

ITEM No ...2....

REPORT TO: POLICY AND RESOURCES COMMITTEE – 24 FEBRUARY 2020

REPORT ON: BEST VALUE SELF-EVALUATION

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 68-2020

1 PURPOSE OF REPORT

The purpose of this report is to seek approval for the written submission which will be provided to Audit Scotland in respect of Dundee City Council's self-evaluation to support the Best Value Audit which is now underway.

2 RECOMMENDATION

It is recommended that Committee:

- (i) Approves the self-evaluation contained in Appendix 1 to this report
- (ii) Remits the Chief Executive to forward the document to Audit Scotland

3 FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4 MAIN TEXT**4.1 Background**

4.1.1 The statutory duty of Best Value was introduced in the Local Government in Scotland Act 2003. The Audit of Best Value is a continuous process that forms part of the annual audit of every council. Findings are reported each year through the Annual Audit Report. In addition, the Controller of Audit will present a Best Value Assurance Report (BVAR) to the Accounts Commission at least once during the five-year audit appointment for each Council.

4.1.2 The Accounts Commission is the public spending watchdog for local government. They hold councils in Scotland to account and help them improve. They operate impartially and independently of Councils and of the Scottish Government. The Commission expects councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services. Their work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and Community Planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance

4.1.3 The Commission is looking for councils to demonstrate Best Value by showing they are continuously improving how they provide services. The pace and depth of this improvement is key to how well councils are placed to meet their priorities in the future.

4.1.4 The audit approach is proportionate and risk-based; that is, it reflects the context, risks and performance of each individual Council. It also draws on the intelligence gathered from audit and scrutiny work carried out in previous years.

4.1.5 The Audit of Best Value aims to provide assurance on a Council's statutory duty to deliver Best Value, with a particular focus on the Accounts Commission's Strategic Audit Priorities. These include:

- the clarity of Council priorities and quality of long term planning to achieve them
- significant changes in delivering services
- how effective councils are at ensuring that members and officers have the right knowledge, skills and time to lead and manage delivery of Council priorities
- how councils involve citizens in decisions about services
- the quality of council public performance reporting to help citizens gauge levels of performance

4.1.6 The last audit of Best Value for Dundee City Council was in 2009. The 2020 Audit of Best Value in Dundee will comprise several stages in line with the current process. However, the written self-evaluation presented for approval in this report will be key in developing the overall approach to the audit.

4.2 Best Value Self-Evaluation

4.2.1 The self-evaluation set out in Appendix 1 has been compiled by assessing the Council against the criteria contained in the eight Best Value themes:

- Vision and Leadership
- Governance and Accountability
- Use of Resources
- Partnerships and Collaborative Working
- Community Responsiveness
- Sustainability
- Fairness and Equality
- Performance, Improvement and Outcomes

The report conveys the Council's vision and values, sense of purpose and strategic priorities. It is open and honest and demonstrates self-awareness by providing a true reflection of the Council's progress towards key strategic priorities. It has a focus on outcomes, performance and the Council's attempts to make a positive difference to citizens and communities in Dundee. It is evidence based, clearly substantiating the Council's position.

4.2.2 Learning has been undertaken from the Best Value Assurance Reports already published by the Accounts Commission. As Dundee City is one of the last councils to be audited, there are a number of reports on other councils which have provided valuable learning.

4.2.3 Importantly, the self-evaluation sets out clearly the Council's current strengths and areas for improvement, underpinned by robust evidence and case studies, demonstrating where the Council is improving outcomes and making a real difference to the lives of the people of Dundee.

4.3 Strengths

Many of the strengths identified within the self-evaluation process have been recognised by Audit Scotland during annual audits and other regulatory processes of inspection and examination.

Theme 1 Vision and Leadership

Dundee has held true to a long standing vision for the city, framed around jobs, social inclusion and quality of life. The Council Plan demonstrates partnership in action, by taking as its starting point the vision and strategic priorities agreed by the Dundee Partnership which are set out in the City Plan. The Council Plan captures the vision and leadership

priorities for the Council and each of its strategic service areas, and sets out the main performance improvement targets over the life of the plan, along with the projects and programmes aimed at driving improvement. Progress towards targets is open and transparent to the public, as are decisions about where improvement action is necessary.

The City Plan is based on extensive consultation with partners and a community engagement process. It addresses the strategic priorities of the Council and other public services, the Third Sector, Universities and Colleges and the Private Sector. These priorities are: Fair Work and Enterprise; Children and Families; Health, Care and Wellbeing; Community Safety and Justice and Building Strong and Empowered Communities. The Council has restructured to better align governance and service delivery with these priority themes.

Theme 2 Governance and Accountability

The Council is committed to the Local Code of Corporate Governance. Good financial governance and scrutiny arrangements are in place. The Council has Standing Orders and a Scheme of Administration which also includes the Council's Financial Regulations.

The responsibilities of the Chief Executive, Section 95 Officer and Monitoring Officer, as well as roles and responsibilities of the Executive Directors, are clearly set out within the regulations. The Scrutiny Committee is established and meets 5 times a year, chaired by the Major Opposition Group Leader. Concerns around scrutiny which were raised during the 2009 audit have all been addressed.

All Elected Members attend the main policy and service committees of the Council and have the opportunity to debate and speak to each report. The main service committees reflect how the Council is structured to deliver its services.

Theme 3 Effective Use of Resources

The Council has saved over £117m over the last decade and has still retained high levels of customer satisfaction and comparative performance with other areas throughout Scotland. The Council is transforming to meet the resource based challenges it faces over the next five years. So far the Council has been able to meet the challenges of delivering best value in a very difficult financial environment with increased demand for services, a continued agenda of improving our services for citizens and aiming to minimise the impact on frontline services.

A medium-long term financial strategy was approved at Committee in August 2019 (Article XII of the minute of meeting of this Committee of 19 August 2019, Report No 274-2019 refers) closely followed by the approval of Our People and Workforce Strategy (Article VI of the minute of meeting of this Committee of 30 September 2019, Report No 345-2019 refers). Within both, the Council is setting out a clear direction for its finances and its people which will assist the Council in getting to where it needs to be.

Theme 4 Partnerships and Collaborative Working

Dundee has an excellent reputation for strong partnership working. Self-assessments, using the Public Service Self-Assessment (PSIF) framework, evidence how much partners and stakeholders value the honest, transparent relationships they have with the Council.

The Council's strong partnerships with Dundee's Health and Social Care Partnership (including Protecting People) and Leisure & Culture Dundee, as well as its arrangements for the development of the City Plan, the Tay Cities Deal, Tayside Children & Families Collaborative, MacMillan, Tayside Criminal Justice Partnership, Tayside Contracts, the Roads and Street Lighting Partnership and the latest venture to secure the Michelin-Scotland Innovation Parc are all contributing to the delivery of best value and improved outcomes for citizens.

The Tay Cities Deal has an agreed and shared vision for its future in the Regional Economic Strategy. The Deal brings together public, private and voluntary organisations in Angus, Dundee, Fife and Perth & Kinross to deliver a smarter and fairer region.

Theme 5 Community Responsiveness

Local Community Planning Partnerships are well established in each of the wards. Each LCPP meets at least four times per year and provides a local focus to the Dundee Partnership. The LCPP oversees the development and delivery of a Local Community Plan for their part of Dundee. These plans contain actions that services and community organisations have agreed to take forward in order to improve local services and ensure that local priorities are being addressed.

The Community Learning and Development Strategy Group is leading on improving co-ordination of engagement with communities. This aims to improve the quality of engagement work, up to and including participative democracy, and also reduce duplication of effort between partners.

The Council's Dundee Decides process won a Cosla gold award in 2018.

Theme 6 Sustainability

The Council is committed to sustainable development, the principles of which are being written into all Council policies.

The Council has demonstrated its commitment to the United Nations 17 Sustainable Development Goals. Of the 17 goals: 7 are related to social factors; 6 to environmental factors; 2 are economic factors; 1 is social/economic and 1 is social/environmental.

Theme 7 Fairness and Equality

The Council has never shied away from the challenges around deprivation and inequality and its strategic plans spell out how it intends to deliver a step change in prosperity and fairness over the next decade.

The city's determination to tackle poverty and inequality led to the formation of the Dundee Fairness Commission. Dundee Fighting for Fairness launched a revised Action Plan in 2019, focusing on 3 key themes: People & Money; Mental Health and Stigma.

The Council ensures consistent approaches to equality, diversity and fairness through its policies and by monitoring and publishing equality statistics. Over the past few years, the Council has introduced consideration of poverty impacts along with the assessment for equality. This places the Council in a strong position to take forward the Fairer Scotland Duty.

Theme 8 Performance, Outcomes and Improvement

Despite the challenges faced, Dundee's performance has improved over the ten year period since our last best value audit. Dundee is a small Council with big ambitions because it wants the best for its citizens. It wants Dundee to be the best place for our children to grow up and understands the need to focus on turning areas for improvement into improved results as part of the performance management framework, and that the key to this is to develop a culture of improvement across the organisation.

The Council analyses local and national performance data to measure progress in relation to targets and strategic objectives. The Council also makes use of benchmarking data to compare its progress within its family group of urban cities and, where relevant, across Scotland.

4.4 Areas for Improvement

The approach taken to identify areas for improvement has not simply focused on whether or not the Council can demonstrate it is meeting basic standards. Instead, the self-evaluation process provided the Council with opportunities to progress on its journey of continuous improvement and be able to demonstrate advanced or exemplary practice in more areas, achieving its ambition of being the best performing Council and the best place in Scotland for children to grow up.

A summary of the key improvement actions is given below with further detail contained within Appendix 1:

- Further develop service plans and scorecards which make links to the City Plan and Council Plan.
- Engage with Elected Members on proposals for future personal development and maximise their opportunity to participate.
- Manage the asset management base more effectively in order to contribute to the Council's strategic objectives and priorities.
- Continue to improve monitoring of segmented absence data in order to discover the root causes.
- Increase the pace of implementation of Our People and Workforce Strategy. Develop a future needs analysis and workforce plan within each service area for the short, medium and long term in line with this.
- Continue to develop the emerging approach to ensure that robust business cases are undertaken for each significant capital project.
- Continue to consider all possible options to improve the quality and effectiveness of services provided through our Transformational Change Programme (C2022).
- Progress, in partnership with NHS Tayside and the Integration Joint Board, the improvement agendas agreed within both the 2018/19 Annual Audit Report and the Ministerial Strategic Group Self-Assessment Improvement Plan
- Address recurring areas for improvement in public protection in external scrutiny reports and internal self-evaluation activities.
- Implement plans to ensure that Substance Related Harm services work better together. The recent Dundee Drug Commission report highlighted that structural change to how services are delivered is needed. The Commission particularly called for Substance Related Harm and Mental Health services to work much more closely together.
- Strive to maintain the momentum gained from the Engage Dundee programme, which included the Cosla award winning participatory budget process "Dundee Decides".
- Embed regular monitoring and reporting on the Council's progress towards the UN sustainable development goals within performance reporting. The City-Wide Climate Change Action Plan is reported to Committee and this process needs to include wider sustainability goals.

- Endeavour to ensure that performance results, and the rate of improvement in comparison to the Council's family group and other Local Authorities, continues to improve.
- Continue to embed a culture of improvement across the organisation. Managers and Leaders will ensure employees contribution to continuous improvement is supported, managed and reviewed.

4.5 Conclusion

- 4.5.1 Dundee City Council remains committed to becoming the best performing Council, working with citizens, communities, partners and other stakeholders to improve outcomes. The Council is facing many challenges, and needs to find new ways of working. With challenge comes opportunity – opportunities to co-create new ways of working and improve outcomes for individuals and communities. In recognising this, it is clear the Council needs to be ambitious and aspirational, yet honest and realistic about what it can and cannot do.
- 4.5.2 It is important to recognise that the Council is an ambitious council with many stretch targets. The Council is delivering many improved outcomes for the residents of Dundee. While performance is improving overall, the goal is to improve at a faster rate. The Annual Audit Report in 2019 acknowledged that there is '*strong member and officer leadership*' across the Council, with a clear focus on ensuring that services are equipped to make the greatest possible difference in achieving shared strategic objectives. Underpinning this is the hard work of employees, who are committed and dedicated to delivering the best services and outcomes for Dundee's citizens and communities. However, it is equally important to recognise that further improvements are required. The self-evaluation outlines these, along with the evidence to support the findings.

5 BVAR PROCESS TIMELINE

- 5.1 Audit Scotland's Best Value Assurance Report team is now on-site and the detailed work for the BVAR will be undertaken between January and early May 2020. This will include:
- document review, including findings of other audit/inspection reports and analysis of performance and outcomes data
 - interviews with elected members, senior officers, representatives from trade unions and a range of partners, including the third sector
 - attendance at community group meetings and other community-based events, and
 - other discussions with staff and the public.

Officers are currently working with the audit team to finalise a schedule of interviews and programme these in, mainly after the budget setting on 5 March 2020.

- 5.2 A summary of the key dates is outlined below:

| STAGE | DATE |
|--|---------------------|
| Review of documentation & desk-based analysis | January to February |
| Audit fieldwork | March to early May |
| Draft report | Late May |
| Approval by Controller of Audit | June |
| Accounts Commission meeting to consider report | 10 September |
| Publication of report | 24 September |

- 5.3 The Best Value Assurance Audit being undertaken by Audit Scotland will provide the Council with an assessment of progress in relation to its improvement journey and an action plan which will support the Council to achieve further improvement towards achievement of its strategic priorities and ambitions. The final report and the action plan must be agreed by Committee within three months of the publication date i.e. by 24 December 2020. This

will therefore be scheduled to go to the Policy and Resources Committee on 16 November 2020.

6 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.

7 CONSULTATION

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

8 BACKGROUND PAPERS

None

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CHIEF EXECUTIVE

DATE: 13 FEBRUARY 2020

DUNDEE CITY COUNCIL

BEST VALUE SELF-EVALUATION

PART ONE

Context

1 Geography/Population/Demographics

1.1 Dundee is Scotland's fourth largest City situated on the north coast of the Tay Estuary.

The most recent estimate of Dundee's population is 148,750 with around 70,000 households. Females account for 54% of Dundee's population. 30% of Dundonians are under 25, 52% are aged 25-65 and 16% are over 65. Although life expectancy in Dundee is lower than for Scotland as a whole, the proportion of people who are aged 80 and over is higher. Dundee's increasingly ageing population is a key driver for change in the City.

1.2 Dundee is a University City with two globally successful universities and a highly regarded college attracting talented people to Dundee. The Tay Cities collaboration also includes the University of St Andrews, making the region a globally significant knowledge economy. This is a major strength as the City region aims to be one of the most productive knowledge-led economies in Europe.

1.3 The Dundee City Council area covers 60 square kilometres and is, geographically, the smallest local authority area in Scotland. It is bordered by Perth and Kinross Council to the west and Angus Council to the north and east. The former Tayside Regional Council area previously covered all three councils, and Dundee continues to serve as the regional centre for this area and North-East Fife, with an estimated catchment population of some 400,000 people.

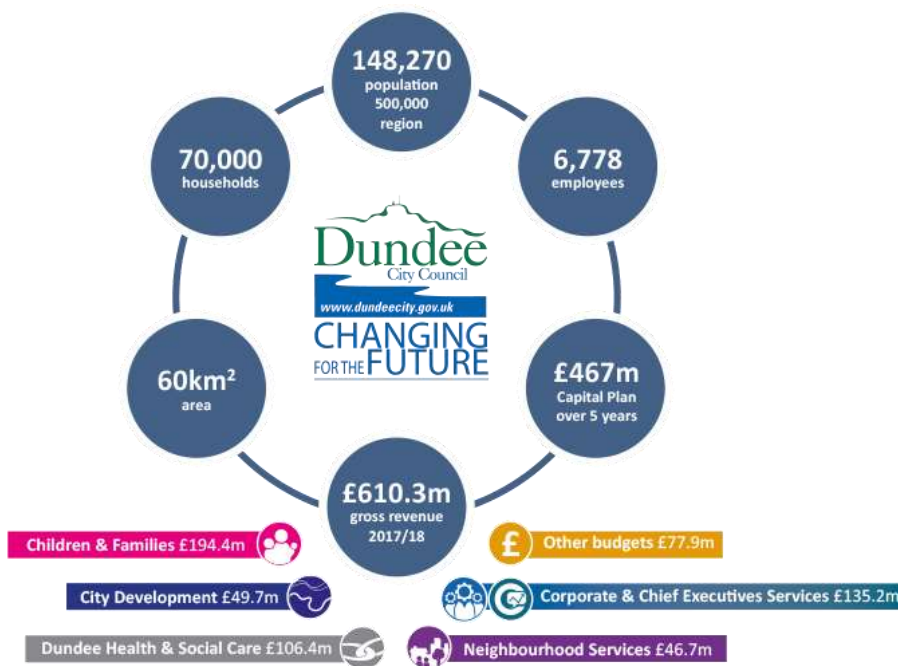
2 Finance

2.1 The Council's **gross revenue budget** for 2019/20 is £582 million. The changing landscape for Scottish public finances is a significant challenge for Dundee. Increasing demand from an ageing population with significant health and social care needs, alongside the City's commitment to tackling major issues in relation to drugs, reducing levels of deprivation and inequality and the need to raise levels of attainment for school leavers are key strategic priorities, all of which require sound financial management and clear direction.

2.2 [The Capital Plan](#) (2019-2024) sets out a near £350 million programme of improvements that includes projects such as the Waterfront, additional nursery accommodation to meet an expansion in early year's provision, community facilities, improvements to parks and greenspaces, affordable housing and the Regional Performance Centre for Sport.

2.3 The Council has **saved** over £117m over the last decade and has still retained high levels of customer satisfaction and comparative performance with the other areas throughout Scotland.

The table below highlights where the Council's financial resources are spent.



Source: Council Plan 2017 page 14

3. Team Dundee

3.1 Values

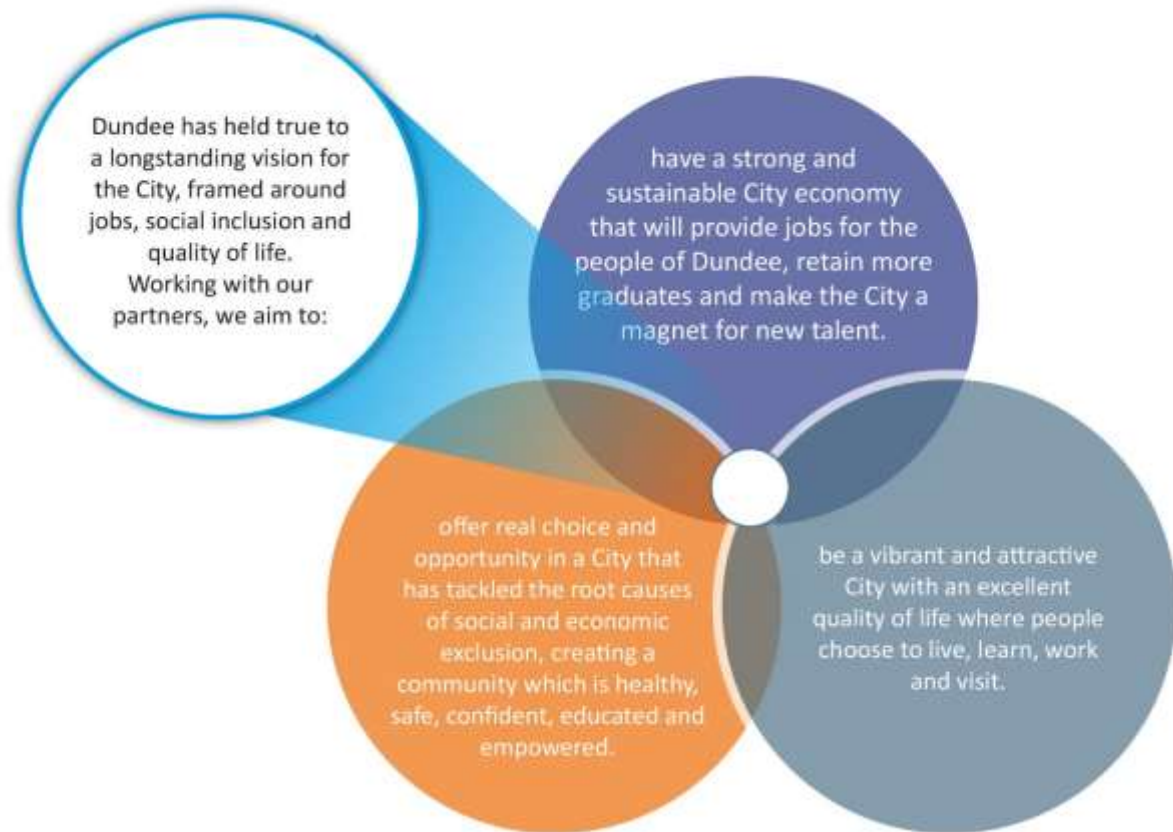
Our Council's Values

At Dundee City Council:

- We are ambitious for our city
- We are proud of our city
- We keep Dundee working
- We promote fairness
- We believe in public service
- We keep people safe and healthy
- We are innovative
- We are flexible
- We include and engage with people
- We listen and learn
- We make a difference



3.2 Vision



3.3 Strategic Priorities

The strategic level [City Plan 2017-2026](#) – Dundee’s Local Outcome Improvement Plan is based on extensive consultation with partners and a community engagement process. It addresses all the priorities of the Council and other public services, the Third Sector, Universities and Colleges and the Private Sector.

The [Council Plan 2017-2022](#) demonstrates partnership in action, by taking as its starting point the vision and strategic priorities agreed by the Dundee Partnership which are set out in the City Plan.

The Council and its Partners have agreed five strategic priorities: Fair Work and Enterprise; Children and Families; Health and Wellbeing; Community Safety and Justice and Building Strong and Empowered Communities.

The contribution and connectivity between strategies and plans and the delivery of the City's strategic priorities are illustrated below.



3.4 Plans to Deliver

To ensure effective delivery of these strategic priorities, there is a close alignment between the themes set out in both the City and Council Plans and the responsibilities of Strategic Service Areas, with clear lines of accountability to Executive Directors, and the roles of key partners, Dundee Health and Social Care Partnership and Leisure and Culture Dundee.

The Council's Committee structure has been revised to align this with service delivery and service management structures, establishing integrated political and managerial arrangements to improve policy making and performance management. For example, when the Council decided to create a Children and Families Service to bring together services for children, young people and families, the remits of the previous Education and Social Work and Health Committees were also integrated and now sit under a new Children and Families Committee to reflect the service structure.

The main Committee structure includes:

- Policy and Resources
- Neighbourhood Services
- Community Safety and Public Protection
- Children and Families
- City Development
- Planning
- Scrutiny

Dundee City Council has agreed that, to ensure joined-up policy making and effective cross working across all services, all Members should sit on all Committees. The Scrutiny Committee is the exception to this and is chaired by the Major Opposition Group Leader.

- 3.5 Strategic service leads have been identified to deliver on each of the City Plan priorities and corresponding outcomes.

| Strategic Priority | Dundee Outcome | Strategic Service Lead |
|--|--|--|
|  Fair Work and Enterprise | Raise regional productivity Close the jobs gap Reduce unemployment | City Development |
|  Children and Families | Improve early years outcomes Close the attainment gap Improve physical, mental and emotional health for children and young people Improve health and wellbeing outcomes for children and young people who experience inequalities Increase safety and protection of young people | Children and Families |
|  Health, Care and Wellbeing | Reduce obesity Reduce substance misuse Improve mental health and wellbeing | Health and Social Partnership |
|  Community Safety and Justice | Reduce levels of crime Reduce levels of domestic abuse Reduce levels of re-offending Reduce risk to life, property and fire Improve road safety Reduce levels of antisocial behaviour | Neighbourhood Services and Children and Families |
|  Building Stronger Communities | Improve quality of neighbourhoods Increase empowerment of local people Improve housing quality, choice and affordability Improve access to healthy green and open spaces Improve transport connections to communities | Neighbourhood Services |

4. Changing for the Future – Dundee’s Transformation and Improvement Journey



- 4.1 As a City, Dundee has changed significantly over the last decade and is on an upward trajectory on a number of fronts. The Council was last audited under [Best Value in 2009](#) as one of five councils to act as pathfinders for the BV2 approach. As a result of the findings from the Pathfinder Audit, in late 2010, the Council initiated its long term strategy to address the difficult financial environment in which it would be operating for the foreseeable future.

Since then, the Council has been transforming itself and has delivered savings of around **£117million**, with a significant proportion of savings being achieved via five phases of a successful change programme '**Changing for the Future**'. This programme has been a catalyst for change and new ways of working across the Council.

- 4.2 The various work streams of the previous phases ([report 5-2015](#)) of the programme contributed to delivering substantial savings as a result of prudent financial management, service-led improvements and Voluntary Redundancy/Voluntary Early Retirement schemes. Approximately 100 projects have been included within this programme, many of which are corporately led. As well as contributing to The Council being able to balance its budget each year, the programme has encouraged innovation, reshaping and joining up of services, leading in many cases to improved service delivery.
- 4.3 Phase 4 of the CFTF programme, known as C4 ([Report 379-2015](#)), was a significant two year programme encompassing the Council's entire business delivered through the Chief Executive, Children & Families, Neighbourhood Services, City Development and Corporate Services strategic services. Also included was how the Council delivered services with partners across the City. This phase, which included 16 projects, concluded in March 2018, with total savings projected across 2016/2017 and 2017/2018 of £35m. Of the total savings targeted, 98% were achieved.

At the end of 2017, The Council and its key partners launched the Council and City Plans for Dundee agreeing that, moving forward, the transformation programme would align more closely to key plans and corporate strategies.

Phase 5 of the CFTF programme, known as C2022, runs from 2018 to 2022, a time period which will see further change to the landscape for the public sector in Scotland, the UK and Europe. The current programme is more closely aligned to key plans and corporate strategies including, but not limited to: the City Plan 2017-2026, the Council Plan 2017-2022, short, medium and long-term Financial Strategy (Revenue and Capital), Our People Strategy, Digital & IT Strategies and the Tay Cities Deal.

C2022 has a clear vision to develop an organisation which:



To help deliver the C2022 vision, the new programme is prioritising the following areas:



Service Design is about empowered communities, prevention not reaction and being citizen focussed.

We will design our services to ensure our citizens remain at the heart of what we do, to deliver the best outcomes for all



Partnership & Commissioning is about commissioning, partnerships and collaborative working and procurement reform.

We will review services to identify where developing a partnership or commissioning approach will deliver new options for a better service



Digital is about digital citizens, workforce and services.

We will implement the digital strategy to deliver new tools to deliver efficiencies and improved outcomes



People & Resources is about making the best use of all our existing resources, be they financial, people, building or other assets.

We will deliver greater flexibility with our people, finances, buildings, information, vehicles and land

- 4.5 C2022 will continue to remain the Council's corporate transformation programme, but will work closely with key partners and other councils to ensure that projects are delivered to shared goals and objectives, avoiding duplication of work, effort and/or spend to help deliver on improving City-wide outcomes.
- 4.6 Details of the themes and projects that form C2022 are set out in [Report 223-2018](#). During the life of this phase of the transformation programme, the identified projects will continue to evolve and be supplemented with other projects to meet new and emerging priorities. The list of 20 projects detailed further in the report is not an exhaustive or fixed list of projects for the next four years - the transformation programme will continually change to best support the Council's objectives over the same period.
- 4.7 Dundee City Council continues to build upon a strong reputation with a track record of ambition and achievement. Despite the challenges faced, the Council has so far been able to meet the challenges of delivering Best Value in a very difficult financial environment with increased demand for services, a continued agenda of improving outcomes for all citizens and trying to minimise the impact on frontline services. The first annual update on C2022 to Committee was [255-2019](#) in August 2019.
- 4.8 The Council has adopted the **Public Service Improvement Framework (PSIF)** as a model of self-assessment to drive continuous improvement in service priorities. A Corporate assessment was carried out in 2017 in preparation for the production of the new Council Plan 2017 – 2022. Improvements identified during the process became actions within the Council Plan. PSIF assessments have also been undertaken within [Neighbourhood Services](#) and the Children & Families Service, both of which were reported to the Scrutiny Committee. Improvement Action Plans were produced as a result of these and progress towards implementation of these improvement actions is monitored on the Corporate Performance Management System (Pentana). The Children & Families Improvement Plan for 2019-2022 has been informed by the outcomes of the PSIF self-evaluation exercise involving managers and employees across the service as well as key partners and stakeholders. The Plan describes progress made since the integration of Education, Children's Social Work and Community Justice and outlines how the service will build on this through a consistent focus on key priorities and related actions. It focuses on holistic approaches which reduce inequalities and narrow the attainment gap.

There are plans to undertake an assessment of Dundee Health & Social Care Partnership during 2020. The timing of this assessment will present the partnership with significant opportunity given the recent appointment of a new Chief Officer.

5 Performance

5.1 Performance Management

Performance Management is a core function of both officers and Elected Members in carrying out their respective duties of managing the performance of services and democratic accountability. The Corporate Performance Management Framework (PMF) 2018-2022 aims to provide an overview of the performance management approach of Dundee City Council and the range of public reporting that takes place throughout the year. The [framework](#) was agreed in August 2018.

The Council uses Pentana to record, monitor and report on performance in relation to all key strategies and plans.

A key aim of the performance management framework is to document the range of reports that are produced or are planned to be produced for Members. This includes publishing information for the public reporting of performance. A list of regular and planned reports is included to allow Members to see the range of information and opportunities to scrutinise performance across a range of services and partnerships.

5.2 Performance Reporting

The reporting of performance to Elected Members, the public and other stakeholders helps to ensure accountability. Elected Members have a key role in prioritising and scrutinising improvement activity through the committee process, including:

- the approval of the Council Plan, Performance Management Framework and Strategic Service Area Plans
- the scrutiny of performance reports
- the approval and scrutiny of action plans developed in response to investigation, inspection or audit actions

Performance scorecards are being developed on Pentana to enable reporting at all levels of the organisation.

Performance reporting to Elected Members is underpinned and supported by detailed reporting and scrutiny at Service and Directorate level.

Performance reporting across the Dundee Partnership is also important and underpins ongoing partnership work towards the 1, 3 and 10 year outcomes contained within the City Plan.

5.3 Performance of the Integration Joint Board

The Dundee Integration Joint Board (IJB) was established on 1st April 2016 and Dundee City Council delegated adult social work and social care services to them. Whilst the IJB carry responsibility for performance management of the delegated service, the Council maintains an interest in the performance of delegated services, including those discharging statutory social work functions.

5.4 Performance Reporting Timetable

A performance reporting timetable for a typical year was included in the PMF. This outlines dates and deadlines for a range of reports that allow scrutiny of services' performance as well as highlighting areas for improvement. This timetable includes reports to the Dundee Partnership monitoring the progress of the City Plan and performance reports from the IJB to the Council for information.

5.5 Public Performance Reporting

The Council has a statutory requirement to publish information about corporate and service performance, satisfying the statutory requirement through a combination of performance reports to Committee covering the City Plan, Council Plan, Service Scorecards and Local Government Benchmarking Framework and by maintaining the Dundee Performs webpage to a high standard.

Dundee Performs contains:

- My Council - the Local Government Benchmarking Data. Latest benchmarking data for 2017/18 was report 103-2019 to Policy & Resources Committee in April 2019
- Performance Indicators - KPIs showing an easy to read trend arrow and graphs with a short narrative on what the Council is doing on each issue
- The Council Plan and City Plan and the latest progress reports on these (2018/19 annual reports were submitted to Policy & Resources Committee in June 2019).
- Results of the annual Citizen Survey - despite many challenges, Dundee's performance has improved over the ten year period since the last Best Value audit. Dundee is a small council with big ambitions, wanting the best for all citizens. The Council wants Dundee to be the best place in Scotland for children to grow up. The Council understands that it needs to focus on turning areas for improvement into improved results as part of the agreed performance management framework and that the key to this is to develop a culture of improvement across the organisation.

5.6 Performance Improvement

Where areas for improvement are being highlighted, clear accountability for implementing improvement action is clearly stated within key performance reports. Mid-term reporting has also been introduced, resulting in more frequent, formal tracking of performance.

5.7 Benchmarking

The Council analyses local and national performance data to measure progress in relation to targets and strategic objectives. It also makes use of benchmarking data to compare progress within the family group of urban cities and, where relevant, across Scotland. The Council makes attempts to learn from best practice elsewhere. For example, the Council's cross-sectoral, multi-disciplinary pedagogy team was established following a visit to Glasgow City Council by the Children & Families Senior Management Team to understand how the Glasgow approach was achieving improved results in school leaver attainment.

6 Managing Resources

- 6.1 Audit Scotland's 2018/19 [Annual Audit Report](#) assessed the Council's financial management as effective, with a budget process focused on the Council's priorities.

The Council has a track record of delivering revenue spend on or below budget. Within the Council Plan, a key performance measure is for a financial outturn of 1% below the revenue budget and this target is achieved year on year. The Council works hard to ensure that resources are targeted to the right people, at the right place and at the right time to improve outcomes for all citizens.

- 6.2 Ensuring clear alignment between short, medium and long term strategies and plans and the use of resources is a key goal. The Council is making progress with financial sustainability during challenging times. [A medium-long term financial strategy](#) was approved at Committee in August 2019, closely followed by the approval of [Our People and Workforce Strategy](#). Within both, the Council sets out a clear direction for its finances and its people which will assist the Council in getting to where it needs to

be. The next stage in workforce planning is to develop service area plans to match employee resources with the future needs analysis across the organisation.

- 6.3 Since the Best Value Audit in 2009, the City Council has taken significant steps to improve the strategic and operational management of its land and buildings, and its approach to capital expenditure planning. An asset management plan was developed in [2011](#) and the Council improved its governance and planning of capital projects in response to Audit Scotland's 2009 review. More recently, capital expenditure projects have been more aligned to the priorities contained in the Dundee City Plan and greater use of options appraisal and better project management techniques have been applied to major and complex capital projects. This has enabled the city council to deliver strategic infrastructure such as the V&A Museum of Design Dundee and the Regional Performance Centre for Sport on time and on budget.

In addition to adopting a more plan-led approach to capital expenditure, the Council has sought to improve the quality of existing buildings and is pursuing a life cycle approach to repairs and maintenance for both housing and non-housing properties. A historical backlog of maintenance still exists and the City Council is addressing this within available resources.

Over the period since the 2009 Audit, the Council has:

- Transformed the infrastructure of Dundee city centre and the wider Waterfront
- Renewed and upgrading most of the city's school and learning estate
- Adopted sector-leading sustainable practices in the management of its vehicle fleet
- Agreed a comprehensive Digital Strategy to guide investment in ICT
- Maintained top quartile performance in the stewardship of roads, footway and street lighting infrastructure
- Led on the development of the Tay Cities Deal, in partnership with other councils, public agencies and the private and third sectors

Future priorities for action include the renewal/repurposing of depots and operational bases, upgrading of property related digital systems and a refresh of the strategic asset management plan.

- 6.4 Dundee welcomed the Scottish Government's decision to locate the new Social Security Headquarters in the City, a move which has brought hundreds of new jobs and boosted the local economy. There was an impact, however, on plans for property rationalisation. Two major Council buildings planned for closure and/or sale became relocation sites for Children & Families and Health & Social Care employees, making space to accommodate Social Security colleagues.

As the medium to longer term accommodation requirements become clearer, the Council is developing an Asset Management Plan which will be aligned to the financial and strategic service delivery plans. A [Property Asset Management Plan](#) was approved at Committee in January 2020.

7 Working with Partners

- 7.1 Dundee has an excellent reputation for strong partnership working. The PSIF self-assessments evidence how much partners and stakeholders value the honest, transparent relationships in place.

The Council's approach to partnership working is strengthened by the commitment and involvement of its Elected Members through their continued participation in and support to collaborative processes.

The Council can point to a number of successful partnerships and collaborations with others which are contributing to the delivery of Best Value and improved outcomes for Dundee Citizens. The Council has strong partnerships with Dundee's Health & Social Care Partnership (including Protecting People) and Leisure & Culture Dundee, as well as arrangements for the development of the City Plan, The [Tay Cities Deal](#), [Tayside Children & Families Collaborative](#), Tayside Criminal Justice Partnership, [MacMillan](#), Tayside Contracts, Waste Partnership, the [Roads and Street Lighting Partnership](#) and the latest venture to secure the [Michelin-Scotland Innovation Parc](#).

The [Tay Cities Deal \(2017-2037\)](#) has an agreed and shared vision for its future in the Regional Economic Strategy. The Deal brings together public, private and voluntary organisations in the Council areas of Angus, Dundee, Fife and Perth & Kinross to deliver a smarter and fairer region. Dundee University has experienced the [largest growth](#) in admission from the 40% least well off communities, highlighting one of the main ways in which Dundee is becoming smarter and fairer.

In accordance with the Tay Cities Deal, the private sector, higher and further education, local government and the Third Sector will work closely together to capitalise on the region's established strengths and address its areas requiring improvement, creating growth more quickly and sustainably using the significant public investment to bring greater prosperity and equality. A commitment within the Deal is advanced and sustainable manufacturing including securing long term jobs and sustainable jobs in renewable energy and decommissioning.

- 7.2 The Council is part of an ambitious programme of collaborative innovation across Scotland's cities of Aberdeen, Dundee, Edinburgh, Glasgow, Inverness, Perth, and Stirling. The 'Scotland's 8th City – the Smart City' ERDF Strategic Intervention aims to make cities more attractive, liveable and resilient through data and digital technology. By working together, the aim is to expand Smart City capabilities and deliver city priorities through improved community engagement, integration of service delivery and innovation. Collaboration is key to this Strategic Intervention with all seven cities working to develop projects which are open, interoperable, scalable, and replicable. The cities are also committed to knowledge exchange, sharing of experiences and learning, mutual support, and sharing of assets.

The 8th City programme currently includes 29 different projects being delivered in support of the following ERDF Operations. Different cities are engaged in projects for each Operation - for example, [Dundee](#) and Perth are delivering 'Smart Services: Public Safety' projects; the Smart Services: Waste Operation includes projects in Dundee, Edinburgh, Glasgow, Inverness, Perth, and Stirling.

Scottish cities are working within the framework of the Scottish Cities Alliance – a partnership of the seven cities and Scottish Government. Smart Cities Scotland is the over-arching title for this, and other, [Smart City activity](#) being developed and delivered across Scotland.

8 Community Planning

8.1 The City Plan

The City Plan 2017-2026 is Dundee's Local Outcome Improvement Plan agreed jointly with the Dundee Partnership (the Council's Community Planning Partners) and based on guidance in alignment with the Community Empowerment Act. It includes a shared vision for the city.

The Plan was informed by the Engage Dundee process that captured the opinions of over 6,000 Dundee residents and it focuses on key priorities like tackling poverty and inequality, increasing job opportunities, improving the lives of young people, addressing health problems and creating stronger, safer communities.

The City Plan sets out one, three and ten year targets on a range of outcome measures across the priority themes. Many of the targets are measures of citizen opinion.

Progress on the City Plan is reported throughout the year to Executive Boards for each priority theme and to the Dundee Partnership Management Group. The City Plan annual report goes to the Policy and Resources Committee.

8.2 Dundee Partnership Governance

The Dundee Partnership structure includes arrangements for overall governance, along with a Local Community Planning Partnership for each ward, as shown in the diagram below.



8.3 The Management Group

This group is now co-chaired by the Chief Executives of Dundee City Council and NHS Tayside. Participation in these quarterly meetings consists of senior leaders from the wide range of public sector partners along with representatives from the third sector, universities and colleges, Chamber of Commerce and Scottish Government. There are also Elected Members (the Council Leader and Major Opposition Group Leader) and community representatives on this group.

8.4 Executive Boards

The Dundee Partnership has five Executive Boards whose role is to govern progress on the strategic priorities in the City Plan and to take responsibility for planning, leading and making resources available to deliver improved outcomes. To ensure a close alignment with the Council's activities, Executive Boards are co-chaired by the relevant Council Executive Director and an equivalently placed officer from the most appropriate community planning partner.

To strengthen the democratic relationship to citizens in Dundee, and the leadership, challenge and scrutiny functions of the Boards, Elected Members are involved in each of the Executive Boards - one on each Board from the Administration Group and the Major Opposition Group, with the Minor Opposition Groups also represented on boards of their choice to reflect the range of political representation on the City Council.

- 8.5 Local Community Planning Partnerships (LCPPs) are well established in each of the 8 electoral ward areas. Each LCPP meets at least four times per year and provides a local focus to the Dundee Partnership. The LCPPs oversee the development and delivery of a [Local Community Plan](#) for their part of Dundee. These plans contain a series of priorities and actions that services and community organisations have agreed to take forward in order to improve the services that local residents need and rely on, to ensure that local priorities are being addressed.

9. Small City – Big Reputation

- 9.1 In December 2014, Dundee was named as the UK's first City of Design, joining cities around the world including Beijing, Berlin, Montreal, Turin, Helsinki and Bilbao. The city was recognised by UNESCO for its contributions to fields including medical research which has led to hundreds of new cancer drugs; comics, including The Beano and Dandy and wider games including Lemmings and Grand Theft Auto.
- 9.2 The [V&A Dundee](#) opened to the public in September 2018. This is the only V&A museum in the world outside London. The V&A building was designed by internationally acclaimed Japanese architect Kengo Kuma and stands at the centre of Dundee's transformed waterfront. The opening of the V&A was a major milestone for the City's economy. The anticipated annual target of 500,000 visitors was achieved within the first six months.
- 9.3 [Dundee's Waterfront](#) was awarded City Regeneration Project of the Year and the City has been named as the Best Place to Live in Scotland 2019 by the Sunday Times and a 'must see' destination by a range of travel publications. Latest available statistics show 2018 was a record-breaker for tourism in Dundee, with the industry contributing £187 million to the local economy and supporting thousands of jobs. During this year, there were 1.05 million tourism visits to the City, up 19.2% on the previous year.

- 9.4 Dundee City covers 6,300 hectares. 41% of this is green space, which is the highest percentage of publicly accessible greenspace of any city in Scotland (source: State of Scotland Greenspace Report 2018). Considering the City's demographic and social challenges, this pleasant environment provides attractive places for people to pursue healthy lifestyles. For several years Dundee City has led the way in enhancing biodiversity in open spaces and the establishment of wild flower meadows supports wildlife including birds and insects. Plans are in place for Dundee to be the first City in the UK to enjoy an [urban beach](#)!

10 Key Challenges

Dundee has never shied away from the challenges around deprivation and inequality and local strategic plans spell out how partners intend to deliver a step change in prosperity and fairness over the next decade.

10.1 Social Challenges

- 10.1.1 The Scottish Index of Multiple Deprivation (SIMD) is the official tool for identifying the most deprived areas in Scotland. "Deprived" does not just mean "poor" or "low income". It can also mean people have fewer resources and opportunities, for example in health and education. The 2020 SIMD shows that 72 out of 188 total data zones in Dundee are in the 20% most deprived in Scotland. 38% of Dundee's population live within these areas, and 65% of those people are of working age.

The Dundee Health and Social Care Partnership's [Strategic Needs Assessment](#) provides a good summary of health and wellbeing challenges facing the Dundee population.

- 10.1.2 The City's determination to tackle poverty and inequality led to the formation of the [Dundee Fairness Commission](#). Dundee Fighting for Fairness launched a revised Action Plan in 2019, focusing on 3 key themes: People & Money; Mental Health and Stigma. The key to success is the collaborative process and truly understanding what it feels like to be fighting inequality and poverty every day. The Community Commissioners are able to influence change through their experience and ideas. Learning from this approach will be invaluable as the City Partners take on the responsibility of delivering on an extremely challenging action plan following the 2019 report into the findings of the Independent [Drugs Commission](#).

- 10.1.3 The Dundee Partnership took the bold action of creating the **Independent Drugs Commission** to look primarily at ways of reducing the number of drug deaths in Dundee every year. The findings of the Commission were published in August 2019. While the situation regarding drug deaths is bleak, the willingness to commission this sort of report and take action on its findings, is testimony to the maturity of the Partnership.

10.2 Economic Challenges

10.2.1 The gap between Dundee and Scotland in terms of employment rate is still significant - 67% in Dundee compared to the Scottish average of 73%. The 6% gap equates to circa 4,800 people. Whilst Dundee has already increased the percentage of working age people in employment from 61% in 2013/14 to 67% in 2018/19, it still aims to further increase employment to meet its target of 72% by 2026.

10.2.2 In order to achieve the City Vision, a strategy for growth and attracting people to come and live in the City needs to be intertwined with an inclusive approach to benefit people living in the City. The Council Plan therefore prioritises:

- implementing the Tay Cities Deal
- focusing activities over the next 20 years around key sectoral strengths: life sciences; healthcare, digital technology; tourism and hospitality and creative industries
- maximising the City's cultural led regeneration
- promoting inclusive growth that helps to tackle deep-rooted inequalities
- tackling long term unemployment, helping young people to engage in positive activity and enabling those in entry level jobs to progress to better paid, fair employment

10.3 Environmental Challenges

10.3.1 The Council's annual citizens' survey recorded 98% of people rating their neighbourhood as a good or very good place to live.

This level of resident satisfaction is not surprising when taking the following facts about Dundee into account:

- A sustained amount of community regeneration has taken place over the past twenty years. Four priority physical regeneration area projects in Whitfield, Mill o Mains, Lochee and Hilltown are well advanced and have recorded increased development and reduction in vacant land
- Dundee has the best performance in the urban family group of local authorities for road maintenance
- A significant and ongoing investment in modernising the school estate has taken place, giving many areas modern new facilities in the heart of their community
- All social rented housing stock has been raised to the Scottish Housing Quality Standard
- Dundee has an enviable waterfront location that stretches 16.5km along the Tay Estuary; the Tay's water quality makes it one of the best major estuaries in Europe and supports biodiversity and habitats which have been recognised internationally and offered protection through a number of natural heritage designations.

10.3.2 Dundee's CO2 emissions have been reducing and the Council aims to meet its target of a 40% reduction by 2030. A new Sustainable Energy and [Climate Action Plan](#) has been approved.

10.3.3 Dundee has an Air Quality Action Management Area covering the whole of the local authority area, as there are locations where the Scottish and UK Air Quality Standards and EU limits for nitrogen dioxide (NO2) and fine particulates (PM10) are being exceeded. The Scottish Government launched the 'Cleaner Air for Scotland

Strategy – The Road to a Healthier Future’ in 2015 to introduce measures to accelerate the timeline for achieving full compliance with the EU and Scottish air quality standards. The Council is committed to working with the Scottish Government and other partners.

10.3.4 The Council is making a significant contribution to tackling pollution by being a leader in rolling out low emission and electric vehicles. Dundee continues to lead the way in the UK in the uptake of electric vehicles and so far is the only Scottish city named as a Go Ultra Low City by the Office for Low Emission Vehicles.

10.3.5 Dundee has a rich and varied natural heritage. As well as the Tay Estuary highlighted above, the city hosts 35 nature conservation sites and 3 Local Nature Reserves, with wildlife corridors supporting habitat continuity and biodiversity conservation. A new Urban Biodiversity Plan is being prepared with the aim of setting out a vision for biodiversity through actions relating to Sites, Habitats, Species and People.

This plan has already noted that Dundee has to address fuel poverty as it is rising compared to the other cities. Dundee, like the rest of the country, has failed to keep pace with demand for new affordable housing. The Council Plan aims to address both issues by a commitment to building new energy efficient homes. There is a continuing energy efficiency scheme and innovative plans to create more district heating schemes to share the cost of heating homes.

10.3.6 The Council is aiming higher in its performance on recycling. This is currently 35.8%, with the aim of being at 60% over the next ten years. That means new recycling systems in communities but also new capacity in waste disposal to recycle more waste and convert more to heat and energy - another opportunity for Dundee to be innovative.

10.3.7 The Engage Dundee process received over 6000 responses in preparation for the new City and Council Plans. It highlighted the importance of improving parking, transport and public transport in communities. Transport plays a vital role in quality of life, health and the environment - making streets less congested and safer, reducing the cost and ease of getting to places such as work, school, health and leisure facilities and making a significant contribution to social inclusion, reducing CO2 emissions and improving air quality.

10.3.8 To address the sustainability issues Dundee is prioritising the following:

- Reducing Fuel Poverty
- Improving air Quality
- Preparing a new Urban Biodiversity Plan
- Increasing the percentage of waste recycled
- Increasing the number of district heating schemes
- Increasing Active Travel - walking and cycling to work, school and for leisure
- Increasing ultra-low emission and electric vehicles
- Improving public transport through innovative approaches to sharing and smart travel
- Including planning guidance to require all new buildings to incorporate measures to reduce the level of carbon emissions, support renewable energy generation; and encourage the use of heat networks in new developments
- Publishing a sustainable energy and climate change plan

11 Organisational Challenges

11.1 The Council has a vital role in enabling transformational change to meet the needs of the city. There are three main drivers of change:

- The rising population and ageing population
- The Council has to keep a balanced budget with increasing cost pressures and demands
- The type of work, and the technology used to do it, is changing

11.2 In order to deliver on the priorities set out in the City Plan and the Council Plan Dundee City Council will:

- Make best use of the financial resources available to us, ensuring best value for the public purse;
- Have a flexible, skilled and motivated workforce;
- Listen to, and be responsive to, customers, shaping services around their needs and focusing resources where they are most needed; and
- Work closely with partners, including local communities, to deliver a single set of outcomes for all citizens of Dundee.

11.3 The Council's actions are built on the delivery of its vision and strategic priorities, and performance will be measured in terms of success in achieving these.

As a local authority, integral to the Dundee Partnership, Dundee recognises there is still a way to go.

12 Dundee “A Tale of Two Cities”

For many of the right reasons, the spotlight has been on Dundee over recent years, mainly around cultural development and the transformation of the Waterfront. However, tackling deep rooted issues continue to be a significant challenge. The Council and its partners have a clear determination to make a positive impact on the lives of every Dundonian. This commitment is demonstrated within strategies and plans which recognise that Dundee’s is a long-term journey.

PART TWO

Delivering Best Value in Dundee

The Council is committed to delivering Best Value across all communities of interest. In addition to the narrative in Part One, the following summaries, grouped by Best Value Theme, highlight some of its key strengths, all of which are contributing to the delivery of Best Value and improving outcomes.

Areas identified for improvement are also discussed and these are highlighted at the end of each theme.

The methodology used during the self-evaluation process is detailed in Part Three.

Theme 1 Vision and Leadership

The findings from this self-assessment process are that Dundee demonstrates clear strengths within this theme. Two areas for improvement have been identified:

Strengths

- 1.1 The Dundee Partnership is committed to delivering the vision for the City. The strategic priorities and outcomes set out in the City Plan are reflected in the Council Plan. Each strategic theme has an identified lead and is governed by an Executive Board.
- 1.2 The [Council Plan](#) captures the vision and leadership priorities for the Council and each of its strategic service areas, and sets out the main performance improvement targets over the life of the plan. Associated with these are the projects and programmes aimed at driving improvement. Progress towards targets is open and transparent to the public, as are decisions about where improvement action is necessary.
- 1.3 Both The Council's main partners, the [Dundee Health & Social Care Partnership](#) and [Leisure and Culture Dundee](#) have developed their Strategic and Commissioning Plan and Business Plan respectively on the shared vision and the strategic priorities.
- 1.4 The development of strategic plans is undertaken in consultation with keyStakeholders. [Engage Dundee](#) assisted in developing the priorities for the City Plan and [Dundee Decides](#) was the biggest participatory budget process in the country at the time it was undertaken.
- 1.5 The [Annual Citizens Survey](#) measures satisfaction with the main themes within strategic plans and consistently reports high levels of satisfaction across a number of themes. Survey results are reported within the annual reports at City level and for Local Community Planning Partnerships (LCPP) areas as well as being incorporated within annual monitoring reports for the City Plan/Council Plan. Results are also reported to Committee and to the wider Dundee Partnership.
- 1.6 The development and delivery of the Waterfront project illustrates the integrated nature of the Dundee Partnership with the V&A Delivery Company, [DDL](#), bringing together the Council, Abertay University, Dundee University, Scottish Enterprise and the V&A (London) to develop the project and run the Museum.

- 1.7 The Council has an induction programme for all employees which sets out the Council's vision and values. Individual service areas also deliver service specific induction. The Council is in the process of developing an 'onboarding' process and managers induction to support managers and leaders into new roles.
- 1.8 The Council is linked into national Workforce and Learning and Development agendas which are professionally specific and related to regulated and integrated services. The Council also works closely with other agencies on national Workforce and Leadership priorities through Cosla and SPDS and is represented on many national workforce groups.
- 1.9 The Council has specific leadership meetings in place to ensure a consistent and strategic message is discussed and disseminated. The Executive Management Team meets monthly for topic specific focus on key strategic areas, for example the findings of the Independent Drugs Commission, young people participation measures and attainment. The wider Council Management Team also meets monthly with separate service team meetings following this, ensuring a route for the cascade of information to the wider workforce. Regular Chief Executive and Executive Director Blogs are communicated using the Council's OneDundee intranet giving leadership messages and information which transcends individual services.
- 1.10 The Council has established a twice yearly **Leadership Conference** for Senior Managers and officers to discuss emerging issues within Dundee and beyond. Senior leaders are involved in a number of groups at a national level. [Leading Team Dundee](#), the Council's flagship development and engagement programme for leaders or those developing a leadership role, hold events quarterly, linked to the Leadership Conference themes or other key strategic or developmental issues, e.g. working in a political context. The Council also supports a range of accredited and in-house leadership development activity that supports personal and professional development as a leader.
- 1.11 The Council's [Our People and Workforce Strategy](#) incorporating the [Our People Charter](#) outlines the Council's values, rights and responsibilities. It sets out the strategic direction and ambitions for the workforce, linked to the City and Council Plans with clear themes: equality, diversity and fairness, enhancing leadership, managing our people and developing our people. It promotes a workplace learning culture and begins to address the challenge of the workforce demographics and the challenges that digital innovations present to traditional ways of working.
- 1.12 The MyLearning Hub refers to [My Contribution](#). The Council encourages employees to seek improvement to working practices and come up with solutions and ideas to continually improve the way things are done. By ensuring skills in performance management, service design and continuous improvement, the Council will have the ability to review the services that are provided to citizens and suggest better ways to deliver outcomes. An empowered workforce is crucial to the Council's journey towards having a positive culture of innovation, improvement and change. The Hub also contains a plethora of information on leadership, professional development, qualifications and continuous improvement opportunities available for all employees to consider.

- 1.13 The Council intends to change its approach to how employee satisfaction surveys are conducted, from being every three years to being shorter, themed and quarterly. It is intended that the first survey, 'Employee Engagement' will be issued early in 2020. The Council adopted a Business [Coaching](#) Framework and [Mentoring](#) Framework in 2019.
- 1.14 The Council has a well-developed programme for supporting Elected Members to perform their role effectively including a half day "[essential briefing](#)" after each election, a series of "meet the managers" sessions ([example 1](#), [example 2](#)), issuing [induction](#) notebooks produced by the Improvement Service and organising a series of other briefings and seminars. These sessions often focus on delivering change, particularly when new legislation or policies are being proposed. Members are particularly interested in sessions about topical areas of concern, for example child protection issues following the enquiry at Rotherham, fire safety at multi-storey developments following the Grenfell disaster. In addition, sessions are delivered on topics of interest, for example, Safeguarding Public Money, visit to Michelin Scotland Innovation Parc, Low Emission Zones, Introduction of mobile technology for frontline Police Officers, expansion of early learning and childcare. Sessions are offered at various times during the day/evening to maximise opportunities for those Members who work or have other commitments to attend.
- 1.15 The approach to performance monitoring and reporting has been strengthened by adding a six month mid-year performance report to the established process of annual reporting. Progress towards strategic actions and key performance indicators in both the City and Council Plans will now be presented to the Council Management Team, the Council's Scrutiny Committee, the Policy and Resources Committee and the Dundee Partnership Management Group twice yearly.

Areas for Improvement

- 1 **Service plans and scorecards which make links to the City Plan and Council Plan are not yet fully developed for all Council Services and require to be further developed.** This will assist in linking service action and operational delivery plans with Council and partnership strategic priorities.
- 2 **Engage with Elected Members on proposals for future personal development and maximise their opportunity to participate.** The Council recognises the importance of personal development opportunities and that these will be delivered by agencies other than the Council. However, the development and tracking of individual personal development plans can be supported by the Council. The Council will explore opportunities to learn from best practice elsewhere. Some examples are development days or focused development weeks, production of podcasts and a member development app.

Theme 2 Governance and Accountability

The findings from this self-assessment process are that Dundee demonstrates strength within this theme. There have been no areas identified as requiring improvement that have not already been identified by the Council and reported to Policy and Resources or Scrutiny Committee as part of its improvement agenda, currently informed by both the Council's assessment of its Local Code of Corporate Governance and results from the governance self-assessment checklists completed by Executive Directors and their management teams.

Governance and Accountability is a cross cutting theme and, therefore, some areas highlighted within this section will also be discussed elsewhere in this report.

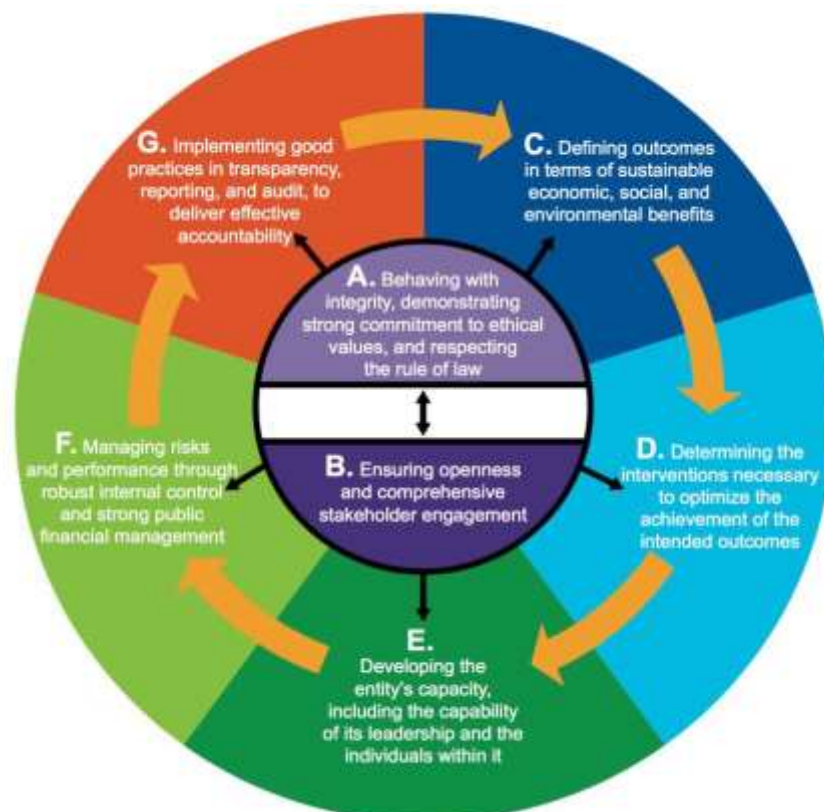
Strengths

- 2.1 The 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.
- 2.2 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.
- 2.3 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 report to Scrutiny Committee that contains the [Annual Governance Statement](#) explains how the Council delivers good governance and reviews the effectiveness of its arrangements.
- 2.4 The Council is also responsible for confirming effective corporate governance arrangements exist within its group entities. In line with Accounts Commission guidance, including Following the Public Pound, Councils' Use of Arm's-Length Organisations and Safeguarding Public Money: are you getting it right?, part of that responsibility is about ensuring that public money is being used appropriately and achieving value for money. Formal assurances surrounding the governance of group entities are obtained, either in the form of completed governance checklists from the Council's key partners or via assurance letters. In addition, the Council also has formal agreements in place with key partners and contract monitoring is undertaken in relation to the performance of Leisure & Culture Dundee, Tayside Contracts, Tay Road Bridge and Tayside Valuation Joint Board. The performance of partners, including the IJB, is monitored by Elected Member representatives on the individual partner boards / committees. In addition, specific performance reports for key partners are reported to council committees.
- 2.5 The Council strives to meet the highest standards of corporate governance to help ensure that it achieves its objectives and is determined to ensure that it delivers the best possible outcomes for the City. It has developed a modern and effective local democracy that responds quickly and flexibly, and delivers high quality services when and where people need them. It is committed to effective decision-making that is transparent and open to genuine scrutiny. To support this, it provides on its website

(www.dundee.gov.uk) details of Council plans, policies, procedures and performance as well as copies of all committee agendas, related reports and minutes.

2.6 The Council's Governance Framework

- 2.6.1 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.
- 2.6.2 The Council's Local Code of Corporate Governance, which is supported by detailed evidence of compliance and regularly reviewed by a working group of senior officers, is [reported](#) annually to the P& R Committee in June. At its last review, the Council assessed itself as being 96% compliant with guidelines. Since publication of the 2019 report, further improvements have been made to the governance framework in line with the improvement agenda.
- 2.6.3 The Local Code of Corporate Governance for The Council consists of the following seven main principles of good governance derived from CIPFA's Delivering Good Governance in Local Government: Framework (2016). A high level summary of the arrangements under each principle is detailed below:



A: Behaving With Integrity, Demonstrating Strong Commitment to Ethical Values and Respecting the Rule of Law

The Council has Members' and Officers Codes of Conduct in addition to the [Standing Orders of the Council, Financial Regulations, Tender Procedures, Delegation of](#)

[Powers](#) and Disciplinary Procedures, which clearly communicate the expected minimum standards of conduct and practice.

The Council also has a range of systems and procedures in place to ensure that Elected Members and employees of the authority are not influenced by prejudice or conflicts of interest when dealing with its citizens. A [Register of Members' Interests](#) is maintained, which is available on the Council's website for inspection by Members of the public. In addition, an Officers' Register of Interests is maintained, the coverage of which was expanded recently, along with a Register of Gifts and Hospitality. A "[Whistle Blowing](#)" policy, and related guidance, is also in place along with a centralised case recording system supporting the robust management and monitoring of allegations received via a number of mechanisms, including a dedicated phone line, email address and online form. These arrangements ensure direct reporting of allegations to the Head of Democratic and Legal Services, Head of HR and Business Support and Senior Manager – Internal Audit without fear of recrimination.

Recent developments to enhance the Council's fraud governance arrangements include the development of an Anti-Bribery Policy and Code of Ethics.

The National Code of Conduct, Disciplinary Procedures and Local Code of Corporate Governance are also applicable in general terms to any external organisations to which Elected Members and / or officers are appointed. Such organisations must also comply with the [Following the Public Pound Guidelines](#) and this has been covered in a separate report to Committee.

The Council approved an 'Our People' strategy based on the four themes - Equality, Diversity and Fairness, Enhancing Our Leadership, Managing Our People, Developing Our People. The Council is committed to equal opportunities including both the elimination of discrimination and the use of positive action measures to ensure that employment opportunities, service provision and access to civic life are bias free and made equally and easily available to people from target groups.

B: Ensuring Openness and Comprehensive Stakeholder Engagement

The overarching plan for the Council is contained within the Local Outcomes Improvement Plan: [City Plan 2017-2026](#). The document is prepared in partnership with other public sector organisations where mutual objectives have been established.

The Council maintains a register of all consultation exercises undertaken with its stakeholders. These exercises inform the development of future service provision. The Council also publishes a comparative Performance Report whereby its performance is compared to the performance of similar urban authorities in its Family Groups as defined by the Improvement Service, these performance indicators are known as the Local Government Benchmarking Framework indicators. Each of the indicators are also reported in detail on the [Dundee Performs](#) pages on the Council's website so that stakeholders can form an idea of how the Council's performance compares to that of its peers.

The Council has also established eight Local Community Planning Partnerships whereby stakeholders are consulted about community needs. These projects feed in to the wider planning process at corporate level. As with Council Meetings, all meetings of the [Local Community Planning Partnerships](#) are open to the public and full minutes of the meetings are recorded. The Council has encouraged stakeholder engagement through the [Dundee Decides](#) website to allow local residents the opportunity to decide how The Council should spend the Community Infrastructure Fund.

In addition, improvements have been made to some Council services as a result of listening to customers and service users. These improvements are reported to Policy & Resources Committee annually in a report entitled [Improving Services through Listening to Customers and Service Users](#).

The Council has adopted the standard [complaints handing procedure](#) as required by the Scottish Public Services Ombudsman (SPSO) and twice yearly reports are submitted to the Scrutiny Committee. Information from the SPSO is disseminated to relevant services for information, which assists in [learning from complaints](#) and is used to assist in decision making.

The Corporate Planning Officer meets quarterly with key officers from every service to review complaints at a local and national level to identify trends, opportunities to learn from customer experiences and take any action necessary to avoid re-occurrence.

C: Defining Outcomes In Terms Of Sustainable Economic, Social and Environmental Benefits

The strategic plan for the city is governed by the [City Plan 2017-2026](#). This includes detailed information about the actions that public agencies and their partners will take to achieve the vision for the city. The plans present an integrated approach to public investment and service provision. They also include the promotion of joint working with NHS (Tayside) and other public bodies. The Council has also prepared the [Council Plan 2017-2022 which adopts the related targets and priorities expressed in the City Plan](#).

Individuals and groups from all sections of the community are encouraged to contribute to and participate in the work of the authority. The development of [Local Community Planning Partnerships](#), [Community Councils and Community Representative Bodies](#) for areas of the city within the boundaries of each parliamentary constituency is designed to encourage more grassroots participation in Council decision-making and to bring The Council closer to the people. Local Community Engagement Strategies and Local Community Plans have been developed for each multi-member ward as means of identifying and responding to local issues and [involving communities](#) in the planning and delivery of public services. In addition, The Council solicits views on a wide range of decisions and maintains a listing of community groups and voluntary organisations, inviting their opinion on possible developments likely to affect them. A recent development was the introduction of [Dundee Decides](#), which allowed communities the opportunity to help direct how the Community Infrastructure Fund was spent.

D: Determining the Interventions Necessary to Optimise the Achievement of the Intended Outcomes

The Council's combined Revenue and Capital Budgets is of the order of £500 million. Budget compared to actual expenditure is closely scrutinised and overspends and underspends reported to [Policy & Resources Committee](#) on a regular basis in order that Members are kept fully and timeously aware of any significant departures from the budgeted position.

In the course of the year, any departures from the budgeted position can be mitigated by the movement of resources from one budget heading to another in order to smooth out overall annual spend.

For many years, The Council has reported Key Performance Indicators (KPI's) both annually and quarterly to the Scrutiny Committee. The quarterly performance

indicators in particular were established to act as an early warning signal to alert Members regarding key service areas where actual performance was lower than anticipated. This process enabled both elected member and senior officers to take corrective action during the course of the year to bring annual performance back on track by the year end.

Strategic Service Area Scorecards are being developed for each of the five Council services, Leisure & Culture Dundee (L&CD) and Dundee Health & Social Care Partnership (DH&SCP). The scorecards relating to individual teams within each of the five Strategic Service Areas are in the process of being developed. The acceptance of ownership of these indicators by senior officers and Elected Members is key to their development. It is anticipated that the first scorecards will be reported on early in 2020. Key to the success of the Performance Scorecards is the utilisation of the Corporate Performance Management System, Pentana, which enables performance monitoring, recording and reporting.

This will help ensure that performance issues are deeply embedded within The Council's work ethos at all levels improving outcomes for all stakeholders.

E: Develop the Entity's Capacity, Including the Capability of Its Leadership and the Individuals within It

New Elected Members and officers are required to complete an induction programme designed to provide background information on a local authority's core activities as well as keeping the individual up-to-date with current issues of interest with which The Council is involved.

Job descriptions and person specifications are available for all posts advertised. The Employee Performance and Development Review Framework links employee objectives, where appropriate, to the priorities in Scorecards / Plans.

F: Managing Risks and Performance through Robust Internal Control and Strong Public Financial Management

The Council has a developed Risk Management Policy. This states that "Dundee City Council is dedicated to the management of risk in order to:-

- safeguard its employees
- protect its property
- ensure compliance with statutory obligations
- preserve and enhance service delivery
- maintain effective stewardship of public funds
- promote a favourable corporate image

The main priorities within the policy are the identification, evaluation and control of risks which threaten The Council's ability to deliver services to the public. The Risk Management Framework continues to be progressed, with the development of a Corporate Risk Register including a Risk Management Improvement Plan.

The Council has a high level [Business Continuity Plan](#) which sets out the arrangements by which The Council aims to continue to deliver its critical services in the event of an emergency event. Critical services are identified through a process of identification and analysis contained within risk registers. The Business Continuity Strategy and service-level Business Continuity Plans continue to be developed in line with the improvement agenda. The service-level Business Continuity Plans, once compiled, will help inform a review of the high-level Business Continuity Plan.

Resources aimed at improving internal control within The Council are allocated locally and according to priorities determined by the [Internal Audit Plan](#), reflecting the changing risks and priorities of The Council.

The Council's [Annual Accounts](#) include an Annual Governance Statement.

The Council also publishes, on an annual basis, Statutory Performance Measures. On a quarterly basis performance is reported to the Scrutiny Committee by a combination of the corporate performance management database and Statutory Performance Indicators information by way of traffic light reporting.

In 2013, the Society of Local Authority Chief Executives in conjunction with the Improvement Service developed a number of new indicators specifically aimed at facilitating performance comparison from authority to authority through the use of family groupings.

G: Implementing Good Practices in Transparency, Reporting and Audit To Deliver Effective Accountability

The Council is committed to the transparency, scrutiny and performance of its services and processes, including decision-making. To that end a Scrutiny Committee was established in 2009, which currently meets 5 times a year in public. The Major Opposition Group Leader chairs the Scrutiny Committee. All Elected Members attend the main policy and service related Council committees and have the opportunity to debate and speak to each report. The main service committees reflect Council Service areas. The majority of reports are tabled and debated in public. Formal Terms of Reference for all Council committees, including the Scrutiny Committee, are detailed in the Council's Standing Orders.

Three Council Elected Members have been elected to the Dundee Integration Joint Board, including one opposition Member. Two of them are represented on its Performance and Audit Committee. Three Council Elected Members are also represented on the Leisure and Culture Dundee Board including one opposition Member.

The roles and responsibilities of Councillors and Officers, including the Chief Executive, Section 95 Officer, Executive Directors, Monitoring Officer and Chief Social Work Officer are clearly defined in the [Standing Orders of the Council](#), [Financial Regulations](#), [Tender Procedures](#), [Delegation of Powers](#) and Disciplinary Procedures. The roles of all senior officers are also defined in agreed job descriptions. Job Descriptions have been produced for Members in general and for the Leader of the Administration in particular.

The statutory officers and Chief Education Officer have direct access to the Chief Executive, Executive Directors and Elected Members to assist them to carry out their duties. There are community and service user representatives on the Dundee Partnership Management Group (DPMG), alongside two Elected Members and there are two Elected Members on each of the Dundee Partnership's executive boards.

The Council's Internal Audit Service operates in accordance with the Public Sector Internal Audit Standards and reports functionally to the Scrutiny Committee. Internal Audit undertakes an annual programme of work, which is reported to the Scrutiny Committee. The Senior Manager – Internal Audit provides an annual independent opinion on the adequacy and effectiveness of The Council's governance, risk management and control framework, which helps inform the Council's Annual Governance Statement.

The Council has corporate guidance on recruitment and selection and ensures that all officers involved are appropriately trained for their roles. Councillors' Professional Development is also available. Councillors on the Personnel Appointments Sub-Committee must undertake Fair Selection training. There is also further bespoke training for Elected Members sitting on the Licensing Committee and the Development Management Committee and Councillors have also received training on the Ethical Standards regime.

The Council has adopted the Continuing Professional Development Framework for Elected Members developed by The Improvement Service. The Improvement Service organises a programme of 'elected member masterclasses' which the Council promotes to its members, and Dundee has hosted a number of those masterclasses. The Improvement Service also produces briefing papers for members on current policy topics. The Council offers members the chance to take part in the Improvement Service's CPD Framework, which involves them doing an online assessment of their own skills and knowledge in relation to a number of political behaviours, identifying any areas they would like to improve then agreeing a personal development plan, and we will provide staff support with this process. The Council also runs its own Elected Member briefing sessions covering topics of interest / importance.

The [Scheme of Members' Salaries, Pensions and Expenses](#) sets out the terms of Councillors' remuneration. Details of all Councillors' expenses are published on the internet and in the local press on an annual basis.

Employee performance is reviewed on an annual basis through Employee Performance and Development Review Schemes.

2.7 Overall Control Arrangements

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 but are not restricted to:

- 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 the National Fraud Initiative.
- 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.
- Our 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.
- Ethical Values framework, including Anti-Bribery Policy
- Reconciliation Framework
- Corporate Services Compliance Group

2.8 Risk Management Arrangements

Significant progress has been made in enhancing The Council's risk management arrangements. Key improvements include:

- Development, in conjunction with KPMG (The Council's co-sourced internal audit partner), of a high level Corporate Risk Register which is now subject to regular ongoing review and reassessment;
- Appointment of a Corporate Risk Management Coordinator (CRMC) in July 2018 as a dedicated risk management resource, to facilitate effective implementation of The Council's Risk Management Improvement Plan (RMIP). As a result, only three actions now remain outstanding for completion, from an initial 21. The outstanding actions are currently being worked on;
- Introduction of a revised Risk Management Policy and Strategy (RMPS) following approval at both Policy and Resources Committee, and Scrutiny Committee;
- Development and introduction of enhanced risk governance arrangements, including lines of responsibility, a Corporate Risk Management Working Group (CRMWG) which meets quarterly and comprises representatives (Risk Champions) from all services, and arrangements for regular review of the RMPS. The IJB / HSCP and L&CD are considered key partners of The Council, and are also represented at the CRMWG;
- The RMPS incorporates a standardised approach to scoring risk and includes a detailed risk appetite methodology in relation to The Council's corporate level risks to support strategic decision making.
- Arrangements for regular reporting of risk to the Policy and Resources Committee and Scrutiny Committee are included in the RMPS.
- Risk registers at Executive Director and Head of Service level have been developed through the delivery of workshops facilitated by the CRMC, leveraging the knowledge of senior management across all Council's services.

- Use of Pentana as The Council's risk management software, leading to improved local and central monitoring and control of risk using a standardised methodology and allowing uniform reporting arrangements across The Council.

An internal [audit](#) of The Council's Risk Management Arrangements was delivered during 2019, the results of which confirmed the significant progress made by The Council in enhancing its risk management arrangements. The principal conclusion in the report is that, whilst there is basically a sound system of control there are some areas where it is viewed improvements can be made. The main area for improvement relating to the reliance on CRMC role. Consideration is presently being given as to how this key person dependency can be addressed.

Audit Scotland also acknowledged, in the 2018/19 Annual [Audit](#) Report, the good progress made by The Council towards developing its corporate risk management arrangements.

Theme 3 Effective Use of Resources

The findings from this self-assessment process are that Dundee demonstrates a number of strengths within this theme. Five areas for improvement have been identified:

Strengths

3.1 People

- 3.1.1 [The Council's Our People and Workforce Strategy \(OPWS\)](#)** sets out how the Council will support, develop and manage its people, including workforce planning. The Council publishes annual updates on the OPWS, supported by HR policies and procedures. The Council recognises it has an ageing workforce and the OPWS outlines the approaches it will take in order to recruit, retain, develop and motivate employees. These include Succession Planning and Talent Management courses as well as a Workforce Planning Tool, which is updated every quarter and contains individual services' workforce data to enable managers to understand their current workforce (e.g. the roles, age profile) and make informed decisions surrounding succession planning. The revised OPWS was officially launched at the beginning of December 2019.

The Our People portal on the OneDundee intranet is in place to ensure that our employees and managers have ready access to all matters to ensure effective people management which is dynamic and which will change as the Council introduces more process improvement.

- 3.1.2** Dundee City Council's Outstanding Service and Commitment Awards – the OSCAs - were launched in March 2013 to recognise and value employees by celebrating the excellent work they do and to say a special 'thank you' for their outstanding commitment to the delivery of excellent services for the people of Dundee and to the effective running of the Council.

There are 6 award categories:

- Category 1 - Innovation and Improvement
- Category 2 - Customer Focus
- Category 3 - Outstanding Team
- Category 4 - Environment and Sustainability
- Category 5 - Achieving Fairness and Reducing Inequalities
- Category 6 - Improving Services Through Partnership Working

In addition, there are special awards, including Lord Provost's Award and the Chief Executive's Award, selected from all shortlisted applications. The winner of these awards will have demonstrated achievements in exceptional circumstances or achievements that cut across several of the individual award categories.

All the nominations received are considered by a judging panel, which includes Elected Members (from different parties), chief officers and other invited judges. The Chief Executive convenes the judging panel each year. The judges decide on a shortlist of 3 teams for each category and the winners are announced at the awards ceremony.

- 3.1.3 In line with the Council's commitment to improving service delivery and using digital solutions in accordance with its Digital Strategy, high volume employee processes have been mapped with electronic forms for many HR tasks. This will improve consistency, accuracy and the sharing of information e.g. the Leaver's process ensures that IT is informed so that systems remain secure; the new recruitment justification form will ensure that managers consider succession planning questions including whether a modern apprentice or graduate apprentice opportunity exists and whether the role is required in its current form.

As part of the Council's drive towards engagement and communication, the "extranet" is being developed to ensure all employees can access Council and employee information on their own devices or on a device provided within their work base.

- 3.1.4 The Employee Health and Wellbeing Framework and action plan enables a proactive and engaging approach to enhancing the health and wellbeing of Council employees. This is achieved through wellbeing initiatives and employee support mechanisms including all managers being encouraged to attend the Promoting Attendance at Work training and Mental Health Awareness development opportunity which is aimed at creating a mentally healthy workplace and providing line supervisors/managers with enhanced people skills. This engagement includes active involvement with trade unions.

A recent initiative to look at how employees are supported with mental health issues was undertaken, with recent absentees asked to take part in a survey taking them through their personal journey. The results of this, once analysed, will assist management development in this sensitive area. The Framework includes other wellbeing initiatives, employee support mechanisms and joint working with employees and their representatives and local partners to identify and address areas for improvement, e.g. Healthy Working Lives.

3.1.5 A new learning and development system was launched in 2017: MyLearn amalgamated three training databases into one and allows employees to access their own learning and development records and book in-house learning events. MyLearn was developed in 2018 and continues to be developed as management teams and employees engage with the system. [MyLearning Hub](#) brings all learning resources together into one portal and promotes the Council's core learning priorities, e.g. leadership development, protecting people, health & safety, etc.

3.1.6 Succession Planning and Talent Management are underpinned by employee performance development and review, support and supervision and service redesign activities, which aim to change how a service is provided to improve efficiency and embrace digital solutions. Succession planning workshops for managers and employees ran throughout 2019 and a new programme is available for 2020.

The Council takes a leadership role to facilitate the aspirations of individuals to successfully compete for jobs and benefit from the growing economic growth of the city. The Council supports the Dundee Partnership's Employer Engagement Group. The Council is also involved in the Regional Developing the Young Workforce Group so that employers can help shape and provide opportunities for young people.

3.1.7 The Council has introduced leadership development programmes such as [Leading Team Dundee](#) the Council's flagship development and engagement programme for anyone who has, or is developing, a leadership role within the organisation itself or one of its key partners. Masterclasses have also been added to the framework which will be led by leadership teams across the Council throughout 2020.

3.1.8 The Shared Services Leadership Programme is an annual programme delivered with key partners that offers leadership development using a range of theories and principles.

3.1.9 Managers and officers from Human Resources and Learning & Organisational Development business partner with all services in order to assist them to review roles and structures in order to meet their service priorities. For example, the Environment Service has a skills register that ensures the appropriate skills and competencies required in order to deliver the service are met; all modern apprenticeship and graduate apprenticeship frameworks have been identified and linked to roles across services. The Council has invested significantly in Service Design and Self-evaluation to review service change within service areas, including the use of focus groups with practitioners which provides employees with the opportunity to inform practice.

3.1.10 Business partnering also ensures proactive planning to meet individual and service requirements for the medium to long term, including identifying how the harder to recruit to posts are considered, e.g. teaching, social work promoted posts, Science, Technology, Engineering and Mathematics (STEM) subject roles etc. Business Partners also provide support and challenge to managers across a range of areas including recruitment justifications.

3.1.11 The Council ensures consistent approaches to equality, diversity and fairness through its policies and by monitoring and publishing equality statistics. Specifically, the Council produces a bi-annual Equalities Mainstreaming Report, which provides Council data and statistics on the workforce, including protected characteristics, an equal pay statement and related information. Access to corporate systems such as payslips and annual leave are now accessible to 'non-online' employees through

‘Self-Service’ and ‘MyView’. This has helped improve accuracy and disclosure levels of equality information as people are able to update their own details. GDPR compliance has also been improved with individuals responsible for entering their own data.

- 3.1.12 The Council works with its occupational health provider to support the health and wellbeing of its workforce through health surveillance and provision of physiotherapy and counselling.
- 3.1.13 A Fair Work Charter is in place. Work done under this charter has led to the Council winning the “Living Wage Champion Award” in 2018 at the Local Authority Leadership Awards. In March 2019 Dundee was recognised as the first City in the country to become a [Living Wage](#) City. The Council is also committed to consolidating the Scottish Local Government Living Wage into its own pay and grading structure by 31 March 2021.
- 3.1.14 The Council has a Health & Safety Policy and Management Framework and action plan that ensures effective health and safety management and performance throughout all Council services, and requires that health and safety matters be given appropriate consideration with equal status to other service demands. Health and Safety policies and procedures form part of the framework and include specific arrangements developed for / applicable to each service area. Out-posted Health and Safety teams are in place in the higher risk service areas to ensure a service specific partnering approach.

3.2 Finances

- 3.2.1 The Council has a [Capital Investment Strategy](#) and [Capital Plan](#). The Capital Plan 2019-2024 including Housing Revenue Accounts and General Services plans ensures that capital investment strategies align with their strategic objectives and long term financial strategies.

In terms of capital funding and treasury management, the [Annual Treasury Management Activity](#) reports progress.

Capital investment is also well monitored, e.g. [Construction of the V&A Museum of Design Dundee](#) and [V&A Museum of Design – Progress Report](#).

- 3.2.2 The [Long Term Financial Outlook and Financial Strategy 2020-2030](#) provides a link to strategic objectives, clearly stating that “allocation of resources will be informed by a thematic approach designed to reflect the strategic priorities of the Council.”
- 3.2.3 The Council’s use of reserves is in line with agreed policy. Reserve levels are monitored regularly through the established revenue monitoring process with appropriate recommendations being made where relevant. The Council’s reserve strategy is included in the Council’s long-term financial strategy which was approved by Elected Members in August, 2019.
- 3.2.4 During the annual budget setting process, the Chief Executive and the Executive Director of Corporate Services meet with Elected Members. The detailed scrutiny of financial performance is delegated to the Policy & Resources Committee which receives regular revenue and capital monitoring reports. These reports provide an overall picture of the budget position at service level, forecasting the outturn position for the year and include narrative explanations for significant variances against budget. These reports allow both Elected Members and officers to carry out scrutiny

of the Council's finances. Senior Finance Officers have provided [briefings/training](#) for Elected Members in relation to the budget setting process.

- 3.2.5 An Integrated Impact Assessment process has been adopted to ensure that Committee report authors have considered all likely impacts of their report and provided details on any required mitigation action to overcome negative impacts. All of Dundee City Council policies and strategies are scanned using the **Integrated Impact Assessment** (IIA) and these go to committee for approval along with the associated reports. Examples of this process in action include: [Instrumental Service, Children and Families, Introduction of a charge for domestic garden waste collections](#)
- 3.2.6 The IIA process includes a pre-screening assessment in relation to socio-economic status as well as the protected equalities characteristics. An internal [audit](#) report on the IIA process will be presented to Scrutiny Committee in February 2020. Progress towards implementing the agreed action plan will be monitored on Pentana and reported to Scrutiny Committee in September.

3.3 ICT & Information

- 3.3.1 The Council has a [Digital Strategy](#) outlining how it aims to become a digital Council by 2020. The Digital Strategy is linked to the Corporate [IT Strategy](#). More information on efforts to ensure the Council's workforce has the necessary skills to meet the requirements of a digital council can be viewed in the story of the Outstanding Service & Commitment Award ([Osca](#)) winning [Digital Champions](#).
- 3.3.2 The Council has a Communication Strategy which details how it informs and engages with citizens, partner agencies and its own workforce. The Osca-winning Communications team are driving innovation in this field, including the delivery of information in new and engaging ways, from video content to infographics and eye-catching documents such as the new-look Council Tax leaflet. Campaigns undertaken by the team – such as the Save Time, Do It Online social media push - are evaluated for effectiveness and have become case studies in good practice for councils nationally.

Over the past couple of years, the Council has seen huge growth of its social media channels. Through this, and as part of a multi-channel communications approach, it has increased the number of citizens that it can engage directly with, whether it be garnering responses to the annual budget survey or providing updates in times of emergency such as a secondary school fire. Views of the Council's website (and corporate intranet for employees) have also increased significantly.

The corporate communications team works across partnerships, taking a communications leadership role in high-profile multi-agency initiatives such as the Tay Cities Deal and Drugs Commission. Communication is also central to the marketing and promotion of the City, and the effectiveness of this has been recognised with a recent Platinum award at the HSMAl Adrian Awards for the campaign to generate a buzz for Dundee and the opening of V&A Dundee.

- 3.3.3 The Council is pro-active in its approach to Data Protection and the reporting of breaches. Dundee has a dedicated Information Governance Team covering data protection and Freedom of Information. Dundee is a member of the Tayside Information Governance Group (TIGTG) with Perth and Kinross Council, Angus Council and NHS Tayside Data Protection Officers and related Members as partners. The group meets regularly to discuss and streamline information sharing, including data sharing agreements.

Regular communications through a variety of means provide reminders to all employees that Data Protection is everyone's responsibility. The Council complies with legal requirements to train employees on GDPR with a mandatory e-learning course and named officers who ensure that any data breaches are reported. The [Data Protection Policy](#) has been approved and published, both internally and externally, and a [monthly management report](#) relating to breaches and privacy notices for each council service is published as required for transparency.

- 3.3.4 The Council has an established Corporate Procurement Team that has regular liaison with Legal and Democratic Services, where legal advice is required. A revised [Corporate Procurement Strategy](#) was submitted to Policy & Resources Committee in June 2018. More recently, an [annual procurement report](#) was submitted to Committee in December 2019. The Council has maintained a specific social care commissioning and procurement function, hosted within the DHSCP, which supports best practice and aligns to Council standing orders.
- 3.3.5 An assessment against Procurement and Commercial Improvement Programme (PCIP) was completed in August 2016 by Scotland Excel. A second assessment under PCIP was completed in November 2018. The first was a full assessment and the second a 'focussed assessment' on areas chosen by the Council's Corporate Procurement Team. The score improved from 59% in 2016 to 69% in 2018. The areas where Dundee City Council is performing strongly are Procurement Influence, Fraud Awareness and Prevention, Contract Compliance, Demand Management and Procurement Process Automation. Alongside neighbouring councils in Perth & Kinross and Angus, Dundee is a member of the Tayside Procurement Consortium. Partners benefit from cost efficiencies through this shared service arrangement.
- 3.3.6 Within social care, there are financial benefits gained from strong partnership with third sector providers who secure levered in monies from external sources. Significant work has also been undertaken with a range of third sector and independent providers to secure cost efficiencies and added value and to effectively manage the impact of funding reductions.

Areas for Improvement

- 3 The Council understands that the asset management base needs to be managed more effectively in order to contribute to its strategic objectives and priorities.** The Council's Corporate Governance Working Group has identified a number of areas for improvement in the [Council's Annual Governance Statement](#) (Appendix 2, Item 2), including the management of assets.
- 4 The Council is committed to promoting employee attendance. However, employee's absence rates have risen in recent years. The Council should continue to improve monitoring of segmented data in order to discover the root causes.** There was strong evidence to show that the increase in absence was caused by stress and this led to the review of the Absence Management Policy in 2018, resulting in the policy being renamed "Promoting Health and Attendance". Revised training was introduced for managers and a Mentally Healthy Workplace course was also introduced for managers and employees. Absence statistics are reported monthly to CMT using data from the absence system and is included in the Council Plan as well as being monitored separately as part of the Local Government Benchmarking Framework (LGBF) indicators.

- 5 Increase the pace of implementation of Our People and Workforce Strategy.** 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.

Although there are workforce plans in some service areas, these are not embedded across the council. Each service should undertake future needs analysis and workforce planning in the short, medium and longer term to ensure people's skills match service delivery requirements. The Council recognises its workforce of the future is linked to the needs of the City and will work with partners to align workforce and strategic planning to ensure the needs of citizens are being met in accordance with agreed priorities and statutory duties.

- 6 The Council has an emerging approach to ensure that robust business cases are undertaken for each significant capital project.** Examples of processes which include detailed options appraisal, consideration of whole life costing, funding (including potential impact on revenue budgets), risks, and expected benefits for capital projects commissioned within the last two years are [Mill O'Mains](#), [Menzieshill, Revenue Costings for Menzieshill Community Hub](#), [Regional Performance Centre for Sport](#).

The Council should continue to develop this approach and evidence consistent deployment for all significant capital projects.

Similarly, the Council should ensure that regular and consistent Gateway reviews (independent mid-term reviews) and post-project evaluations are undertaken for significant capital projects. These processes should provide opportunities to identify areas of good practice, share lessons learned and monitor benefits that the investment activity realises, e.g. the V&A Dundee – [National Lottery Heritage Fund Final Evaluation Report](#) to P&R Committee August 2019 outlines all of the costs involved during the project and lists the lessons learned.

In relation to transformational change, the case for change, which includes options appraisal and impact assessment, is presented prior to agreeing transformation projects. The following links provide examples of the case for change for [Channel Shift](#) across The Council (and accompanying [impact assessment](#)) and the development of [Community Hubs](#) and [Supporting Learning and Care of Looked After Children](#).

- 7 The Council should continue to consider all possible options to reduce the cost, and improve the quality and effectiveness of services provided through its Transformational Change Programme (C2022).** Given the current and predicted financial challenges facing the Council, the pace of transformation may need to increase. The Council must ensure there is strong alignment between its plans for transformation and medium to long-term financial planning. Following an Internal [Audit](#) of the C2022 programme, progress on the agreed action plan is being monitored on Pentana and will be reported to committee.

Theme 4 Partnerships and Collaborative Working

The findings from this self-assessment process are that Dundee demonstrates a number of strengths within this theme. Three areas for improvement have been identified

Strengths

- 4.1 **Dundee's Health & Social Care Partnership has continued to demonstrate a strong commitment to working in collaboration with individuals and communities**, including many examples of where the Council has listened to service users and their families and improved our services based on what they have said and suggested to us. Significant resource has been invested in infrastructure to support this, including establishment of specific posts within Third Sector organisations and internally within the Council. A number of the Partnership's Strategic Planning Groups include Membership from community representatives and there is also some formal representation from community Members on the Integrated Strategic Planning Group (ISPG) and at the IJB. Operational services utilise a wide range of approaches to developing effective relationships with service users, some of which are described in the [Annual Performance Report for 2018/19](#). In a range of services, such as mental health and substance related harm, service users have been integral to developing services that focus on the value of peer support and recovery. The IJB has a very positive relationship with carers' representatives who participate actively at Strategic Planning Group, Integrated Strategic Planning Group and IJB level. There are close working relationships with the Carers Centre and significant investment has been made to ensure that carers' voices influence local planning and service delivery.
- 4.2 The [DHSCP Commissioning Plan \(2019 to 2022\)](#) follows on from the inaugural 2016 plan and describes a commitment to equality and fairness for the next three years and beyond. The 2019 plan draws from continuous conversations over the previous three years with communities, people accessing health and social care services, their families, carers and a wide range of partners organisations. The DHSCP has significant involvement with the Third Sector through its Strategic Planning Groups and makes significant investment in the Third Sector Interface to support a range of HSCP initiatives and the [Integrated Care Fund](#).
- 4.3 The [Health Inequalities Service](#) integrates a number of teams with a specific focus on supporting people at higher risk of poor physical and mental health and wellbeing. These teams are the Community Health Team, Keep Well, Sources of Support, and Health & Homeless Outreach Team. Previously the specific teams worked, and were funded and managed, separately. Now there is one senior strategic manager with team leaders who work closely together to integrate activity. This service also influences change across the wider system to support the development of better service responses to health inequalities issues.
- 4.4 The [Rapid Rehousing Transition Plan](#) (RRTP) has a focus on prevention with particular pathways around prisoners, young people and domestic abuse. It was developed with the Dundee Health & Social Care Partnership, Registered Social Landlords and third sector partners. A consortium consisting of Transform Community Development, Dundee Survival Group, Salvation Army and Addaction are providing the intensive support to tenancies provided by Dundee City Council for the Housing First pilot project (target is 100 tenancies). After an initial review of the RRTP, Scottish Government officials highlighted the partnership working between Dundee City Council and DHSCP as a strong example of good practice with regard

to collaboration between Health and Social Care Partnerships and Local Authority housing and homelessness teams.

- 4.5 Dundee has a long history of welcoming people from different countries to live and work in the City and now has 208 individuals (54 family groups) settled here as part of the Vulnerable Persons Resettlement Scheme, a significant portion of the Scottish total. Within these families there are huge variations in English language ability, from those who do not speak English to others who are educated to university level with excellent English. Dundee's economy needs people with the skills and abilities they will bring to the local jobs market. [Our Get Ready for Work Project](#) won a CoSLA Gold Award in 2018, demonstrating that Dundee's commitment to its new citizens goes above and beyond the resettlement of refugees.

- 4.6 When the Council became part of the Attainment Challenge, an opportunity arose to work in partnership with NHS Tayside in a way that had not been possible before due to lack of funding. [ABCD](#) (Advancing Bairns Communication in Dundee) is an excellent example of partnership working and the improved outcomes that can be achieved as a result of joint working.

Education Scotland's [Inspection](#) of Attainment Challenge Local Authorities in 2018 recognised the progress being made by Dundee.

- 4.7 Tayside Contracts is unique within Scotland as a joint local authority trading organisation operating over three Councils' areas. It operates under a Joint Committee formed by a Minute of Agreement between Angus Council, Dundee City Council and Perth & Kinross Council, comprising of 18 Elected Members representing the three Councils. Local partnership arrangements with Tayside Contracts include; Roads Maintenance Partnership (DCC/Tayside Contracts), Facilities Management Partnership (DCC / Tayside Contracts / Perth and Kinross / Angus), and Street Lighting Partnership (DCC / Tayside Contracts / Perth and Kinross / Angus).

- 4.8 The following links provide case study examples of further partnership working which is improving outcomes for individuals and communities:

[Dundee Scams Team](#) – Dundee City Council Osca finalist in 2019.

[Taking a Psychological Approach to Care](#) – CoSLA Silver Award Winner in 2019

[The Corner Support U+](#) – CoSLA Silver Award in 2019

[Winter Maintenance](#) programme highlighting the creative and innovative thinking within the Roads Partnership.

- 4.9 The [Shared Apprentice Programme](#) is a non-profit pilot project aimed at small and medium sized companies who cannot commit to taking an apprentice for the full four years. This has been running effectively in Angus since 2015 and in Dundee since 2017, in partnership with Angus Council, Dundee and Angus College and construction businesses supported by the Construction Industry Training Board (CITB). The Shared Apprentice Company employs the apprentices and places them with host employers.

Areas for Improvement

- 8 **The Council, in partnership with NHS Tayside and the Integration Joint Board, must progress the improvement agendas agreed within both the 2018/19 [Annual Audit Report](#) and the Ministerial Strategic Group (MSG) [Self-Assessment Improvement Plan](#)**
- 9 The Transforming Public Protection Programme has been established by the Chief Officers (Public Protection) Strategic Group to **address recurring areas for improvement in external scrutiny reports and internal self-evaluation activities**. The programme includes 9 distinct work streams that will drive forward improvement across 3 key areas of transformation: driving culture change within services towards continuous improvement and embedding a culture of expectation of excellence; significantly enhancing leadership support and scrutiny of public protection issues; and, re-design of protection processes to ensure streamlined and co-ordinated responses to the inter-linked needs of vulnerable people and families. The Transformation Programme is being supported by the Care Inspectorate and is utilising the Model for Improvement within practice improvement work streams that are being led by operational teams.
- 10 Plans are in place to ensure that **Substance Related Harm services work better together**. The recent Dundee Drug Commission report highlighted that structural change to how services are delivered is needed. The Commission particularly called for Substance related harm and Mental Health services to work much more closely together. The Alcohol and Drug Partnership (ADP), under its new independent chair, is restructuring so that it has partner involvement with the proper authority to take decisions and make changes quickly. The recent independent inquiry into [mental health](#) services in Tayside will also influence this agenda.

Theme 5 Community Responsiveness

The findings from this self-assessment process are that Dundee demonstrates a number of strengths within this theme. One area for improvement has been identified:

Strengths

- 5.1 The community planning process is well regarded and the Council is committed to re-energising local community planning. Participatory budgeting is being extended. Community representatives and partners are consulted on and assist in the delivery of local solutions making use of the Community Empowerment Act to improve participation and devolve more local funding and assets.
- 5.2 The Council works effectively with a wide range of partners and stakeholders which has enabled a clear set of priorities to be identified which respond to the needs of communities in both the short and the longer term. The Dundee Partnership structure includes arrangements for overall governance along with a Local Community Planning Partnership (LCP) for each ward. The Council is the lead partner within the wider Dundee Partnership and coordinates the majority of the ongoing and strategic activity relating to community engagement. It is co-chaired by the Chief Executives of Dundee City Council and NHS Tayside and Membership consists of senior leaders from a wide range of public sector partners along with additional representatives from the Third Sector, Universities and Colleges, Chamber of Commerce and Scottish Government Liaison Team. There are also two Elected

Members (The Council Leader and Major Opposition Group Leader) and two community representatives on this group.

- 5.3 There are 8 Local Community Planning Partnerships across the City which combine national and City-wide priorities with local priorities to shape action. Each area has a local community plan, due for review at their mid-point in late 2020. The Elected Members from each ward engage with community representatives and representatives from third and public sector partner organisations based on local priorities. Each Local Community Planning Partnership is chaired by a senior manager from within Dundee City Council and meets quarterly. Community representation varies across each area, but generally comprises of four to six local residents who are involved in groups such as Community Councils, Neighbourhood Representative Structures, Tenants & Residents Associations, and Community Regeneration Forums. The work of the LCPPs builds on over a decade of developing Dundee's Decentralisation Strategy and working to promote local co-ordination within the strategic priorities of the City. Quarterly Decentralisation Meetings provide the opportunity for the LCPP Chairs and Communities Officers to meet with senior management to discuss the links between local and City-wide strategies.
- 5.4 One of the pillars of public service reform is a greater focus on 'place' to drive better partnership, collaboration and local delivery. [The Crescent](#) shows how services to tackle social and health inequalities in one of Scotland's most deprived housing estates were integrated, in a way which also supports the physical regeneration of the estate and engages with local people. Aims include improved social and health outcomes and an increase in public and private sector house building to continue the regeneration of the area.
- 5.5 [The Community Regeneration Team](#), based within Neighbourhood Services' Communities Division, have their core responsibilities as local community planning, community engagement, and community capacity building. Each ward has a Communities Officer, with support from Community Regeneration and Participation Workers. This support is focused towards work within the more deprived areas of Dundee e.g. supporting the six local Community Regeneration Forums. An allocation of over £800k is provided on an annual basis for the Dundee Partnership Community Regeneration Fund (DPCRF). In order to allocate this to the most effective projects, DCC supports six Community Regeneration Forums, one in each of the Wards with areas in the 15% most deprived in Scotland (according to the 2016 SIMD). These are each made up of up to fifteen local community Members, elected to the group by their communities.
- 5.6 **'Engage Dundee'** involved and empowered local communities in the development of priorities for the City Plan, the Local Community Plans for each ward and the Council Plan. A range of engagement methods were used around the Place Standard Tool. This tool was used to measure current satisfaction across fifteen themes and to assess changes desired by communities.
- Over 6,000 responses were received via an online survey
 - 16,000 Engage Dundee postcards with a Freepost return were distributed across the City (2,000 per Ward). 2,817 postcards were returned
 - 504 online returns based on the Place Standard questionnaire were received
 - 771 hard copy questionnaires were completed
 - 41 Focus Groups were held
 - 17 Community Call Back Events were held to convey the findings from Engage Dundee, involving 325 people

- Large numbers of returns were received through door-knocking, street consultation, open days, public meetings, community events, festivals and 631 responses through social media.
- The results were analysed, circulated widely and fed into the strategic priorities being identified by the Dundee Partnership's Executive Boards. Results were also communicated to local residents through community call back events in each ward.

- 5.7 Emerging from Engage Dundee, 'Dundee Decides' was the biggest participatory budgeting (PB) project yet undertaken by any Council in Scotland in relation to its mainstream budget, with citizens empowered to make decisions about the spending of £1.2 million on local infrastructure projects. The PB process involved community engagement throughout; Selection of projects was extracted from the Engage Dundee analysis, a community conference was held to shape the ideas, an online voting system was used, with extensive support to enable people to take part. This support included access to IT in community settings and additional assistance to those with IT, language or health barriers. A comic, a film and social media were among the innovative approaches used to widen participation. All of the above contributed to over 11,000 people voting on their priority projects. The learning from this is being used to develop the ongoing approach to participatory budgeting. Current plans are to embed increased influence of communities on budgets across departments. How to accomplish this is under development being led by Neighbourhood Services.
- 5.8 During the Dundee Decides process [disenfranchised communities](#) were actively targeted by working with Third Sector partners in these communities to support engagement with the project e.g. people affected by substance related harm.
- 5.9 The Council's Community Learning and Development Service received an excellent [report](#) following an inspection of its service in 2017.
- 5.9 A report on Engaged & Empowered Communities will be presented to the Council Management Team in February 2020. In this it is proposed that the next Engage Dundee process will take place in 2021 and every two years after that. To facilitate this, a multi-agency group will work together to design and then deliver the engagement exercise.
- 5.10 In addition to the big engagement exercises like Engage Dundee, smaller engagement exercises on a variety of issues are happening in communities through the Community Regeneration team.

In 2018-19 15,827 people were engaged with on local community planning issues and 38 local community planning engagement events were held throughout the city. So far in 2019-2020 (to 21/1/20): 8,230 were engaged and 55 events have been held.

- 5.11 As part of Dundee's dedication to tackling poverty and deprivation, and to contribute to the Fairness Action Plans, the Council are delivering a series of **Fairness Commissions**.
- The first of these brought together Members with a range of experience from the public, voluntary, community and academic sectors, to consider the nature, extent and impact of poverty in Dundee. They gathered a range of evidence and produced a report containing 56 recommendations.

- The second Fairness Commission engaged more directly with communities and was made up of twelve people with lived experience of poverty (Community Commissioners) and twelve people with influence in Dundee (Civic Commissioners). Over an 18 month period in 2017-18 this group, calling themselves Dundee Fighting For Fairness, decided to focus on three themes; Money, Mental Health, and Stigma.
 - The third Commission has followed the format of the second one, with a whole new set of commissioners, and started to meet in May 2019. Its recommendations are due to be published in late 2020
 - Within the bounds of the approaches taken by each of the commissions, the views of the wider community were / are being sought to help inform discussions and the resulting conclusions.
- 5.12 In its report “A Fair Way to Go” the Dundee Fairness Commission stated “Services must be better joined up to meet all the needs of individuals and families in poverty, in their localities wherever possible.” This is exactly what the [Lochee Community Hub](#) aims to do.
- 5.13 An inter-departmental Community Asset Transfer Group was established in June 2018. This group consists of representatives from Communities, City Development, Environment, Legal and Finance and can call in other officers as required. As well as dealing with Community Asset Transfer requests triggered under the Community Empowerment Act, the 2018 report gave the CAT group the power to consider CAT requests under a DCC voluntary scheme. This scheme runs as close to the Act as possible whilst having a much more generous interpretation of which groups can apply for CAT in Dundee. As a result, the Council is in full compliance with the legislation having prepared guidance, appointed a single point of contact and produced an Asset register, and are producing an Annual report on the CAT and Participatory budgeting activity. All of these are published on the Council’s website
- 5.14 As of mid-January 2020, the Council is dealing with one full application, and have 13 pre-applications in the system. This is recorded on Communities data management system Cognissoft. Communities Officers and their staff have recently had training from the Community Ownership Support Service on the different ways that communities can acquire assets including Community Right to Buy. They have been instructed to proactively use this to support communities achieve their ambitions.
- 5.15 The Council’s Equality Outcomes include a commitment to ensure that protected characteristic communities, including British Sign Language users, are fully involved with Dundee’s Community Planning Partnership through the provision of appropriate communication support.
- 5.16 Dundee City Council published its [British Sign Language Plan \(BSL\) 2018-2024](#) following intensive engagement in partnership with Angus and Perth and Kinross Councils and BLS users from across Tayside. The Deaf Community have been engaged with by the Council’s Equality & Diversity Coordinator in the development of the Plan. The Dundee BSL Forum was established to maintain regular dialogue with the BSL user community in the City. The forum provides an opportunity to share progress in meeting the aims of the Dundee BSL Plan as a source of expertise, advice and guidance. The Disability and Age Action Group (DAAG) undertake quarterly consultations on all aspects of Council policy and practice relevant to people with a disability and the older non-disabled population. The DAAG has over the past 10 years or so provided invaluable advice and guidance to Dundee City Council on reducing the barriers faced by many people with disabilities or age related impairments.

- 5.17 The Council is building on an excellent track record of improving customer services demonstrated by nearly 20 years' worth of improvement in and sustained levels of customer satisfaction feedback.
- 5.18 The Council has conducted an Annual Citizens Survey for over 20 years, surveying 1,300 residents of Dundee to establish views on general and specific aspects of life in Dundee, including: the home and neighbourhood, health, education and employment, community safety and financial issues. It also extends to establish levels of satisfaction with public services and customers experience when contacting the Council. The results of this survey strengthen the evidence base which supports and informs development of the City Plan and Council Plan. Results of each survey are reported via the Dundee Partnership Management Groups and locally via Local Community Planning Partnerships. Within the survey people are asked how they feel they can influence the Council on decisions made about their neighbourhood. Results showed that satisfaction levels for this had risen following the Dundee Decides exercise, and that a larger proportion of people felt they had a say in what went on in their neighbourhood.
- 5.19 Another annual survey carried out is the annual rent consultation which gives tenants a say on their rent by outlining different options and what they would mean for the service they receive. Compared to other local authorities, this receives a large number of responses with 2282 and 2503 responses in 2018 and 2019 respectively.
- 5.20 There has been rapid growth in the use of social media and online engagement with the citizens of Dundee, which has resulted in growth in numbers engaging. Video, animation and infographics have increasingly been used to convey information. Monitoring and responding via social media has now also been embedded into the Customer Service team as a Customer Service function.

Areas for Improvement

- 11 **The Council will strive to maintain the momentum gained from its Engage Dundee programme, which included the Cosla award winning participatory budget process "Dundee Decides"**. Dundee can demonstrate exemplary practice in community engagement and empowerment. The Community Learning and Development (CLD) Strategy Group is leading on developing ways that supports community representation that reflects the broad spectrum of Dundee Citizens, including "hard to reach" groups, achieves participatory democracy and reduces duplication of effort between partners.

Theme 6 Sustainability

The findings from this self-assessment process are that Dundee demonstrates a number of strengths within this theme. One area for improvement has been identified:

- 6.1 The Council is committed to sustainable development, the principles of which are being written into all of its policies, e.g. The Council Plan includes a vision within Neighbourhood Services "Delivering Best Value, fairness and sustainability by creating stronger, more resilient, influential and inclusive communities and neighbourhoods".
- 6.2 The Council has also submitted a [response](#) to the Sustainable Development Goals Network Scotland demonstrating its commitment to the [United Nations 17 Sustainable Development Goals](#). Of the 17 goals: 7 are related to social factors; 6 to environmental factors; 2 are economic factors; 1 is social/economic and 1 is social/environmental.

- 6.3 The Council recognises the importance of reducing energy consumption. The Carbon Management Plan includes a target to reduce energy use in buildings by 5% per annum. A 4% reduction was achieved in 2017/18. The Council's carbon management target will be reviewed in 2020 when the Carbon Management Plan is redrafted. The new target will capture a wider range of carbon emissions. Progress on the agreed action plan following an Internal [Audit](#) in 2019 will be monitored on Pentana and reported to Scrutiny Committee in September 2020.
- 6.4 The theme of Sustainable Dundee is included on The Council internet pages, where it is defined with reference to the 3 pillars of society, environment and economy. The Sustainable Dundee report was presented at Policy & Resources Committee in March 2018 "to update committee on the range of activities undertaken by the Council in support of its commitment to sustainable development".
- 6.5 The Council approved the [Dundee Climate Action Plan](#) at Policy & Resources Committee November 2019. This followed a consultation exercise conducted through the internet and engaging with a range of community groups. The action plan sets 64 actions across 4 themes (Energy, Transport, Waste and Resilience) including:
- Reduce the consumption of energy, promote energy efficiency to deliver savings, increase the proportion of power and heat from low and zero carbon technologies.
 - Encourage active travel through walking, cycling and public transport and deploy sustainable alternatives to decarbonise transport
 - Manage waste sustainably by reducing, reusing, recycling and recovering waste to improve resource efficiency whilst working towards a circular economy.
 - Ensure communities, green networks and infrastructure are adaptable to a changing climate and reduce the risks and vulnerability to unavoidable impacts.
- 6.6 The Climate Action Plan recognises Tackling Fuel Poverty and Maximising Economic Opportunities as key drivers in the development of the plan.
- 6.7 At the Committee meeting in November 2019, Elected Members agreed to the establishment of a Dundee Climate Change Partnership to oversee the City's progress in meeting its emissions reduction target. The Partnership will also be responsible for overseeing the implementation of the Dundee Climate Action Plan.
- 6.8 Delivering significant reduction in CO₂ emissions is one of the top priorities in The Council Plan. A project team from various services across the Council designed and implemented a project to [improve the energy efficiency of Dundee City Council's buildings](#) and make financial as well as CO₂ savings.
- 6.9 The Council's Climate Change report describes how the Council will contribute to Scotland's climate change targets through the use of the Resource Efficient Scotland's Carbon Footprint Register tool (CFPR tool) to measure its carbon footprint. [The Public Bodies Climate Change Duties \(PBCCD\) Annual Report](#) went to Policy & Resources Committee in November 2018. The report monitors emissions and the carbon footprint, all of which continue to decrease.
- 6.10 The Council has also published its 2018/19 Public Bodies Climate Change Duties Annual Report which includes reference to the Council's carbon emissions, energy

usage and overall carbon footprint, all which show a decrease in usage compared to 2017/18. There has also been a decrease in fuel consumption with the [transition to electric vehicles](#) and less mileage covered, despite fuel price increases over the period.

- 6.11 Sustainable development is actively promoted through partnership working. The [Michelin-Scotland Innovation Parc](#) has been set up and is a joint commitment between Michelin, Scottish Enterprise and Dundee City Council to secure a positive future for the Michelin Dundee site, including a key location for manufacturing, recycling, and low carbon transport.

Areas for Improvement

- 12 **Regular monitoring and reporting on the Council's progress to achieving the UN sustainable goals needs to be embedded within performance reporting.** The City-Wide Climate Change Action Plan is reported to Committee, this process needs to include wider sustainability goals.

Theme 7 Fairness and Equality

The findings from this self-assessment process are that Dundee demonstrates clear strengths within this theme. There are no areas for improvement identified:

Strengths

- 7.1 **Our People and Workforce Strategy:** In 2016 the Council launched the first Our People and Workforce Strategy (OPWS). A key aim of the strategy was to ensure that all employees were able to achieve their potential to deliver positive outcomes for the citizens of Dundee. The Our People Strategy is a living, working document that is continually reviewed to ensure that employees are ready to meet the challenges and opportunities ahead. In 2019, a major review of the Our People and Workforce Strategy was undertaken to align the document with new strategies and initiatives such as the Digital and Communication Strategies together with reinforcing links with the Council and City Plans.

The OPWS has four themes, one of which is equality, diversity and fairness. The related action plan and employee survey ensures that the Council implements and monitors equal opportunities. The most recent employee survey found that, of the four Our People Strategy themes, Dundee City Council employees were most positive about equality, diversity and fairness.

- 7.2 A **Fair Work Charter** is in place. Dundee's Fairness Strategy and Action Plan identifies Work and Wages as one of the key strategic priorities in terms of tackling inequalities. The Council has used its influence to promote and increase commitment to the Scottish Living Wage in the City. In adopting this Charter, Dundee City Council aims to lead by example. The Council will use its influence to encourage other employers in the City to develop similar Fair Work Charters to demonstrate their commitment to tackling inequalities, in line with the importance given to Work and Wages as one of the key strategic priorities in Dundee's Fairness Strategy and Action Plan.
- 7.3 **Elected Members Lead for Equality:** The nomination of an elected equality lead has led to a request for more equality briefings. This is a key step to ensure that equality and diversity awareness is taken into consideration throughout the decision

making process. The first of these addressed LGBT issues and was delivered by LGBT Youth Scotland.

- 7.4 As previously stated, the Dundee Partnership first published its **Fairness Strategy** in June 2012. Since then a number of initiatives have been undertaken through an associated action plan, with the institution of two successive Fairness Commissions being amongst them. The [Fairness Commission](#) brings together people with personal experience of poverty and inequality and people with influence in the City, Community and Civic Commissioners working together as equals. The Commission separated into working groups and went out into communities to find out more about people's experiences and how that might inform change in service delivery and strategy. They met with service providers and shared some of the ideas/solutions and explored how these might become a practical change.
- 7.5 The Fairness Action Plan is monitored annually to highlight progress of actions. The Council and its partners have an agreed action plan aimed at tackling inequality, poverty and addressing fairness issues identified in local communities. The latest [plan](#) incorporates the Dundee's Child Poverty Action Report.
- 7.6 The Council's [Cost of the School Day](#) initiative aims to remove barriers which exclude children and the Council pledges that:
- No child or young person in Dundee will start school without a breakfast
 - No child in Dundee will miss out on their Primary 7 residential trip due to cost
 - All schools will develop a Cost of the School Day action plan by the end of session 2018/2019
 - All children and young people in Dundee schools will have access to an affordable school uniform
- 7.7 All Local Authorities were asked by the Scottish Government to implement national policy which states that all schools must provide free access to sanitary products to pupils who menstruate. Dundee City Council has taken an innovative, co-production approach to [addressing period poverty](#) in schools. Rather than simply providing free sanitary products, a team of employees and young people from two secondary schools sought to change cultural norms by engaging in an awareness-raising and education programme which has now been rolled out across the city.
- 7.8 Dundee City Council's strategic priorities (expressed in the City Plan and Council Plan) include that Dundee's children will have the best start in life and that health and wellbeing for children who experience inequalities will be improved. The Council is also aware of the importance of physical activity, and were one of the first local authority areas to develop a comprehensive Physical Activity Strategy and sign up to The Daily Mile to encourage everyone to be more active. The [Family Fresh Air Club](#) aims to bring about long-term improvement in physical and mental health outcomes in areas experiencing high deprivation.
- 7.9 The Dundee Partnership's Fairness Strategy identified a need for training to promote [poverty sensitive practice](#) across services, supporting frontline employees to offer positive, non-judgmental, holistic services for citizens who live in poverty.
- 7.10 In 2017, Council Committee approved the **Equality Outcomes** for 2017 to 2021 followed on by a progress report in April 2019. The progress report highlighted that 2018/19 was a particularly active and successful year for breaking down barriers and creating innovative ways to involve individuals with protected characteristics.

- 7.11 Learning and Organisational Development developed new learning packages for council employees in response to the increasing need for employees to have the core skills and values needed to embed equalities and human rights into daily practice.
- 7.12 The Children and Families Service took a key role in engaging Deaf pupils, parents and carers by including them in the development of the Council's first BSL Plan. Children and Families are also exploring the potential to utilise Scottish Government funding to support the delivery of BSL local plans to provide BSL training for parents of Deaf children. Over the last two years, the Children and Families service have also taken the lead to raise awareness, promote and improve the equality opportunities for young people who **are Lesbian Gay Bisexual Transgender (LGBT)** with the assistance of LGBT Youth Scotland, the Children and Families Service has gained the LGBT Chartermark this year. Two other schools have also gained their Bronze award. [Downfield Primary School's Equality and Inclusion Group](#) achieved a Cosla Bronze award in 2019.
- 7.13 Gypsy/Travellers are a marginalised group who suffer poor outcomes in many areas of life. Dundee City Council is committed to ensuring equal opportunities, and have addressed this challenge by offering support to gypsy/travellers through engagement at [Balmuir Wood](#) Travelling Persons' Site, not only in relation to the site itself but also to ensure that each family can access local amenities including education and health services. All school age children at Balmuir Wood are currently enrolled at the local primary and secondary school, and all residents are registered with a GP, demonstrating the success of the Council's wider approach to social inclusion.
- 7.14 Customer Services and City Development officers continue to take a lead in sustaining engagement with **protected characteristic communities** through jointly chairing the Council's Disability and Age Action Group (DAAG). To support individuals, Dundee House is now equipped with 'Welcome by Neatbox'. This cloud-based platform enables all customers with a disability who are visiting Dundee House to share their individual accessibility needs on the day of the visit and allow Council employees to ensure that appropriate access / communication supports are available.
- 7.15 The Human Resources Division is currently reviewing a proposal, made on behalf of LGBT council employees, to establish an **LGBT employees group** as a first step to help to increase the level of employee equality disclosure.
- 7.16 The Council procurement process ensures that Contracts for external providers contain a range of clauses requiring contractors to adhere to and promote the principles of Equalities legislation, i.e. race, gender, disability.
- 7.17 Over the past few years, the Council has already introduced consideration of poverty impacts along with the assessment for equality. This places the Council in a strong position to take forward the **Fairer Scotland Duty**. Going forward, there will be a focus on how to embed the Fairer Scotland Duty and align the reporting and impact assessment requirements with the public sector equality duty.

Theme 8 Performance, Improvement & Outcomes

The findings from this self-assessment process are that Dundee demonstrates a number of strengths within this theme. Three areas for improvement have been identified:

Strengths

- 8.1 The Corporate Performance Management Framework 2018-2022 aims to provide an overview of the Council's approach to performance management and the range of public reporting that takes place throughout the year. Performance is monitored and reported on via Pentana, the Council's Corporate Performance Management System. The [framework](#) aims to document the range of reports that are produced or are planned to be produced for Members. This includes publishing information for the public reporting of performance. The reporting of performance to Elected Members, the public and other stakeholders helps to ensure accountability. Elected Members have a key role in prioritising and scrutinising improvement activity through the Committee process. In order to better equip Elected Members to meet their responsibilities in relation to managing performance, officers delivered [training](#) in March 2019 on performance management (including how to measure performance in relation to improved outcomes and PSIF, the Council's model of self-assessment aimed at driving performance improvement.
- 8.2 High Level Reporting - The City Plan (LOIP) Annual Progress Report ([223-2019](#)) includes 66 outcomes measures across five priority themes. Of these, 38 show long term improvement over the previous three years or more and 36 have met the target. All Strategic Services are required to produce a service plan and scorecard showing their contribution to the priorities. The Council Plan adopts many of the City Plan targets. The Council Plan contains the Strategic Service Area Scorecards. The Council Plan Annual Progress Report ([198-2019](#)) contains 90 Key Performance Indicators (KPI's) of which 60% are better than the previous year and 46 are on target. This year saw production of a [six month report](#) that combined reporting on the City Plan and Council Plan. As many of the KPI's are in both the City Plan and Council Plan, this is a more effective way of reporting.
- 8.3 The Council is committed to improving outcomes for the citizens of Dundee. The Council wants to know if services are being delivered effectively and to ensure that Elected Members have the information which allows them to scrutinise performance effectively. Comparing performance through benchmarking supports change and improvement within the Council by learning how better performing organisations achieve their results.
- 8.4 The overall performance of the Council is monitored through The Council Plan and includes indicators from the Local Government Benchmarking Framework (LGBF) and National Performance Framework. Customer satisfaction monitoring shows that the Council is maintaining a high level of continuous improvement and high levels of customer satisfaction. The Council uses the Annual Local Government Benchmarking Framework as a significant comparative analysis tool and an annual report is submitted to the Policy and Resources Committee followed by the Scrutiny Committee. The latest report approved by Committee can be accessed here ([103-2019](#))

- 8.5 The [Dundee Performs](#) page on the Council's website is a one stop shop for all performance information that the Council collates and monitors. This includes; My Council (including the latest [Local Government Benchmarking Data report](#) April 2019), Performance Indicators (with easy to read trend arrows, graphs and a short narrative), The Council Plan and City Plan and the latest progress reports on these, results of the annual Citizen Survey, and the Complaints report.
- 8.6 The Annual Citizens Survey helps to evaluate progress towards achieving the objectives set out in the City Plan and Council Plan. The survey covers issues such as neighbourhoods, housing, community involvement, health, employment, community safety and money matters. The survey also focuses on Community Regeneration Areas, highlighting any variations from the city-wide results. A number of the questions are asked to provide performance indicators on targets included in the City Plan. Results on all of these issues are reported to the Dundee Partnership Management Group, and to the Partnership's Executive Boards and to each Local Community Planning Partnership.

When the Council began carrying out an annual citizen survey, the priorities of the Council were improving customer care, building stronger communities and improving community safety. The survey has provided evidence over the years that public perception of the Council and their neighbourhoods on these policy areas has improved. The Council now has a modern customer care approach to providing services and, for the past few years, the percentage of respondents who are satisfied with aspects of customer care has been consistently high. Over the last 20+ years, communities have been transformed with new housing, schools, community facilities and regeneration activity. It is proposed to review the survey to ensure it captures information on these issues.

The current City Plan and Council Plan, responding to public feedback, now focus on new challenges around Children and Families and integrating Health and Care. Commitments such as giving children and young people the best start in life, closing the attainment gap and making Dundee the best place to grow up are now the priorities. As well as more integrated care services in the community, the City Plan makes prevention a key priority, focusing on promoting healthy lifestyles that prolong healthy life such as mental health and wellbeing, healthy diet and activity.

Issues raised by the citizen's survey results are addressed as part of the Council's commitment to continuous improvement through consultation with service users.

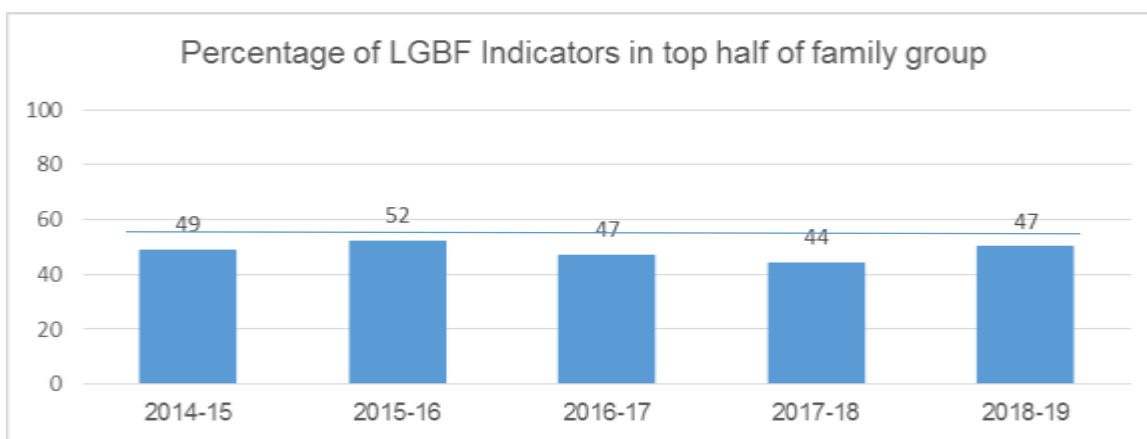
- 8.7 The Local Government Benchmarking Framework compares the performance of all 32 local authorities. The Council is committed to comparing favourably with its peers across Scotland and learning from best practice. The Council aims to go from 47% of its KPIs being in the top half of its family group of urban peers to being in the top half in 100% of KPIs by 2022. In other words, Dundee aims to be the best performing City in Scotland.

The latest LGBF data released in December 2019 shows that 3 strategic service areas are achieving the Council's target of being in the top half of the LGBF family group in 55% or more of the indicators. These service are Neighbourhood Services (63%), City Development (63%) and Leisure and Culture (66%). Performance across all strategic service areas is displayed in the table below:

| Strategic Service Area | Top Half | Total Measures | % |
|------------------------------------|------------------|------------------|-------------------|
| Children and Families | 7 | 30 | 23% |
| Health and Social Care Partnership | 5 | 11 | 45% |
| Neighbourhood Services | 10 | 16 | 63% |
| City Development | 10 | 16 | 63% |
| Culture and Leisure | 4 | 6 | 66% |
| Corporate Services | 4 | 9 | 44% |
| TOTAL | <u>40</u> | <u>86</u> | <u>47%</u> |

The overall total of 47% being in the top half compares well with the Council's performance in the previous year (44%), suggesting that overall, the Council has maintained a similar level of comparative performance with similar urban councils with significant levels of deprivation.

The graph below shows a similar percentage across the five most recent years and just below the target level. There are more indicators in the framework from 2015-16 onwards especially in educational attainment, economic development and planning.



The Local Government Benchmarking Framework is one of the key ways in which the council uses data to determine areas for improvement. The latest report being prepared on 2018/19 data shows that all the main areas selected for improvement improved and several resulted in major new improvement plans being developed and reported on.

The table below is an extract from the Committee report updating progress on the main areas for improvement noted in the previous year's report.

| Area for Improvement | Progress |
|---|--|
| School attainment | This has improved and a major new improvement plan was approved by the Council. Remains a top priority improvement target in the Council's plans. |
| Cost of Looked After Children services | Local data on the annual costs show these are reducing and following a more in-depth benchmarking study with other councils in the group a change in approach will lead to further improvements in this measure and continue to improve the outcomes for children. |

| Area for Improvement | Progress |
|--|---|
| Self-directed support payments % Total household waste arising that is recycled | Is improving but at a slower rate than the other Councils areas. The Council approved a major new waste and recycling strategy in order to improve Dundee's recycling performance, which used the benchmarking data further data from the other Councils to help identify which improvements to make. There was a marginal improvement on the year before. |
| Floor space of operational buildings in a satisfactory condition | Has improved by 3% points but is still 10% point behind the family group average. A new property asset management plan was approved by the Council in January 2020 and further investment is being made in property maintenance and demolition / disposal of surplus property. |
| Cost per library visit | The cost of library visits has decreased in the last year to £2.91 a reduction from £3.37. Dundee City is lower than the Family Group average and is in the top half of its Family Group rankings. Continued benchmarking reviews on costs with other councils is highlighting further opportunities to improve by increasing the digital visitors and participating in the community hub development in schools. |
| Sickness absence Teachers | - There was a welcome reduction by 7% in the 18/19 teacher absence figures compared with the year before. |
| Cost per dwelling of collecting Council Tax and % income in year | There was a 16% reduction in the cost of collecting the Council tax over the previous year |

The LGBF national overview of local government expenditure identified that councils had protected the people based services which meant larger reductions in spending in the other services.

Dundee's expenditure in real terms on people based services for children and care has also been protected and resulted in significant real term reductions in other services.

This makes the comparative performance of other services all the more remarkable and at the same time highlights the need to improve the comparative performance in care services.

The Improvement Service national report for 2018/19 suggests the rate of improvement across Scotland is slowing down.

- 8.8 The Corporate Performance Management Framework (PMF) 2018-2022 aims to provide an overview of the performance management approach of Dundee City Council and the range of public reporting that takes place throughout the year. The framework was agreed in August 2018. The aim of the PMF, is to document the range of reports that are produced or are planned to be produced for Elected Members. This includes publishing information for the public reporting of performance. A performance reporting timetable for a typical year was included in the PMF, outlining dates and deadlines for a range of reports that allow scrutiny of services' performance as well as highlighting areas for improvement. The timetable includes reports to the Dundee Partnership, monitoring the progress of the City Plan and performance reports from the IJB to the Council for information.

- 8.9 Areas of underperformance are reported within annual and six-monthly reports in relation to the Council and City Plans. The aim is that any proposed action to address areas of underperformance will be considered within the PMF which supports services to review and address areas of concern.
- 8.10 The IJB has a well-developed format in place for its Annual Performance Report. This has been developed to include all information required in statutory guidance and has been designed primarily to meet the needs of the public (rather than organisational stakeholders) including using accessible language. The Annual Performance Report includes benchmarking information for national indicators, with a particular focus on performance against the local government benchmarking family group. This year the focus will be on enhancing content that demonstrates the impact of developments and challenges on service users and carers.
- 8.11 An annual report is produced for the Policy and Resources Committee titled 'Improving Services through Listening to Customers and Service Users'. This report highlights improvements which have been made by specific services and teams in the past year as a result of listening to the views of customers and service users through methods such as; surveys and feedback forms, focus groups, public consultations, involvement of users in planning new services and facilities, meetings with representative groups, meetings with partners, and analysis of complaints, comments and suggestions. [This report](#) demonstrates that the Council listens, learns from and acts on feedback received from whatever source.
- 8.12 The Citywide Pupil Voice (CWPV) is a long standing forum which is committed to giving Dundee school pupils a voice on issues that concerns them. This group has recently been refreshed with a change of name and momentum. Decision makers, such as the Chief Education Officer, regularly attend the meeting to ensure services reflect the needs of pupils. Representatives of the CWPV recently attended a Head Teachers' meeting to speak about the importance of pupil engagement.
- During their last conference in Dundee, Education Scotland invited CWPV representatives to attend to ask questions of delegates.
- As part of a legacy of the Year of the Young Person Innovation Lab, the CWPV took over the ownership by building on its success by planning, delivering and evaluating a further event. The result was a very successful Youth Voice Event in October 2019 in partnership with Abertay University. All secondary schools were represented resulting in around 100 senior pupils engaging in debates on topical issues such as Mental Health and Wellbeing and Raising Attainment in peer led workshops. Young People were asked to come up with actions and solutions which were feed back to the wider group and the CWPV took ownership of a manifesto for change. The plan is to make this event even more inclusive this year
- 8.13 The following key strategies are all reported on regularly through The Council's website and Twitter feeds; City Plan, Council Plan, Fairness Action Plan, Single Equalities Scheme, Climate Change Duty, Tayside Children and Families Plan, Equalities Mainstreaming, and British Sign Language Plan.
- 8.14 The Council carried out a [budget consultation](#) survey in January 2019 through the press and social media as part of the [Have Your Say](#) initiative, and the Leader of the Administration [communicated detailed information](#) about the 2019/20 Council budget decisions via the Council's website. Providing citizens with the context of the challenges the Council faces, as well as a breakdown in the allocation of spend, this

initiative demonstrated a commitment to funding priority areas which were most important to Dundee citizens.

- 8.15 The latest report reviewing the Council's compliance with good practice guidelines on Corporate Governance went to Policy and Resources Committee in June 2019 ([202-2019](#)). The report sets out progress on the 2018/2019 improvement plan and assesses the Council's compliance with the governance guidelines as high (89% compared to 87% in 2017/18), but the Council is always seeking continuous improvement. The report asks Members to approve further improvements during 2019/2020. These include the development or updating of frameworks and strategies on topics such as; [ethical values](#) (framework approved January 2020), asset management, risk, business, continuity, social media, IT systems, money laundering, serious organised crime, data protection, fraud emergency planning.
- 8.16 As part of the Annual Governance Statement, Executive Directors from each service and some key partners (Tayside Contracts, IJB) complete a self-assessment checklist of their own governance, risk management and internal controls. This involves the completion of a 55 point checklist covering seven key governance areas; Service planning and performance management, Internal control environment, Fraud prevention and detection, Accounting and Financial Control, Risk management and business continuity, Asset management, and Partnerships.
- 8.17 The Climate Action Plan is the culmination of collaborative work, led by Dundee City Council and co-designed with public, private and community organisations to recognise the fact that a concerted City-wide effort is required to tackle the challenge of global heating. It represents the first set of actions in a long-term pathway to first surpass the Covenant of Mayors target of a 40% reduction in greenhouse gas emissions by 2030 and then to achieve net-zero greenhouse gas emissions by 2045. The Plan includes four themes of Energy, Transport, Waste and Resilience. Each theme includes an initial set of actions to reduce emissions or adapt to a changing climate, taking into account existing projects, stakeholder priorities and national initiatives. 64 actions have been identified in the plan.
- 8.18 Dundee City Council launched a Sustainable Dundee brand and the Council Plan identified a range of sustainability performance measures and actions that the Council will deliver on PP10 (international sustainability standard).
- 8.19 Outcomes for the Scottish Social Housing Charter are reported in The Council's Annual Customer Report. The report is drafted together with tenants' representatives and is published on the Council's website. Hard copies are circulated to Registered Tenants Organisations, community centres, sheltered lounges, local council offices and electronic copies shared on social media. The report shows how the Council is performing against Charter indicators in comparison with other Local Authorities. Neighbourhood Services also holds a Survey of Tenants & Residents (STAR) to measure satisfaction of Council house tenants every three years. Currently 87% of Dundee City Council tenants feel that the rent for their property represents good value for money, compared to the Scottish Local Authority average of 81%, and overall satisfaction with housing services is at 90% compared to the Scottish Local Authority average of 83%.
- 8.20 Findings from Audit Scotland, Education Scotland (HMIE) and the Care Inspectorate are routinely reported to Scrutiny Committee. Minutes of Scrutiny Committee provide evidence that all critical inspection reports have a corresponding action plan where improvement action has been identified. Appendix 1 of the Annual Audit Report reports on the progress of the action plan to respond to areas that required to be

addressed from the previous year's audit. For example, an audit of Housing Benefit Risk Assessments was undertaken by Audit Scotland in 2016 resulting in an [action plan](#). Within Housing and Communities, the Council had some critical input from the Scottish Housing Regulator about gas safety in Council housing stock.

A comprehensive action plan was developed in response to the findings and the service has now delivered on this action plan and had a sign off meeting with the Scottish Housing Regulator, who are happy with the improvements made.

- 8.21 Across the **Protecting People** structure, external reports including inspection reports and published Significant Case Reviews (SCR) from other Local Authority areas are reviewed to identify local implications and learning. The [Child Protection Annual Report](#) incorporates the delivery plan being used to meet agreed priorities and address issues arising from regulatory and/or self-evaluation processes. Similarly, the [Chief Social Work Officer's Report](#) demonstrates The Council, and its partners, consider the findings of internal and external studies, audits and reports.
- 8.22 In 2013, the Scottish Information Commissioner's statistics showed that the Council answered just 61% of Freedom of Information requests within time, considered 'poor'. A systems thinking exercise was carried out and use of the Information Commissioner's 'Responding on Time' toolkit identified areas for improvement. Implementing these led to a great improvement in the speed and quality of responses to information requests with full year figures for 2018 showing that 96% of requests were responded to on time. 2019 statistics available to date show this excellent trend continuing with 94% of requests responded to on time in Q1, 96% in Q2 and 95% in Q3.
- 8.23 Officers within the Council work with all Elected Members to consider **budget options** prior to the setting of the budget. Reports are produced for Administration Group savings proposals involving policy/service level changes so that Committee has the information and policy choice. Each report where appropriate is accompanied by an Integrated Impact Assessment that aims to ensure the impacts are mitigated on the Council's Policy priorities. For example [Instrumental Service](#) and [Charging for Domestic Garden Waste Collection](#). Assistance is given to opposition groups to prepare alternative budget/council tax proposals.
- 8.24 **Customer Service.** A new Customer Relationship Management (CRM) system was procured in order to improve the customer's access to the right service at first point of contact. Customers can access the Council in person, by phone or by email. The Council has a Customer Services Team integrated with the IT service to highlight the alignment between customer services and digital transformation. The Council's main office hosts a large modern one stop shop customer service facility, where the majority of face to face transaction type services take place. The Council's website has been updated to make it easier for customers to find the right service first time. Customer satisfaction for the website has improved and remains high at 99% in the annual survey. Customer service employees are also now using social media to respond to queries from citizens.
- 8.25 **Dealing with Complaints.** The Council follows the model complaints handling procedure for local authorities developed by the SPSO. Compliance with the procedure is monitored through quarterly meetings with key representatives of services where a sample of the previous quarter's complaints are discussed. Reports on complaints are submitted to committee bi-annually. The latest annual [Report](#) on complaints was submitted to the Scrutiny Committee in June 2019. The most recent

[bi-annual report](#) was submitted in December 2019. A measure of the effectiveness of the Council's system is the low number of complaints upheld by the Ombudsman.

- 8.26 **Youth Offending.** Since 2011/12, a shared '[Whole System Approach](#)' has been adopted with the Council's Adolescent and Community Justice teams working in partnership with Police Scotland, Third Sector agencies, Procurator Fiscal, Scottish Reporters Administration and Sheriff Court, to ensure that young people are given the opportunity to address their offending within the community. This integrated partnership approach has seen a major reduction in re-offending and the number of young people from Dundee in secure accommodation or custody. In 2017/18 just 3 under 18s were remanded or given custodial sentences (was 18 in 2011/12), and there were just 190 offence referrals sent to the Reporter to the Children's Panel (was 1620 in 2005/6). In 2016/17 just 3 under 18s were admitted to secure accommodation, staying for a total of 155 days (was 19 for a total of 2,202 days in 2011/12).
- 8.27 The **Dundee Integration Joint Board (IJB)** has adult social work and social care services delegated to it by the city council. Whilst the IJB now carry responsibility for performance management of the delegated services, the Council maintains an interest in the performance of them, including those discharging statutory social work functions. Some examples that are monitored and reported on include; the Health and Wellbeing Theme (within the City Plan), strategic service area scorecard (within The Council Plan), LGBF data (within the Adult Social Care section). The Council's performance management system Pentana is used to support IJB internal performance functions, and produce service area scorecards.
- 8.28 The **Dundee Health and Social Care Partnership** [annual report](#) includes an analysis of its performance against the National Health and Wellbeing Outcomes.
- 8.29 **Arm's Length External Organisations:** The Tayside Contracts tripartite [contracting arrangement](#) ensures senior management and Members play an active role in scrutinising and challenging performance based on good quality management information. The annual Public Performance Report on Leisure and Culture Dundee demonstrates commitment to Following the Public Pound guidelines and includes performance against the City Plan priority themes.
- 8.30 The corporate communications team is developing the Our Progress section of the Intranet where senior officers of the Council will highlights the key improvements they have made on their service key performance areas in the City and Council Plan.
- 8.31 Learning and Organisational Development are rolling out the 'Leading Team Dundee' events and engaging with more leaders and front-line staff involved in development programmes linked to the performance framework, the transformation programme and Our People and Workforce Strategy.

Areas for Improvement

- 13 **The Council will endeavour to ensure its results and the rate of improvement in comparison to its family group and other Local Authorities continues to improve.**

The Council Plan 2017 – 2022 includes a target for the Council to finish in the top half of performances of its peer authorities, also known as the Family Group. In 2017/18, 44% of the Council's LGBF indicators were in the top half of the Family

Group. Latest data for 2018/19 confirms the Council's performance has improved to being in the top half of the family group for 47% of indicators.

Focused effort is needed to continue to improve performance in relation to school leaver attainment, intensive care needs being met at home and domestic waste recycling.

The Council has worked closely with the Improvement Service to explore **high costs in community based placements** when compared with the national average and costs for LGBF family group Members. The higher costs are mostly due to the larger proportion of Looked After Children (LAC) placed in foster care placements, as opposed to less expensive kinship care placements. Over the last seven years, the balance has increased annually to a current level where 53% of LAC are placed with foster carers. The Council is developing a child-centred, cost effective strategy to increase the number of LAC who can remain with their own families or kinship carers, with additional support. This strategy is in the very early stages of being formulated. This work will be intensifying in an effort to ensure that, as far as possible, LAC remain with, or as close as possible to, their own families and/or community, and to ensure that with relevant and proportionate support, placements remain stable and nurturing.

The PMF has been developed to support the process of continuous improvement and the Council recognises the need to ensure consistent deployment and use of the Framework. Having the capacity to strategically make use of performance data to drive improvement is key if performance is to match ambition and the rate of improvement in line with key priorities.

14 **The Council will continue to embed a culture of improvement across the organisation. Managers and Leaders will ensure employees contribution to continuous improvement is supported, managed and reviewed.**

Employee involvement and engagement in discussions about service performance is key to developing the desired culture and employees should feel able to challenge and contribute to initiatives designed to improve performance. Key developments to build on are already included in the Council's Performance Management Framework.

Action is required to ensure:

- **all relevant managers** have a scorecard in the Corporate Performance Management System (Pentana) with the relevant strategic plan and service specific performance targets and agreed improvement actions being monitored and reported on in accordance with the PMF
- **scorecards provide live performance information** and discussions around service performance are integral to management and team meetings

PART THREE

METHODOLOGY

1 Best Value Themes

This report summarises the findings from a self-evaluation in relation to the following Best Value themes:

| | |
|---------|--------------------------------------|
| Theme 1 | Vision & Leadership |
| Theme 2 | Governance & Accountability |
| Theme 3 | Effective use of Resources |
| Theme 4 | Partnerships & Collaborative Working |
| Theme 5 | Community Responsiveness |
| Theme 6 | Sustainability |
| Theme 7 | Fairness & Equality |
| Theme 8 | Performance, Outcomes & Improvement |

In carrying out the BVAR, Audit Scotland will look to find evidence to support the following:

1.1 Theme 1 – Vision & Leadership

Effective political and managerial leadership is central to delivering Best Value, through setting clear priorities for the community, and working effectively in partnership to achieve improved outcomes. Leaders should demonstrate behaviours and working relationships which foster a culture of co-operation and a commitment to continuous improvement and innovation.

In achieving Best Value, a council will be able to demonstrate:

- Members and senior managers have a clear vision for their community, which is shared with citizens, key partners and other stakeholders
- Members set strategic priorities which reflect the needs of communities and individual citizens and are aligned with the priorities of partners
- effective leadership drives continuous improvement and supports the achievement of strategic objectives.

1.2 Theme 2 - Governance & Accountability

Governance arrangements are in place to support the Council in taking informed decisions, effective scrutiny of performance and stewardship of the Council's resources. Openness and transparency in decision-making, schemes of delegation and reporting performance is essential. There should be clear demonstration of a commitment to meaningful consultation, engagement and involvement of local citizens and communities of interest in the planning, re-design and delivery of services which affect them.

In achieving Best Value, a council will be able to demonstrate:

- a clear understanding of the principles of good governance and transparency of decision-making at a strategic, partnership and operational level
- the existence of robust arrangements for scrutiny and performance reporting
- the existence of strategic service delivery and financial plans which align the allocation of resources with desired outcomes for the short, medium and long-term

1.3 Theme 3 - Effective Use of Resources

Making the best use of public resources is at the heart of delivering Best Value. With clear plans and strategies in place, sound governance and strong community leadership, councils are well placed to ensure that resources are planned and deployed to achieve continuous improvement in their priority areas.

In achieving Best Value a council will be able to demonstrate that:

Members take decisions which contribute to the achievement of strategic priorities, when allocating resources and monitoring performance. An integrated and strategic approach is taken to:

- People and Culture Management
- Asset Management
- Information and Data Management
- Financial Strategy and Planning
- Procurement
- Performance Management

1.4 Theme 4 - Partnerships & Collaborative Working

The public service landscape in Scotland requires councils to work in partnership with a wide range of national, regional and local agencies and interests across the public, third and private sectors.

A council will be able to demonstrate how it, in partnership with all relevant stakeholders, achieves effective collaborative leadership to meet local needs and deliver desired outcomes. Councils will demonstrate commitment to and understanding of the benefits gained by effective collaborative working and how this facilitates the achievement of strategic objectives.

Within joint working arrangements Best Value cannot be measured solely on the performance of a single organisation in isolation from its partners. The Council will be able to demonstrate how its partnership's arrangements lead to the achievement of Best Value.

In achieving Best Value, a council will be able to demonstrate:

- Members and senior managers have established and developed a culture which encourages collaborative working and service provision that will contribute to better and customer focused outcomes
- effective governance arrangements for Community Planning Partnerships are in place, including a structure with clear lines of responsibility and accountability, clarity of roles and responsibilities and agreement around targets and milestones.

1.5 Theme 5 - Community Responsiveness

Along with their Community Planning Partners, councils have a responsibility to ensure that people and communities are empowered to be fully engaged in the decisions which affect their everyday lives. Communities must be at the heart of decision-making processes which will agree strategic priorities and direction. Councils must be able to demonstrate:

- early and meaningful engagement and effective collaborative with communities and community planning partners in decisions which affect the planning and delivery of services

- a commitment to reducing inequalities and empowering communities to effect change and deliver local outcomes
- evidence that engagement with communities has influenced strategic planning processes, the setting of priorities and the development of locality plans.

1.6 Theme 6 – Sustainability (Cross Cutting Theme)

Sustainable development is commonly defined as being development which secures a balance of social, economic and environmental well-being in the impact of activities and decisions, and which seeks to meet the needs of the present without compromising the ability of future generations to meet their own needs.

Sustainable development is a fundamental part of Best Value. Every aspect of continuous improvement activity in the Council should be informed and influenced by sustainable development considerations – from planning to delivery and review. A commitment to the achievement of sustainable development should be reflected in the Council's objectives and highlighted in all relevant strategies and plans at corporate and service level.

Sustainability should be a guiding principle for all of the Council's activities and reflected in its values and shared vision.

In achieving Best Value, a council will be able to demonstrate that:

- sustainable development issues are embedded in the Council's vision and strategic direction
- sustainable development issues are embedded into governance arrangements
- resources are planned and used in a way that contributes to sustainable development
- sustainable development is effectively promoted through partnership working.
- Bringing in more than environmental sustainability

1.7 Theme 7 - Fairness and Equality (Cross Cutting Theme)

Tackling poverty, reducing inequality and promoting fairness, respect and dignity for all citizens are key priorities for local authorities and their partners – including local communities.

In achieving Best Value, a council will be able to demonstrate:

- that equality and equity considerations lie at the heart of strategic planning and service delivery
- a commitment to tackling discrimination, advancing equality of opportunity and promoting good relations both within its own organisation and the wider community
- that equality, diversity and human rights are embedded in its vision and strategic direction and throughout all of its work, including its collaborative and integrated community planning and other partnership arrangements
- a culture which encourages equal opportunities and is working towards the elimination of discrimination

1.8 Theme 8 - Performance, Outcomes and Improvement

In achieving Best Value, a Council will be able to demonstrate:

Vision and leadership: Effective leadership drives continuous improvement and supports the achievement of strategic objectives

Governance and accountability: A council which achieves Best Value will be able to demonstrate the existence of robust arrangements for scrutiny and performance reporting.

Effective use of resources: Effective performance management arrangements are in place to promote the effective use of council resources. The performance management system is effective in addressing areas of under-performance, identifying the scope for improvement and agreeing remedial action.

Partnership and collaborative working: Within joint working arrangements, Best Value cannot be measured solely on the performance of a single organisation in isolation from its partners. The Council will be able to demonstrate how its partnership arrangements lead to the achievement of Best Value.

Community Responsiveness: Councils, together with their Community Planning Partners ensure that people and communities are empowered and fully engaged in the decisions which affect their everyday lives. Councils must ensure that communities are at the heart of decision-making processes and are clearly linked to the strategic priorities.

Sustainability: There is a broad range of qualitative and quantitative measures and indicators in place to demonstrate the impact of the sustainable development policy in relation to key economic, social and environmental sustainability issues. Performance in relation to sustainable development is evaluated, publicly reported and scrutinised to improve The Council's contribution to sustainability.

Fairness and equality: The equality impact of policies and practices delivered through partnerships is always considered and information and data is gathered and analysed in relation to equality impact in relation to the planning and delivery of services. The Council's approach to securing continuous improvement in delivering on fairness and equality priorities and actions is regularly scrutinised and well evidenced.

2 Assessing the Level of Performance

From the evidence gathered and analysed, the level of performance being demonstrated by the Council was assessed using Audit Scotland's criteria for each of the key statements within the Best Value themes.

There are 4 levels of performance ranging from "not meeting basic requirements" through to "being able to evidence advanced practice".

The approach taken to identify areas for improvement has not simply focused on whether or not the Council can demonstrate it is meeting basic standards. Instead, this self-evaluation process has provided the Council with opportunities to progress on its journey of continuous improvement and be able to demonstrate advanced or exemplary practice in more areas, achieving its ambition of being the best performing Council and the best place in Scotland for children to grow up.