

## DUNDEE CITY COUNCIL

## BEST VALUE ASSURANCE REPORT IMPROVEMENT PLAN

Reference	Recommendation/Improvement Action	Intended Outcome	Measure of Success	Lead Officer(s)	Timescale
BVAR 1	<b>Consideration should be given to extending the support provided to non-elected committee members</b> (Linked to SE2 Engage with Elected Members on proposals for future development and maximise their opportunity to participate)				
	1.1 Engage with non-elected committee members on their personal development needs.  1.2 Engage with Elected Members on their personal development needs  1.3 Deliver support and/or development opportunities to meet personal development needs identified during 2021/22	Committee members feel better equipped to carry out their duties	Committee members development needs are being met and development plans are in place where relevant	Head of HR & Business Support with L&OD Service	1.1 April 2021  1.2 April 2021  1.3 Review annually
BVAR 2	<b>Regular performance reports need to be presented to members which include performance data for the current year, covering all services</b> (Linked to: SE1 Service plans and scorecards which make links to the City Plan and Council Plan are not yet fully developed for all council services so require further development SE12 Embed regular monitoring and reporting on the Council's progress towards the UN sustainable development goals within performance reporting)				
	2.1 Implement 3-year service plans (with annual review) which set out clear prioritisation of key actions and targets for each strategic service area to enable transparency in reporting service performance to service committees  2.2 Report progress towards service plan targets Including local delivery priorities, national and peer benchmarking, performance	Service Plans drive operational delivery plans and performance improvement  Members scrutinise and can make decisions on performance data	Service plans are in place for all services and the Council demonstrates a golden thread from national priorities through the various layers of strategies and plans.  Evidence of scrutiny and corrective action to address	Executive Directors with Heads of Service  Executive Directors with Heads of Service	2.1 April 2021  2.2 Annual timetable to agreed

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	<p>against regulatory and statutory indicators and progress towards UN sustainability goals to service and Scrutiny committees twice yearly.</p> <p>2.3 Review the Performance Management Framework</p> <p>2.4 Relaunch and deploy the revised Performance Management Framework across the Council</p> <p>2.5 Undertake awareness sessions for relevant officers, elected and non-elected members on Performance Management</p>	<p>within the current reporting year</p> <p>Improved benefits across the City</p> <p>Scrutiny Committee provided with performance trend data for all services within the current reporting year</p> <p>Culture of continuous improvement embedded within individuals, teams, services and everyone has a clear understanding of the vision and where their contribution fits to strategic objectives.</p>	<p>areas of concern being agreed at service committees</p> <p>All policies, strategies and decision-making processes reflect the Council's commitment to the UN sustainable goals.</p> <p>Evidence of scrutiny of service performance at scrutiny committee twice yearly</p> <p>Arrangements in place to manage performance are supporting continuous improvement</p>	<p>Transformation and Performance Manager</p> <p>Transformation and Performance Manager</p> <p>Chief Executives Services Performance Team</p>	<p>2.3 31 January 2021</p> <p>2.4 During 2021/22</p> <p>2.5 During 2021/22</p>
BVAR3	<p><b>Workforce plans need to be developed for all services to demonstrate that staff have the capacity and skills to deliver the Council's priorities</b></p> <p>(Linked to SE5 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.</p>				
	<p>3.1 Assess current workforce skills against future needs to determine any skills gap and succession planning to meet the Council's priorities</p> <p>3.2 Further develop workforce planning (at corporate and service level) detailing the overall implications for the next three years, aligned with service plans, the medium-term financial outlook, transformation programme and budget setting processes</p>	<p>The gap between existing skills and future needs is addressed and the Council has the capacity and skills to deliver priorities in the short, medium and long-term</p>	<p>A future needs analysis and workforce plan exists for each service area for the short, medium and long term in line with the Our People &amp; Workforce Strategy.</p>	<p>Head of HR &amp; Business Support with Executive Directors</p> <p>L&amp;OD Service</p>	<p>3.1 30 April 2021</p> <p>3.2 December 2021</p>

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BVAR 4	<b>A strategic asset management plan should be developed, aligned to the financial and strategic service delivery plans</b> (Linked to SE3 Manage the asset management base more effectively in order to contribute to the Council's strategic objectives and priorities).				
	4.1 Review the areas for improvement in relation to the management of assets within the Council's Annual Governance Statement and their relevance in line with the priorities emerging from Covid19, as set out in the recovery plan priorities.	The asset management base is effectively managed and supports the Council through recovery and beyond by contributing to the achievement of strategic objectives and priorities.	Increase in percentage of assets utilised effectively in line with priorities	Executive Director of Corporate Services and Executive Director of City Development	4.1 April 2021
	4.2 Develop a Strategic Asset Management Plan to guide the Council through the recovery phase and support the ambition to build back better.		Asset registers in place for each type of asset, e.g. IT, Property, Fleet, etc.		Decisions on assets are subject to detailed options appraisal
BVAR5	<b>A standardised business case template should be developed and completed for all capital projects, including detailed options appraisal, whole life costing, and consideration of funding implications</b> (Linked to SE6 Continue to develop the emerging approach to ensure that robust business cases are undertaken for each significant capital project).				
	5.1 Review processes to ensure that all necessary options and projections are considered and the reasons for decisions are well documented when making decisions in relation to significant capital projects	All relevant options are considered when making decisions about the use of resources	Evidence of building on good practice from more recent projects e.g. Menzieshill Hub & RPC	Head of Corporate Finance with Capital Governance Group	5.1 March 2021
	5.2 Identify and develop the tools and templates necessary to ensure the Council undertakes robust processes consistently when embarking on significant capital projects.		Consistent guidance is in place which takes account of Audit Scotland's guidance on options appraisal.		Options appraisals are a consistent component within the process of making decisions about the use of resources.
			There is evidence that the Council considers the impact of delivery choices on local communities and businesses		

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			(see BVAR recommendation 7)  Whole life costing is considered in relation to all projects  Decision making processes are transparent including gateway reviews and reporting to keep elected members updated.		
BVAR6	<b>The Dundee Partnership needs to set out how it will measure the impact of its action plan to reduce inequality and poverty</b>				
	<p>6.1 The Dundee Partnership will clearly set out its aims within an outcomes framework which will be integral to the next iteration of the Fairness and Child Poverty Action Plan. The outcomes framework will set out a clear process for measuring the impact partnership actions is having on tackling the city's high-level objectives around jobs, inequality and social inclusion.</p> <p>6.2 The Dundee Partnership will implement arrangements for monitoring and reporting on performance similar to the Council's Performance Management Framework.</p> <p>6.3 The Dundee Partnership will set out and clearly communicate arrangements for addressing lack of progress towards targets.</p> <p>(see BVAR 8 below for more actions relating to this).</p>	Reduction in level of poverty and less inequality across the city	Dundee Partnership produces regular reports which evidence improved outcomes as a result of collective efforts	Co-Chairs of Dundee Partnership Management Group with:  Chairs of Executive Boards  Head of Chief Executives Services  Community Planning Manager	6.1 April 2021  6.2 September 2021  6.3 September 2021

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BVAR7	<p><b>Communication to citizens on the rationale for policy decisions should be reviewed</b>            (Linked to SE11 Strive to maintain the momentum gained from the Engage Dundee programme, which included the CoSLA award winning participatory budget process "Dundee Decides").</p>				
	<p>7.1 Engagement processes will be reviewed, in consultation with community groups, to ensure transparency in relation to policy decisions.</p> <p>7.2 Maintain momentum gained from the Engage Dundee programme, which included "Dundee Decides".</p> <p>(The Community Learning and Development (CLD) Strategy Group is already leading on improving co-ordination of engagement with communities. This aims to improve the quality of engagement work, including participative democracy, and to reduce duplication of effort between partners).</p> <p>Improvement action 7.1 will be integral to this development work.</p>	<p>Engaged and well-informed communities</p>	<p>Individuals and citizens agree they have a better understanding of processes and rationale for policy decisions</p> <p>Community representatives are representative of Dundee Citizens, including hard to reach groups.</p> <p>Evidence of Community engagement in relation to their opportunities and powers within the Community Empowerment Act.</p> <p>Increased engagement in relation to participative democracy.</p> <p>Reduction in duplication of effort between partners.</p>	<p>Executive Director of Neighbourhood Services with:</p> <p>Head of Housing and Communities</p> <p>Community Learning and Development Strategy Group</p> <p>Community Planning Manager</p>	<p>June 2021</p>

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BVAR8	<p><b>Prioritisation of improvement plans should be considered to focus on actions that will deliver the greatest impact for service users</b>            (Linked to:            SE13 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            SE14 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).</p>				
	<p>8.1 Review the Performance Management Framework to address:</p> <ul style="list-style-type: none"> <li>• how the Council increases the pace of transformation by focusing activity on those areas where outcomes for people need to improve</li> <li>• the need for improvement activity to be driven by performance data</li> </ul> <p>8.2 Targeting key improvement actions by monitoring and reporting on performance to committees on a regular basis will increase the pace of change in areas where performance needs to improve in relation to targets and benchmarking with peers.</p> <p>See BVAR 2 above for actions in relation to Performance Management.</p>	Improved outcomes for customers and service users	Evidence of positive impact of improvement activity in achieving improved results	Chief Executive with: Council Management Team	8.1 January 2021
AC4	<p><b>The Council must work with partners to ensure it addresses the City's complex and deep-rooted challenges:</b></p> <ul style="list-style-type: none"> <li>• <b>drugs related deaths</b></li> <li>• <b>pressures around poverty</b></li> <li>• <b>significant issues within mental health services</b></li> <li>• <b>the financial sustainability of the IJB.</b></li> </ul> <p>(Linked to: <b>SE8</b> 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, and,</p>				

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	<p><b>SE10</b> 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</p> <p><b>NB:</b> In addition to the actions below, the actions set out above to address BVAR2, BVAR6, BVAR8 should ensure partners are addressing deep rooted challenges and progress against action plans are being monitored and reported and that there are clear processes in place to escalate when progress is not on track.</p>				
	<p>The Council will continue to work with partners and stakeholders to progress the actions agreed in the action plans to respond to the following priorities:</p> <p>9.1 <b>Drugs related deaths.</b> A broad range of actions are being undertaken across the Dundee Partnership to deliver on the 12 key priorities agreed to address the specific issues highlighted in the Dundee Drug Commission's Report.</p> <p>9.2 <b>Pressures around poverty</b></p> <p>The revised Fairness Strategy will build on the work already done to improve established outcomes set out in the original framework and expand to reflect the new, severe challenges caused by COVID including digital inequalities, access to emergency food and medicine and escalating household debt.</p> <p>9.3 <b>Significant issues within mental health services</b></p> <p>The Action Plan 'Listen, Learn, Change', details how each of the 51 recommendations from the review of mental health services in Tayside is</p>	<p>Fewer drugs deaths</p> <p>Improved outcomes for citizens.</p> <p>Improved results in relation to key indicators.</p> <p>Reduced Inequality</p> <p>Improved health</p> <p>Reduction in Unemployment</p> <p>People can live better lives</p>	<p>Improved care for the people who need it most is provided.</p>	<p>Alcohol &amp; Drugs Partnership</p> <p>Dundee Partnership Management Group</p> <p>Dundee Fairness Commission</p> <p>Chief Officer Dundee Health &amp; Social Care Partnership</p> <p>Council Management Team</p> <p>NHS Tayside</p>	<p>9.1 Report 243-2020 provided the most recent update on progress towards the action plan for change. Progress will be reported to Committee on a regular basis.</p> <p>9.2 Report 282-2020 Dundee Fairness Action Plan/Child Poverty Action Plan Annual Report 2019/20.</p> <p>Revised Fairness Strategy March 2021</p> <p>Revised Fairness Action Plan April 2021</p> <p>9.3 Report 239-2020 set out the detailed action plan and the next stages for the next 12 months.</p>

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	<p>being/will be taken forward alongside due governance arrangements for same.</p> <p><b>9.4 Financial sustainability of the IJB</b> The Council will continue to work with NHS Tayside and the Integration Joint Board to explore every opportunity to improve the financial sustainability of Dundee's Health and Social Care Partnership.</p>	A financially sustainable Health & Social Care Partnership-	Dundee's Health & Social Care Partnership is receiving the necessary resources to meet Statutory Duties and strategic priorities.	IJB NHS Tayside Council Management Team Dundee Health & Social Care Partnership Senior Management Team	
SE4	<b>Continue to improve monitoring of segmented absence data in order to discover the root causes of employee absence</b>				
	<p>11.1 Use segmented data more effectively to identify emerging trends and possible areas for action</p> <p>11.2 Continue to explore underlying causes of employee absence through the promoting attendance policy</p> <p>11.3 Review arrangements for ensuring all managers have the necessary capacity to monitor absence</p> <p>11.4 Improve engagement with employees through regular and meaningful surveys and address issues emerging from feedback</p>	<p>Improved outcomes for service users/customers</p> <p>More efficient delivery of services</p>	<p>Reduction in absence rates</p> <p>Reduced cost</p>	<p>Executive Directors with:</p> <p>Head of Service, Human Resources and Business Support</p>	<p>11.1 January 2021</p> <p>11.2 Ongoing</p> <p>11.3 Ongoing</p> <p>11.4 April 2021</p>



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SE9	<b>Address recurring areas for improvement in public protection in external scrutiny reports and internal self-evaluation activities</b>				
	<p>12.1 Ensure the 9 distinctive workstreams in The Transforming Public Protection Programme, established by the Chief Officers continues to drive forward improvement across the 3 key areas of transformation: culture change, enhancing leadership support and re-design of protection processed.</p> <p>12.2 Report 242-2020 (Appendix 4) Outlines the future programme phases for the next 12 months</p> <ul style="list-style-type: none"> <li>• testing and embedding of new risk assessment processes</li> <li>• developing and embedding the integrated strategic risk register</li> <li>• undertaking a robust options appraisal of potential future options for future delivery of screening functions</li> </ul>	Vulnerable people and their families are protected and well supported	A streamlined and co-ordinated response to the inter-linked needs of vulnerable people and families.	Chief Officers Group	<p>An update on progress with transforming the public protection programme was provided at Community Safety and Public Protection Committee on 28 September 2020: Report 242-2020. Appendix 4 provides a detailed update on the transformation programme.</p> <p>12.2 November 2021</p>