

REPORT TO: POLICY & RESOURCES COMMITTEE 21 NOVEMBER 2022

REPORT ON: BEST VALUE ASSURANCE REPORT (BVAR) ACTION PLAN PROGRESS REPORT

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 293-2022

1.0 PURPOSE OF REPORT

1.1 To report progress on the implementation of the improvement actions agreed to address the findings and recommendations from the Best Value Assurance Report, published in September 2020.

2.0 RECOMMENDATIONS

2.1 It is recommended that Committee:

- (a) note progress as summarised in sections 5 to 7.
- (b) agrees this will be the final progress report on the BVAR Action Plan and that any outstanding actions will continue to progress and will be reported, through other regular reporting routes to the relevant Committee, as appropriate.

3.0 FINANCIAL IMPLICATIONS

3.1 None

4.0 BACKGROUND

4.1 Report No 248-2020 presented to Dundee City Council Committee on 16 November 2020 set out the findings and the Improvement Action Plan in response to the Best Value Review of Dundee City Council undertaken during 2020. Elected Members considered the key messages and recommendations published in the Best Value Assurance Report and agreed to receive further updates to Policy and Resources Committee as improvement work progressed.

4.2 Progress has been reported to Policy & Resources Committee and this is the fourth and final progress report in relation to the BVAR Action Plan. The development of new strategic plans and service plans will ensure that any outstanding actions are progressed by service areas and reported, as appropriate, by services to the relevant Committee.

4.3 Despite the ongoing challenges of the pandemic, this fourth update shows that good progress continues to be made.

4.4 In the Annual External Audit Report for 2021/22, recently agreed at Scrutiny Committee, Audit Scotland found that good progress has been made in addressing the recommendations of the BVAR and concluded that the Council and its partners should now focus on ensuring that these actions are having the desired impact.

5.0 ACTIONS COMPLETED SINCE THE LAST UPDATE

5.1 Since the last update, four further actions have been completed. These are detailed at 5.2 to 5.5 below. Currently, 24 out of 33 (73%) actions have either been completed or are on target for completion by the original due date.

BVAR 1.1 Elected members' development needs

5.2 An engagement plan is in place within the elected member induction programme including a portal of resources. Further work will be done with members on a process of self -assessment.

BVAR 4.1 Improvements to Annual Governance Statement

- 5.3 Changes to the Annual Governance Statement in relation to management of assets have been completed.

BVAR 7.2 Embedding participatory budgeting

- 5.4 A participation and engagement strategy to support services to embed participatory budgeting into service budgets has been agreed by Council Leadership Team.

BVAR SE4 / 10.3 Employee Engagement

- 5.5 The employee engagement plan will see pulse surveys carried out quarterly with an annual employee engagement survey each September.

6.0 ACTIONS TO BE COMPLETED – ON SCHEDULE

BVAR 1.3 Elected Members' ongoing personal development needs

- 6.1 Linked to BVAR 1.1, but after the self-assessment further needs will be established and supported. This will be an ongoing process lead by Corporate Services (Learning and Organisational Development team).

BVAR 9 AC4 Work with partners to address complex and deep-rooted challenges

- 6.2 Through the development of a number of key strategies, the City has demonstrated a clear commitment to making a real difference in relation to the challenges associated with poverty, drugs and mental health. The Dundee Partnership on 1 September agreed its new City Plan 2022-2032, with one of its top priorities being to further focus on reducing child poverty and inequalities in incomes, education and health. Dundee City Council has endorsed and adopted this priority. Progress will be monitored at all levels (partnership, council, service and locality) through a range of boards and committees to ensure actions and targets agreed are being delivered on.

BVAR 9.4 – AC4.4 Financial sustainability of the IJB

- 6.3 The financial stability of the IJB will continue to be monitored by the Chief Finance Officer (DH&SCP) and the Executive Director of Corporate Services, with reports to the appropriate board and/or committee meetings.

7.0 ACTIONS TO BE COMPLETED - BEHIND SCHEDULE

- 7.1 The following actions are stated as behind schedule i.e. past their target completion date, but progressing. For each further explanation is given in this section of the report on what progress has been made and how these will be monitored going forward:

BVAR 1.1 Non-elected members' development needs

- 7.2 Engagement with Children & Families to determine the needs of non-elected committee members has been completed. A development programme is being developed to meet the needs of non-elected members. This work is 75% complete and will be progressed by Corporate Services (Learning & Organisational Development team) in partnership with Children & Families Service.

BVAR 2.4 & 2.5 Performance Management Framework deployment and awareness raising

- 7.3 Regular performance management process have been deployed across the Council with the rollout of service plans, progress reporting and dashboards. Training and support has been provided on the performance management system. BVAR 2.4 is currently 75% complete and BVAR2.5 60% complete.

- 7.4 Further training has been identified to enhance the resource available within each service area to support performance improvement e.g. service design and process mapping. Similar to our successful digital champions approach, a community of improvers will be established to allow officers working on service and/or process improvements and transformation to share good practices and skills. Chief Executive's Services (Performance and Transformation team) and Corporate Services (Learning and Organisational Development team) will be responsible for completing this action and provide updates to the Transformation Board.

BVAR 3.1 (Corporate) & 3.2 (Service level) - Workforce Planning

- 7.5 Corporate work (currently 85% complete) involves developing an overarching workforce plan, which, in part, will be informed by the outcome of the workforce planning being undertaken for BVAR 3.2 (currently 94% complete) which requires workforce plans for the next three years to be aligned with service plans and the medium-term financial outlook.
- 7.6 Progress with BVAR 3.2 has been significantly impacted due to the operational challenges of the pandemic and, in turn, this has impacted on progress with BVAR 3.1. Since the last update, further progress has been made with workforce plans being in place for some service areas. During the process of revising service plans for 2023 onwards, further workforce planning will be undertaken at both service and corporate level.

BVAR 4.2 Asset Management Plan

- 7.7 This involves developing a Strategic Asset Management Plan for the Council and is currently 60% complete. The Executive Directors of City Development and Corporate Services have prepared a brief for the external consultants who will support this task. The brief highlights the proposed strategic approach and target dates for individual service asset management plans. A template to support services with developing of asset management plans has been designed. Further updates on this work will be provided by the Executive Directors of City Development and Corporate Services.

BVAR SE9 / 12 Public Protection

- 7.8 Progress has picked up pace during 2022 with developing Protecting People governance and strategic arrangements, including reviewing current arrangements to ensure involvement of those with lived experience. Additional resource has been deployed to support further improvements on the chronology roll out and development of whole family risk assessment framework. The Protecting People team will continue to drive forward this work with oversight by the Chief Officers Group (COG).

8.0 POLICY IMPLICATIONS

- 8.1 The content of this report was previously considered in report (137-2022) and remains valid. The original report was not subject to an Integrated Impact Assessment. An appropriate senior manager has checked and agreed with this assessment.

9.0 CONSULTATIONS

- 9.1 The Council Leadership Team were consulted in the preparation of this report.

10.0 BACKGROUND PAPERS

- 10.1 None

GREGORYCOLGAN CHIEF EXECUTIVE	1 NOVEMBER 2022
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