

# **Dundee City Council**

## **Assurance and Improvement Plan**

### **2014–17**

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# Introduction

1. This Assurance and Improvement Plan (AIP) sets out the planned scrutiny activity in Dundee City Council between April 2014 and March 2017. The AIP is based on a shared risk assessment undertaken by a local area network (LAN). There is a LAN for each council, comprising representatives of all the scrutiny bodies who engage with the council. The aim of the shared risk assessment process is to focus scrutiny activity where it is most needed and to determine the most proportionate scrutiny response over a three year period.
2. This is the fifth AIP for Dundee City Council since the introduction of the shared risk assessment process.<sup>1</sup> It is the result of the shared risk assessment which began in October 2013. The process drew on evidence from a number of sources, including:
  - the annual report to the Controller of Audit and elected members for 2012/13 from the council's appointed external auditors
  - evidence gathered from Audit Scotland, Education Scotland, the Care Inspectorate, the Scottish Housing Regulator and Her Majesty's Inspectorate of Constabulary (HMICS), including published inspection reports and other supporting evidence
  - the Single Outcome Agreement (SOA) and associated development plan for the council area
  - the council's own performance data and self-evaluation evidence
  - analysis of data from the SOLACE/COSLA/Improvement Service Local Government Benchmarking Framework.<sup>2</sup>
3. The shared risk assessment process was reviewed in 2013, in the context of a significantly changed scrutiny landscape and the evolving public service reform agenda.<sup>3</sup> Based on the findings of the review, this year's shared risk assessment focused on identifying the council's current position in implementing the Scottish Government's reform agenda. It also placed more emphasis on scrutiny risk in relation to the council's improvement and transformation agenda. This change in approach is reflected in the structure of the AIP for 2014-17, which covers four areas:
  - local priorities and public service reform
  - corporate assessment
  - service performance
  - improving and transforming public services/public performance reporting.

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<sup>1</sup> Assurance and Improvement Plans for each council since 2010 are available on the Audit Scotland website: <http://www.audit-scotland.gov.uk/work/scrutiny/aip.php>

<sup>2</sup> The indicators used in the framework can be found on the Improvement Service website: <http://www.improvementservice.org.uk/benchmarking/>

<sup>3</sup> The review of the shared risk assessment process was one of four work streams taken forward by the Strategic Group for Local Government Scrutiny Co-ordination during 2013.

4. Scrutiny risk is assessed against the following criteria:
  - No scrutiny required - there are no significant concerns, so no scrutiny work is necessary.
  - Scrutiny required - there are concerns about performance, services or outcomes, resulting in the need for scrutiny work.
  - Further information required - there is insufficient information to reach a judgement about performance.
5. The National Scrutiny Plan for 2014/15 is available on the Audit Scotland website. It provides a summary of planned scrutiny activity across all councils in Scotland, based on the AIPs for each council.

# Summary

6. In our previous AIP, issued in April 2013, we reported that the overall level of scrutiny risk for the council had reduced since the previous shared risk assessment and that the council had sustained and/or improved its service performance overall. Our risk assessment of the council's corporate arrangements indicated progress in a number of areas and as a result, we identified no areas of significant scrutiny risk. We noted the council was making progress on a significant transformation programme 'Changing for the Future' and continued to set savings targets for future years.
7. We also noted that the council and its partners had significantly improved the outcomes for children and young people in need of protection. Areas of risk remained in relation to the council's ability to bring its housing stock up to the Scottish Housing Quality Standard. There were uncertainties around the 'working and economy' outcome area therefore; we carried out targeted best value audit work during 2012 on this area.
8. The risk assessment this year indicates that the council is continuing to follow a broadly positive direction of travel. Based on the risk assessment carried out by the Local Area Network, we have not scheduled any risk based scrutiny for the council in 2014/15.
9. This 2014-17 AIP is structured around four areas; local priorities and public service reform, corporate assessment, service performance and improving and transforming public services/public performance reporting.
10. The LAN has assessed all local priorities and public service reform areas as 'no scrutiny required'. The council's SOA sets out ten outcomes with the aim of help bring beneficial change for the people and communities of Dundee. These are:
  - Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people
  - our people will be better educated and skilled within a city renowned for learning and culture
  - our children will be safe, healthy, achieving, nurtured, active, respected responsible and included
  - people in Dundee will have improved physical health and mental well-being and will experience fewer health inequalities
  - people in Dundee are able to live independently and access support when they need it
  - our communities will be safe and feel safe
  - Dundee will be a fair and socially inclusive city
  - our people will live in strong, popular and attractive communities
  - our communities will have a high quality and accessible local services and facilities
  - our people will live in a low carbon, sustainable city.

11. The SOA has been scrutinised and approved through the Scottish Government's quality process.
12. The 2013-16 AIP for the council found that no targeted scrutiny was required. The previous AIP had identified the 'work and enterprise' outcome area as an area of uncertainty. As a result, Audit Scotland carried out some targeted audit work in this area. Our risk assessment of the council's corporate arrangements indicates progress in a number of areas. In the 2013-16 AIP we identified two areas where further information was required relating to governance and accountability and risk management. No additional scrutiny was subsequently required in these areas as they were covered by the appointed auditor as part of the annual audit process.

## Planned scrutiny activity

13. Through the SRA process, we have concluded that no additional risk based scrutiny is required for Dundee City Council.
14. The Care Inspectorate, in partnership with the Association of Directors of Social Work and the Risk Management Authority, has been undertaking supported self-evaluation activity to assess the initial impact of the introduction of the assessment and case planning instrument LS/CMI across Scotland's criminal justice social work services. This activity started in June 2013 and will conclude with the publication of a national report by May 2014. Action plans arising from this activity will be implemented in 2014.
15. There is some non-risk based scrutiny activity planned across councils in 2014/15, but where scrutiny bodies are yet to determine which specific council areas will be included. This includes the following:
  - The Scottish Housing Regulator (SHR) recently carried out a thematic inquiry into the outcomes that councils are achieving by delivering housing options and prevention of homelessness services. A sample of councils were selected to take part in this as case studies. The findings from this work could potentially lead to further engagement with some councils. The SHR will carry out further thematic inquiries between 2014/15 and 2015/16. If a council is to be involved in a thematic inquiry the SHR will confirm this with the council and the appropriate LAN lead.
  - HMICS will be inspecting local policing across Scotland over the next three years. This will examine, amongst other things, local scrutiny and engagement between Police Scotland and councils. The geographic areas to be inspected during 2014-15 have yet to be determined.
  - Education Scotland will continue to engage with councils for the purpose of validated self-evaluation (VSE). The scheduling of VSEs will be arranged by negotiation between Education Scotland and individual councils.
  - Education Scotland will be working in partnership with councils to carry out self-evaluation of education psychology services over a two year period beginning in 2014/15.

16. Education Scotland will also be reviewing the quality of Careers Information Advice and Guidance services delivered by Skills Development Scotland across all council areas over the next three years.
17. Audit Scotland will follow-up two national performance audits during 2014. This will involve targeted follow-up of *Arm's-length external organisations (ALEOs): are you getting it right?* (June 2011) and *Major capital investment in councils* (March 2013). Audit Scotland will also carry out a programme of performance audits during the period of this AIP that will involve work with councils. The performance audit programme for 2014/15 is available at <http://www.audit-scotland.gov.uk/work/forwardwork.php?year=2014>.
18. Scheduled audit and inspection work will take place through the annual audit process and the ongoing inspection of school and care establishments by Education Scotland and the Care Inspectorate respectively will continue as planned. The individual audit and inspection agencies will also continue to monitor developments in key areas of council activity and will provide support and challenge as appropriate. This will also help to inform future assessment of scrutiny risk.
19. A timetable for the planned audit and inspection activity in Dundee City Council between April 2014 and March 2017 is at [Appendix 1](#).

# Local priorities and public service reform

20. Councils are operating within a context of significant change as a result of the challenging financial environment and the public service reform agenda. The Scottish Government's reform agenda emphasises the importance of place, people, partnership, prevention and performance in public services. This year's shared risk assessment identified the council's current position in implementing the Scottish Government's reform agenda, specifically in relation to:

- community planning and new Single Outcome Agreements
- police and fire oversight arrangements (following the introduction of new national police and fire services)
- health and social care integration
- welfare reform.

## Community planning and Single Outcome Agreements

21. The SOA for Dundee focuses on jobs and the economy, social inclusion and quality of life. The SOA is built upon a series of Dundee Outcomes, which are adapted from the National Performance Framework for Scotland. The SOA sets out ten outcomes. These are:

- Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people
- our people will be better educated and skilled within a city renowned for learning and culture
- our children will be safe, healthy, achieving, nurtured, active, respected responsible and included
- people in Dundee will have improved physical health and mental well-being and will experience fewer health inequalities
- people in Dundee are able to live independently and access support when they need it
- our communities will be safe and feel safe
- Dundee will be a fair and socially inclusive city
- our people will live in strong, popular and attractive communities
- our communities will have a high quality and accessible local services and facilities
- our people will live in a low carbon, sustainable city.

22. As part of the process of developing the new SOA, a new quality assurance process was put in place. The quality panels comprised officials from bodies involved in community planning across Scotland. These included councils, the NHS, the police and fire and rescue services,



the Improvement Service, civil servants, Scottish Enterprise, Skills Development Scotland and other government agencies.

23. The quality assurance panel provided support and help to partnerships by providing an outside perspective on strengths and areas that could be further developed. The panel highlighted five areas for further improvement:
  - greater evidence of decisive shift to prevention
  - stronger, more embedded Governance and clearer short-term priorities and targets to improve scrutiny and performance management
  - greater joint allocation of resources to priority outcomes and communities
  - increased emphasis on community assets.
24. In response the council agreed a series of development and improvement priorities when approving the SOA for Dundee 2013-17. These mirrored the areas highlighted by the quality assurance panels and the action required was agreed for implementation through the Dundee Partnership. Progress is being reported to the Dundee Partnership Management Group at its quarterly meetings.
25. Analysis of outcomes data shows that, although there are a number of significant challenges in Dundee, there are a number of areas of improvement. For example, the council has a number of projects in place to try to ensure more jobs and regeneration in the local communities. The council is involved in a number of projects with the aim of regeneration and job creation. The council has made good progress with the Central Waterfront Project with a view to demolish the recently acquired buildings in spring 2014. The council opened the new Olympia and the multi-story car park to the public in June 2013. In respect of the Whitfield regeneration construction of 'The Crescent' community hub began and was expected to be completed by the end of April 2014. The Lochee regeneration is underway and making strong progress. The first phase of the Highgate project is complete, is now entering phase 2, and the council expects this to be complete by summer 2014.
26. There have been improvements in school attainment and although there are significant challenges in relation to health and wellbeing in Dundee, the council has developed plans to try to improve health and wellbeing with a number of projects currently underway. In 2012, outcomes data for Dundee on neighbourhood ratings, satisfaction with conditions of housing and the perceptions of drug use were amongst the worst in Scotland, although there was high and improving satisfaction with local services. Data for 2013 show that performance in these areas has improved. Data also indicates that housing conditions are improving and people are happier with their neighbourhoods. There has also been an increase in building of social and affordable housing.
27. The council plan sets out a framework to support positive change for local people and communities. The plan is in line with the SOA outcomes and a number of corporate outcomes, which aim to help deliver a more efficient, streamlined, and fairer service to local communities. Dundee City Council has reported on progress with the council plan. A number of areas are highlighted as improving, including

- percentage of school leavers in positive destinations
- literacy and numeracy levels for P4 children
- reductions in teenage conception
- falling crime rates for housebreaking, violence, robbery and vandalism
- an increase in the percentage of respondents who said their neighbourhood is a good place to live.

28. A number of outcome measures showed a decline, including:

- unemployment, which rose to ten per cent
- working population which fell from 65,500 to 61,600
- reduction in the percentage of households that say they are coping well financially
- a reduction in new residential builds and in new council and registered social landlord properties
- an increase in the percentage of municipal waste landfilled and a decrease in household recycling.

## Police and fire

29. The Police and Fire and Rescue Reform (Scotland) Act 2012 created a national police force and a national fire and rescue service. It replaced local authorities' role as police authorities and fire and rescue authorities through the creation of the Scottish Police Authority (SPA) and the Scottish Fire and Rescue Service (SFRS). Local authorities now have the role of:

- commenting on SPA and SFRS strategic plans
- contributing to the preparation and subsequent approval of the local plans for police and fire and rescue
- monitoring the delivery of police and fire and rescue functions in the area and making recommendations for improvement
- providing feedback to the local police commander and the fire and rescue service local senior officer.

30. Dundee is almost unique in its approach to the scrutiny of police and fire as this is done by the full council. The Policy and Resources Committee became the forum for Police, Fire and Community Safety items to be discussed and scrutinised although initially only police were involved in the pathfinder. Involving all elected members this committee will approve local plans, monitor and challenge performance and put forward recommendations, through this forum community engagement also takes place. The practice is that a part of each meeting is set aside for discussion of policing and fire issues without the public or press present. This is to provide time for the local commander to brief elected members on topical issues of concern or interest in more detail than might be possible with a wider audience.

31. Each police division is in the process of consulting with communities on the content and priorities for the policing plan 2014-17. That process will include local authorities who will give final approval of plans.
32. HMICS conducted a thematic inspection of the new arrangements for local scrutiny in 2013 and believe that the new arrangements for local scrutiny and engagement (LSE) require more time to bed in and that it is therefore too early to assess the effectiveness of these arrangements.
33. In relation to the wider issue of the delivery of community safety, HMICS has seen no significant changes to partnership arrangements since the creation of a single police service model for Scotland. HMICS is considering community safety as a possible area of focus within its 2014-17 work plan.
34. Fire reform is also still at an early stage and HM Fire Service Inspectorate (HMFSI) has not as yet undertaken any detailed examination of the way in which community safety and engagement activities are delivered across local authority areas in Scotland. HMFSI published *An Overview of the Scottish Fire and Rescue Service (SFRS)* in 2013. In its report, HMFSI highlighted that local senior officers (LSOs), who have responsibility for overseeing partnership working with local authorities in the delivery of community safety and engagement, are clearly sighted on their responsibilities and are keen to make local partnerships work in an effort to optimise community outcomes.
35. The SFRS is consulting on a suite of local fire and rescue plans. HMFSI is not currently proposing any specific scrutiny on local planning and consultation processes, but may consider this in its future inspection plans.

## Health and social care integration

36. The Public Bodies (Joint Working) (Scotland) Bill was introduced by the Scottish Government in May 2013 and given royal assent in April 2014. The legislation aims to ensure that the health and social care systems work together to improve outcomes for people by providing consistency in the quality of services, ensuring people are not unnecessarily delayed in hospital and maintaining independence by creating services that allow people to stay safely at home for longer. Councils and health boards will determine arrangements for how services will be delivered, based on what they believe is the best way to meet the care needs of their local populations.
37. Dundee City Council is adopting a body corporate model of integration and has established a Shadow Board with the wider partnership to see through the process of implementation. The chief officer post will be shared on an interim basis by general manager Dundee CHP and head of service strategy, integration performance and support services.

## Welfare reform

38. The Council Plan for 2012-17 anticipates that welfare reform will have a significant impact on the city's population, as 22.3 per cent are in receipt of benefits. While the full financial impact

for the city has not yet been quantified, members have been provided with the Scottish Government's report on 11 April 2013, which estimated that the impact on Dundee's economy would be an annual loss of £58 million.

39. In response, the council has established a corporate Welfare Reform Group, which is chaired by the director of corporate services. Regular updates from management on the impact of welfare reform have been provided to members for consideration. Joint presentations with the DWP and council have been held with all eight local Community Planning Partnerships (CPPs) within the city along with verbal updates being provided on a regular basis. Community events have taken place; these have been dedicated to welfare reform. Successful external funding bids have allowed for a community based Welfare Reform Team to be established working within local communities supporting those impacted by the welfare changes, establishment of IT classes in local communities providing training on basic IT skills, and a volunteering programme and IT Hub operating within the central library.
40. In 2013-14, the SHR surveyed social landlords and published findings on the early impact of welfare reform on rent arrears. It will continue to gather information on rent and arrears through the annual return on the Scottish Social Housing Charter in order to monitor the impact of welfare reform on social landlords and their tenants..

# Corporate assessment

41. The following table provides an assessment of scrutiny risk relating to the council's management arrangements (including how it is meeting its Best Value obligations).<sup>4</sup>

Area	Risk assessment	Current position	What we plan to do
<p><b>Leadership and direction</b></p> <p>How the council's vision is designed around its knowledge of its local communities and how this is translated throughout all the council's plans and strategies.</p>	No scrutiny required	<p>Dundee City Council continues to focus corporate improvement initiatives through 'Changing for the Future' ("CftF"). This programme will also help the council to establish how it intends to achieve the level of savings required to deliver balanced budgets.</p> <p>Over the past year, management has focussed on the reporting of the results of individual projects within the programme, and the savings achieved.</p> <p>The council is now looking to progress with phase three of the CftF programme with an emphasis on considering wider corporate initiatives as well as focussing on areas where national benchmarking has shown the council's cost per service to be an outlier compared to comparable authorities.</p> <p>The council plan sets out a framework to support positive change for local people and communities. The plan is in line with the SOA outcomes and a number of corporate outcomes, which aim to help deliver a more efficient, streamlined, and fairer service to local communities. Dundee City Council has reported on progress with</p>	No specific scrutiny activity

<sup>4</sup> The Local Government in Scotland Act 2003. Best Value Guidance, Scottish Executive, 2004.

Area	Risk assessment	Current position	What we plan to do
<p><b>Governance and accountability</b></p> <p>Whether governance arrangements are working effectively and whether good governance underpins council decisions and supports performance improvement.</p>	<p>No scrutiny required</p>	<p>the Council Plan.</p> <p>In the previous AIP for the council this area was assessed as 'further information required'. We monitored developments in this area through routine audit work and the council has made good progress.</p> <p>The council has overarching and supporting governance arrangements that provide a framework for organisational decision-making.</p> <p>The council has a local code of corporate governance, which is subject to regular review by a working group of senior officers. A 31-point checklist is completed which covers four areas: service planning and performance management; internal control environment; budgeting, accounting and financial control; and risk management and business continuity. This indicated a high level of compliance. As part of local financial audit work, a sample check against the detail of management's self-assessment was carried out, and auditors are satisfied that this is appropriately supported by documentary evidence.</p> <p>The internal audit annual opinion for 2012-13 on the system of internal financial control was that systems are operating satisfactorily. Internal audit's annual report also confirms that there were no "priority one (high risk, material observations requiring immediate action)" recommendations during the year.</p>	<p>No specific scrutiny activity</p>

Area	Risk assessment	Current position	What we plan to do
<p><b>Community engagement and empowerment</b></p> <p>Whether the council is giving local people a greater say in local budget decisions and giving communities a right to challenge local public service delivery.</p>	<p>No scrutiny required</p>	<p>There is evidence of active engagement with the local community through a variety of different approaches, such as surveys. We note that there is currently no formal consultation with the public in relation to budget setting, before any cost reductions are agreed. However, in discussion with the council it is clear that the council have considered this and their view is that meaningful engagement with the local community is better sought in other ways, such as focused engagement on specific changes and publication of savings proposals before they are considered by members, allowing for press and public feedback before decisions are taken. Findings from the Citizens Survey show that the council does engage with local communities well and the local communities believe that when they engage with the council that they can make meaningful changes and influence decision-making. Satisfaction surveys of the local population tend to show high levels of satisfaction with local services.</p>	<p>No specific scrutiny activity</p>
<p><b>Financial management</b></p> <p>How effectively the council is planning and managing its budgets.</p>	<p>No scrutiny required</p>	<p>The council recorded a £0.2m increase in the general fund balance, however, the uncommitted element of the general fund reduced by £1m. In setting the 2012-13 budget, the council approved a recommendation from the director of corporate services that £5.5m was the minimum level of uncommitted balances that should be retained for the year. Within the general fund balance of £9.7m, the council has uncommitted balances of £5m, a reduction of £1m since 2011-12. This represents a decrease in the uncommitted balance as a percentage of annual</p>	<p>No specific scrutiny activity</p>

Area	Risk assessment	Current position	What we plan to do
		<p>budgeted net expenditure from 1.61% in 2011-12 to 1.34% in 2012-13. The year-end uncommitted balance has therefore dropped below the initial target level.</p> <p>Total capital expenditure in 2012-13 was £84.8m, below the approved capital plan budget of £94.3m. This level of capital investment was in line with the prior year.</p> <p>In setting the 2013-14 revenue budget and following the updated assessment of the council's needs, a revised recommendation was approved setting a minimum uncommitted balances level at £4.75m for the year. This took into account the identified financial risks facing the council in the year.</p> <p>Accepting that there is uncertainty around future years' financial settlements, the appointed auditors have highlighted that there is still scope for management to seek to develop a medium-term financial strategy for approval by members, which should include an identification of a target level of reserves to be held which is fixed in relation to the level of expenditure incurred by the council annually on services.</p> <p>In setting the 2014/15 budget the council agreed savings of £3.7m in 2014/15 and £4.9m in 2015/16 and agreed the key aspects of a medium term financial strategy.</p> <p>The appointed auditor has reported that management conduct robust financial monitoring, with a focus directed to the outturn position for the year. Members receive regular monitoring reports through the policy and resources committee papers, which</p>	



Area	Risk assessment	Current position	What we plan to do
<p><b>People management</b></p> <p>The effectiveness of the council's workforce planning and management arrangements.</p>	<p>No scrutiny required</p>	<p>enables scrutiny of financial performance.</p> <p>The council has operated a voluntary early retirement/voluntary redundancy scheme for each of the last three financial years, and a further scheme for 2013-14 has been approved. These schemes have achieved ongoing expenditure savings of around £11.2m.</p> <p>Management has recognised there is a pressure on remaining staff within the council. There is an increased focus on the number of employee performance development reviews undertaken annually, with the target being 100%. The council operates a leadership programme and a management training programme to help develop its existing staff.</p> <p>The council completed an organisational culture survey in 2012. A random sample of staff were asked to complete the survey and 50% responded. The results of the survey were generally positive, with management and staff both recognising a commitment to continuous improvement and improving the ways the council works.</p>	<p>No specific scrutiny activity</p>
<p><b>Asset management</b></p> <p>The council's arrangements for managing assets and how this key resource is used to support effective service</p>	<p>No scrutiny required</p>	<p>The council's Corporate Asset Management Strategy 2011-2015 (approved in March 2011) is a key component in the delivery of the Changing For The Future Programme.</p> <p>With the strategy now in place, the council is progressing with other project elements within Changing for the Future. The 'Property Utilisation and Rationalisation – Implementation' project commenced in April 2012, with a targeted completion date of June</p>	<p>No specific scrutiny activity</p>

Area	Risk assessment	Current position	What we plan to do
delivery.		2014.	
<p><b>Procurement</b></p> <p>How effectively corporate procurement contributes to the council maximising value for money in the goods and services it uses to deliver its services.</p>	No scrutiny required	<p>The council's score in the Procurement Capability Assessment (PCA) undertaken by Scotland Excel has increased steadily between 2010 and 2013 (from 33% in 2010 to 51% in 2013). This increase is encouraging although the council's PCA scores have been slightly below average (for all councils) for the last three years.</p>	No specific scrutiny activity
<p><b>Risk management</b></p> <p>The effectiveness of the council's arrangements for identifying, managing and mitigating risks and how its management of risk contributes to the successful delivery of public services.</p>	No scrutiny required	<p>In the previous AIP for the council this area was assessed as 'further information required'. We monitored developments in this area through routine audit work and the council has made sound progress.</p> <p>Internal audit conducted a review of risk management arrangements in 2011-12, which highlighted a number of areas for consideration. Risk management was also highlighted in the council's 2013-16 assurance and improvement plan as an 'area of uncertainty', as management had not yet implemented their response to the internal audit findings. Internal audit had highlighted that the council's previous risk management strategic plan was heavily focussed on insurance and business continuity risks, as opposed to strategic risks. The strategic management team were involved in a workshop session, facilitated by the Institute of Risk Management in Scotland.</p>	No specific scrutiny activity

Area	Risk assessment	Current position	What we plan to do
		<p>The policy and resources committee approved the updated strategic risk register in June 2013. This ensures that the council has an up to date register and that measures are in place to mitigate the likelihood and impact of significant risks. The format and scoring of risks within the strategic risk register will also be applied to all departmental risk registers. These are due to be completed by 31 March 2014 following facilitated sessions led by the council's risk and resilience manager. The council's tolerance and appetite for risk are set out in the revised risk management strategic plan. The scrutiny committee has been given responsibility for reviewing the strategic and department risk registers, and for reviewing annual risk management performance. The council has therefore taken steps to address its approach to risk management. The revised arrangements will take time to become fully embedded following revision to the departmental risk registers.</p>	
<p><b>Information management</b></p> <p>The effectiveness of the council's arrangements for managing information as a key resource in delivering services.</p>	<p>No scrutiny required</p>	<p>Information management is becoming a more prominent element of the internal audit plan as the council recognises risks in this area. At the request of the council, the appointed auditor performed specialised IT reviews during the 2012-13 audit, in particular looking at arrangements for compliance with information security management.</p> <p>Some key risks were highlighted because of this work. General annual audit work also identified potential to strengthen general control arrangements in respect of user access, and programme</p>	<p>No specific scrutiny activity</p>

Area	Risk assessment	Current position	What we plan to do
		<p>change management.</p> <p>Overall, this is an area of potential increasing risk. The IT team at the council have a number of projects underway to make improvements and internal auditors and monitoring progress in this area.</p>	
<p><b>Joint working</b></p> <p>Progress with any significant shared services initiatives, in particular in relation to governance or pace of implementation.</p>	<p>No scrutiny required</p>	<p>Joint working is well established in Dundee and amongst partners with joint teams in place for key service areas, for example the Community Adult Services Management Team and a number of co-located teams including the Social Work Drug, Alcohol and BBV Team located with substance misuse colleagues in Health.</p> <p>Changes in 2011/2012 created a more integrated public protection policy framework across child and adult protection services with an increasingly integrated approach to the way in which protection of people services are managed. A number of joint strategies are in place or being developed, such as joint commissioning strategies for older people and people with learning disabilities.</p> <p>Through Tayside Contracts Joint Committee, the council has a long-standing joint committee arrangement with Perth and Kinross Council and Angus Council. This arrangement covers catering, cleaning, roads maintenance, vehicle maintenance and winter maintenance throughout the Tayside area, employing 2,500 people across 300 locations.</p> <p>Working across the three Tayside local authorities, management is currently in the initial stages of undertaking scoping exercises for potential shared service arrangements.</p>	<p>No specific scrutiny activity</p>

Area	Risk assessment	Current position	What we plan to do
		<p>The council demonstrates a commitment to local partnership working through, for example, the ongoing Lochee pathfinder project for integrated children's services using the 'Getting it right for every child' approach.</p>	
<p><b>Efficiency</b> How effectively the council is improving its efficiency in response to the budget challenges being faced.</p>	<p>No scrutiny required</p>	<p>Corporate savings totalling £2.6m were held centrally at the time of 2013/14 budget setting. This included some efficiencies identified as part of the council's Changing for the Future improvement framework. The council produces an annual efficiency statement to monitor the level of efficiencies achieved.</p> <p>The budget has been set based on a continued council tax freeze, and assumes an allowance for non-collection of 3.2%. Based on the council's history of council tax collection, this appears a reasonable assumption.</p> <p>In setting the 2014/15 budget the council agreed savings of £3.7m in 2014/15 and £4.9m in 2015/16.</p>	<p>No specific scrutiny activity</p>
<p><b>Equalities</b> Whether the council is providing effective leadership of equalities and is meeting its statutory obligations.</p>	<p>No scrutiny required</p>	<p>In April 2011, the Equality Act 2010 introduced a new public sector 'General Duty' that encourages equalities to be mainstreamed into public bodies' core work so that it is not a marginal activity but central to how public bodies operate. One of the key requirements of the legislation is for public bodies to publish a set of equality outcomes (and reporting requirements) no later than 30 April 2013.</p> <p>Dundee City Council produced a new report on <i>Mainstreaming</i></p>	<p>No specific scrutiny activity</p>

Area	Risk assessment	Current position	What we plan to do
		<p><i>Equalities</i>, which the Policy and Resources Committee approved in April 2013. The report sets out the council's Equality Outcomes 2013-2017. The outcomes are mapped against Dundee's core SOA outcomes.</p> <p>A partnership event was held in Dundee in 2012, focusing on stimulating 'conversations' between agencies and individuals that allowed a shared understanding and open dialogue around equalities issues.</p> <p>The percentage of women in the top 2% of earners has fallen slightly and it is below the Scottish average with the council ranked 27 of 32 councils. The percentage of women in the top 5% of earners has increased slightly over the 3 years; however, it remains below the Scottish average with the council ranked 28 of 32 councils.</p> <p>The percentage of buildings that are suitable for disabled people has remained stable at just under 87% and this higher than the Scottish average of 74%. The council is ranked 9th out of the 32 councils.</p>	

# Service performance

42. The following table provides an assessment of scrutiny risk relating to the performance of the council's main inspected public services (education, social care services and housing) and non-inspected services (eg corporate services, culture and leisure services, environmental services).

Area	Risk assessment	Current position	What we plan to do
<p><b>Education</b> The quality of local education services and the resulting outcomes (including early years).</p>	<p>No scrutiny required</p>	<p>Inspection information over the past three years shows that overall, in all sectors; most inspections have been positive, with increasing evaluations of good and very good particularly within the primary sector. In most inspections, findings show that provision for pupils with additional support needs is effective. Families are well supported by multi-agency working. Across all sectors, children and young people will benefit from Dundee's commitment to cultural activities. Dundee schools record success in local competitions. A number of schools gain external accreditation, for example from Eco (Schools) Scotland awards.</p> <p>Over the last three years, most evaluations of pre-school provision, including for children with additional support needs, have been judged as satisfactory or better. Partner provider centres tend to have lower evaluations than local authority provision. In a few inspections, inspectors found weak practice. Good account is being taken of the Early Years Framework and the Early Years Collaborative across the city.</p>	<p>No specific scrutiny activity</p>

Area	Risk assessment	Current position	What we plan to do
		<p>Findings from inspections of the majority of primary schools in recent years are positive. A few schools are still involved with HM Inspectors due to provision being weaker and further inspection will take place over the next year. In recent years, where provision was evaluated as weak, including for curriculum and self-evaluation, this related to poor learning and teaching and the need for stronger leadership. Where schools had a further inspection, findings show progress and in a recent follow through evidence of very good progress.</p> <p>Overall, Inspectors report that schools are making progress in implementing Curriculum for Excellence. In the last year, the quality of learning experiences has been evaluated as satisfactory or better in most schools.</p> <p>In recent years, the majority of inspections of secondary schools have been positive. However, inspectors noted the need to continue to improve performance across Dundee, particularly in attainment. Inspections highlight a need for better consistency in learning and teaching across departments within individual schools. The curriculum has been evaluated as satisfactory in most inspections.</p> <p>Across Dundee, in recent years, in the majority of inspections, HM Inspectors identified year-on-year improvement in attainment at S1 to S3. Over the past year, SQA results from S4 to S6 show some improvement. However, performance across the council needs to improve. There also continues to be the need to improve attainment for those who are the lowest performing. The council recognises that</p>	



Area	Risk assessment	Current position	What we plan to do
		<p>improving attainment for all is one of their key challenges. For Dundee, work is needed to close the gap between Dundee and the national position but also against comparator councils.</p> <p>Inspections show that establishments have appropriate arrangements to help keep children safe and protected from harm. Inspection findings show that positive multi-agency working across the authority helps meet the needs of pupils who require additional support.</p> <p>Surveys carried out on inspections overall show that almost all parents are positive about services available to support their children with additional support needs.</p> <p>Effective partnerships exist with other councils, in particular those nearby such as Angus and Perth and Kinross to take forward common priorities.</p>	
<p><b>Social care services</b> The quality of local social work and care services and the resulting outcomes (including adult care, older people's services, learning disability services, criminal justice services, mental health services, children and families).</p>	No scrutiny required	<p>Performance data suggests that delivering child care services in Dundee continues to be a challenge for the council. National indicators show Dundee social work services are similar to most other authorities with a few exceptions:</p> <ul style="list-style-type: none"> <li>In March 2013, Dundee had just over 700 looked after children, this is equivalent to 2.4% of the population aged 0-18 compared to a Scotland figure of 1.5%. It is positive that, despite Dundee City being ranked 31 out of 32 authorities for the number of children looked after in July 2012, 93.6% of these children were looked after within a community setting, 6.4% were in residential care, and a significant number were placed with kinship carers. Data</li> </ul>	No specific scrutiny activity

Area	Risk assessment	Current position	What we plan to do
		<p>provided by Dundee also shows a reduction in the length of stay in secure care during 2012/13 compared to the previous year representing a positive change.</p> <ul style="list-style-type: none"> <li>• In July 2012, Dundee City Council had 82 children on the child protection register this is above the Scottish average. Dundee City was ranked 25 out of 32 authorities in Scotland for the percentage of reports submitted to SCRA within the 20 days timescale.</li> <li>• The Care Inspectorate led a joint inspection of services to protect children and young people in Dundee in February 2012. This inspection identified particular strengths that had made a difference to children and families eg voluntary organisations worked well and there was in place joint leadership and direction that were supporting improvements. Areas identified for improvement included the need to strengthen initial assessments of risks for new concerns about children already receiving a social work service; improving the coordination of support for children following de-registration from the child protection register. The Care Inspectorate was confident that services would be able to make these necessary improvements and as a result, there was no need to make further visits because of this inspection.</li> </ul> <p>The council continues to face major challenges in providing and modernising adult services with the task of providing services for older people becoming increasingly challenging. In common with social works services throughout Scotland, Dundee City Council is implementing policies that are moving towards the personalisation of</p>	

Area	Risk assessment	Current position	What we plan to do
		<p>support to people who use services and their carers with more focus on outcomes for people. Dundee performed well in delivering services to people with learning disabilities.</p> <p>Most national data for older people show Dundee City performing around the average for Scotland. However, numbers of people who are in hospital and have their discharge delayed are low for people living in the Dundee area. In July 2013, there were 12 people delayed, this is equal to 0.8 per 10,000 population compared to the Scotland rate of 1.2 per 10,000.</p> <p>Dundee social work department produced an action plan showing how they intended to implement recommendations made from scrutiny in 2011. The action plan has been completed and with the provision of an extensive range of evidence provided to the Care Inspectorate, all recommendations have been met.</p>	
<p><b>Housing and homelessness</b></p> <p>The quality of housing and homeless services and the resulting outcomes.</p>	No scrutiny required	The SHR is currently in the process of completing work with Dundee City council. The outcome of this work will be reported early in 2014/15.	No specific scrutiny activity
<p><b>Non-regulated services</b></p> <p>Particular strengths and challenges in the range of non-regulated services</p>	No scrutiny required	Performance in non-regulated service areas, as with all councils, varies across service areas. There are some areas of high performance and some areas for improvement. A summary of these, evidenced by performance indicator data, are provided below however	No specific scrutiny activity

Area	Risk assessment	Current position	What we plan to do
<p>provided by the council, and any significant changes to performance.</p>		<p>there are no areas where we feel performance levels are of sufficient concern to require specific scrutiny activity.</p> <p><b>Cultural and (community) leisure services</b></p> <p>Attendances at swimming pools are falling although the council is still above the national average. Attendance at other indoor sports and leisure facilities is also falling but remains in line with the Scottish average. Visits to libraries have reduced but are significantly higher than the national average. Museum visits have fallen overall during the 3 years, although they did increase in the final year and are above the Scottish average.</p> <p><b>Development, environmental and protective services</b></p> <p>The council is performing well in terms of the time taken to deal with major applications and domestic complaints. However, there is scope to improve responses to business advice requests and complaints relating to noise.</p> <p><b>Roads and lighting</b></p> <p>The percentage of the road network that should be considered for maintenance treatment increased slightly in 2012/13 but remains below the national average.</p> <p><b>Waste management</b></p> <p>The net cost of refuse collection and disposal per premise has both increased over the past three years. Note that the council is above the national average for collection costs but below the national average for disposal costs. The council's overall cleanliness index has increased by 1 point over the 3 years to 73; this is below the national average of</p>	

Area	Risk assessment	Current position	What we plan to do
		<p>75 and places the council 20th out of the 32 Scottish councils.</p> <p>The council monitors performance through the relevant committees.</p> <p>We are satisfied that the appropriate measures are in place to identify performance issues and prioritise corrective action.</p>	

# Improving and transforming public services/public performance reporting

43. The following table provides an assessment of scrutiny risk relating to how the council is improving and/or transforming public services, and the extent to which it is meeting its public performance reporting obligations under the Local Government in Scotland Act 2003.

Area	Risk assessment	Current position	What we plan to do
<p><b>Improving and transforming public services</b></p> <p>The council's arrangements for continuing to deliver services with reducing resources and growing demand, and what impact this is having on service outcomes.</p>	No scrutiny required	<p>'Changing for the Future' (CftF) provides the main focus for the council's improvement agenda. Projects within the overall programme are identified within one of four subprogrammes: reshaping service delivery models; service prioritisation; enabling the change; and assets. Since the launch of CftF in 2010, 49 projects have been undertaken, and of these 23 are considered as being complete. There are currently 16 projects underway and of these, 12 are considered longer-term projects anticipated to end after 2014. The council is now looking to progress with stage 3 of the CftF plan. This stage recognises that whilst the CftF is intended to be a corporate improvement programme, a number of projects in phase 2 were specialised and focused on departmental activity. The management expects 14 projects to be included in phase 3 of the programme and while these have yet to be finalised, there is an emphasis to focus on wider corporate initiatives and focus on areas where benchmarking has shown the council to be an outlier compared to comparable councils.</p> <p>The council has an overarching plan (<i>The Council Plan 2012-2017</i>) that</p>	No specific scrutiny activity

Area	Risk assessment	Current position	What we plan to do
		<p>sets out a framework with the aim of helping and support positive change for local people and communities. The plan is in line with the SOA outcomes and a number of corporate outcomes to help deliver a more efficient, streamline, and fairer service to the local communities.</p> <p>Through its corporate performance scorecard the council reports on progress against key indicators and compares performance with other councils. There were some indicators which highlight a reduction in performance or areas where the council is not performing as well as other councils in Scotland:</p> <p>The percentage of road networks that should be considered for maintenance, while better than the other cities, showed a decline in performance. The council has increased capital allocations for road reconstruction over the next four years to address this,</p> <p>The percentage of recycled household waste also decreased, but in April 2014 the council approved a report on the improvement and expansion of domestic recycling services which it anticipates will result in a step change in performance over the next three years.</p> <p>Three other areas showed worse performance when compared to other councils: rent loss on empty homes; number of homecare hours received as a percentage per 1,000 population aged 65+; and days lost per employee for all other staff. The council reviewing the lettings process and monitoring the other areas closely.</p> <p>Dundee City Council's performance report for 2013 provides details on the council's performance in many areas including financial performance, highlighting areas of improvement and areas where further action is</p>	

Area	Risk assessment	Current position	What we plan to do
<p><b>Public performance reporting (PPR)</b></p> <p>The progress that is being made by councils in meeting their PPR obligations.</p>	<p>No scrutiny required</p>	<p>needed.</p> <p>The performance report provides details on the council's performance in many areas ranging from the council plan to financial performance. The corporate performance scorecard looks at the performance of the council in relation to key indicators that allow comparison between previous years as well as against other councils. There were two areas that showed a decline in performance compared to the previous year: percentage of road networks that should be considered for maintenance; and percentage of household waste recycled.</p> <p>In June 2013 Audit Scotland published a report on Public Performance Reporting. The report presented the findings of an assessment of all 32 councils' PPR arrangements for the 2011/12 financial year in accordance with the Accounts Commission SPI Direction for 2013/14 (December 2012). The review assessed whether each council fully, partially or does not meet the corporate assessment themes and service areas set out in the Direction. The assessment of Dundee City Council's PPR showed that in the majority of cases the arrangements fully or partially met the criteria.</p>	<p>No specific scrutiny activity</p>



# Appendix 1: Scrutiny plan

DUNDEE CITY COUNCIL 2014/15												
Scrutiny activity year 1	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
No risk based scrutiny planned for Dundee City Council in 2014/15												
<b>National or supported self-evaluation work year 1</b>												
Targeted follow-up of <i>Arm's-length external organisations (ALEOs): are you getting it right?</i> report	X											
Targeted follow-up of <i>Major capital investment in councils</i> report.			X					X				

DUNDEE CITY COUNCIL 2015/16												
Scrutiny activity year 2	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
No risk based scrutiny planned for Dundee City Council in 2014/15												
<b>National or supported self-evaluation work year 2</b>												
No risk based scrutiny planned for Dundee City Council in 2014/15												

DUNDEE CITY COUNCIL 2016/17	
Indicative scrutiny activity for third year	Potential scrutiny bodies involved
No risk based scrutiny planned for Dundee City Council in 2014/15	n/a

**Note:** The focus of the AIP is strategic scrutiny activity - that is, scrutiny activity which is focused at a corporate or whole-service level. However, there will also be baseline scrutiny activity ongoing at a unit level throughout the period of the AIP, for example, school and residential home inspections. Scrutiny bodies also reserve the right to make unannounced scrutiny visits. These will generally be made in relation to care services for vulnerable client groups. The annual audit of local government also comprises part of the baseline activity for all Councils and this includes work necessary to complete the audit of housing benefit and Council tax benefit arrangements. Education Scotland, through the Area Lead Officer, will continue to support and challenge education services regularly and as appropriate. The Care Inspectorate will continue to regulate care services and inspect social work services in accordance their responsibilities under the Public Services Reform (Scotland) Act 2010.