</a>	Carried forward from 2018/2019 (& 2017/18). In progress.	Executive Director of Corporate Services.	30/9/2019
4	Continue to develop Business Continuity Strategy.	Local Code of Corporate Governance 2017/2018. (Principle F: Managing Risk). <a href="#">Report 223-2017</a>	Carried forward from 2018/2019 (& 2017/18). In progress.	Service Manager - Community Safety and Resilience.	31/3/2020
5	Launch a new Social Media Policy.	Local Code of Corporate Governance 2018/2019. (Principle B: Openness & engagement). <a href="#">P&amp;R Report 190-2018</a>	Carried forward from 2018/2019. In progress. Source: Corporate Communication Strategy 2018-2021.	Service Manager Communications.	30/9/2019
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). <a href="#">Report 214-2018</a>	Carried forward from 2018/2019. In progress.	Head of IT and Customer Services.	31/12/2019
7	Re-launch Anti-Money Laundering Policy and Guidance.	Annual Governance Statement 2018/2019. (SAC: Fraud Prevention & Detection section). <a href="#">Report 214-2018</a>	Carried forward from 2018/2019. In progress.	Financial Services and Investment Manager.	31/5/2019
8	Develop Service level Risk Registers	Annual Governance Statement 2018/2019. (SAC: Risk Management & Business Continuity section). <a href="#">Report 214-2018</a>	Carried forward from 2018/2019. In progress.	CMT.	30/9/2019
9	Develop a Serious Organised Crime Guide.	Serious Organised Crime Newsletter, June 2018. <a href="#">Issue 1</a>		Head of Corporate Finance.	31/3/2020

10	Replace Construction Services' Costing System.			Head of Construction and Head of IT and Customer Services.	31/3/2020
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 (TCRJ also mentioned in IA 2019/20 Audit Plan).	Executive Director of Corporate Services.	31/3/2020
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
13	Develop Data Protection Policy.	Internal Audit section (Ref 2012/36).		Information Governance Manager.	31/12/2019
14	Develop Reportable Incidents Policy.	Internal Audit section (Ref 2012/36).		Information Governance Manager.	31/12/2019
15	Revise Corporate Fraud Policy.	Internal Audit section (Ref 2014/08).		Senior Manager – Internal Audit.	31/3/2020
16	Formally map out all Emergency Planning duties & responsibilities.	Internal Audit Report 2016/27. <a href="#">Report 44-2018</a>		Executive Director of Neighbourhood Services.	31/3/2020
17	Develop Service Area Scorecards in the Corporate Performance Management system.	Internal Audit Report 2017/22, 23 and 24. <a href="#">Report 374-2018</a>		Transformation and Performance Manager.	31/3/2020
18	Develop a new Workforce Strategy.	Council Plan 2017-2022 Progress Report. <a href="#">Report 251-2018</a>		Head of Human Resources and Business Support.	31/3/2020
19	Develop Long-Term Financial Planning for Revenue Resources.	External Audit Annual Audit Report 2017/2018 <a href="#">Report 308-2018</a> and Audit Scotland's Local Government in Scotland: Challenges and Performance 2019. <a href="#">Reports 166-2019</a>		Executive Director of Corporate Services.	31/12/2019

Dundee City Council's Governance Structure

