

BVAR Strategic Summary Progress Update	
Committee Report Ref:	MC 004
Report Date:	07/06/21
Committee Date:	30/06/2021

Key	Not Started	Concern	Caution	On Target	Complete			
RAG	% Completed	Target Date	Lead	Priority	Workstreams (BV Recommendations)	Status Update	Decisions Required/Made by cmt/smt	
	70	May 2021	DCE (ECOD)	1	Increase the pace of Transformational Change	<p>Report 003 Update: Preparations have progressed to report the updated position on IMP and investment projects to the council. There may be time implications resulting from the pre-election period and consideration is being given to how to progress in this environment.</p> <p>Report 004 Update: Decisions at council on 12/5/21 has provided direction on future IMP which will enable progress to be made across a number of projects. Amber rating due to vacant HoT and time required to recruit and catch up on learning estate</p>	<p>Report 002 Update: 01.3.21: Change target date to May 2021</p>	
	50	July 2021	H/GSP	2	Improve Performance Management reporting/Improve the quality and clarity of Service Performance reporting	<p>Report 003 Update: Reasonable progress continues to be made towards the target dates set and getting a revised structure in place. Restrictions on the time of senior officers and RIO's (due to Covid-19 response) have meant that there has been some slippage in these target dates. Whilst the quality of material produced is not as high as it ideally could have been, the bulk of improvements have been made and further refinements can take place going forward.</p> <p>Report 004 Update: Good progress has been made on improving the focus of performance management with one cycle of revised reporting. Further work is required on LOIP and Corporate Plan reporting and on training of staff and councillors in the process which is the reason for the amber rating. This work is on schedule for August schedule of meetings</p>		
	35%	Feb 2022	DCE (EEF)	1	Financial Planning	<p>Report 003 Update: There is a seasonal element to this work and following approval of the budget for 2021/22 and updated MLTFS little progress was planned for the remainder of March. Following discussion at CMT agreed the need to incorporate a budget for service improvements and to include planned use of ear-marked reserves in next iteration of MLTFS, following summer recess.</p> <p>Report 004 Update: Following Council approval of the updated IMP the next stage is to update the financial plan to reflect the outturn of 2020/21 and current levels of Covid related funding from Scottish Government.</p>		
	30	Oct 2021	H/HR ICT & OD	3	Implement the Elected Member Development Strategy	<p>Report 003 Update: Full range of development requirements captured and development activity planned. Blended solution for leadership development being developed and draft appraisal process work begun.</p> <p>Report 004 Update: This work has stalled due to resourcing issues, some of which will be resolved from early June at which point the work will be prioritised.</p>		
	50	Sept 2021	H/GSP	4	Continue to progress the Governance Review	<p>Report 003 Update: Good progress has been made in the review. All of the issues and options have been identified with the timing of decision making having been interrupted by the wider Covid-19 response. A further workstream, review of second tier governance documents has been identified and can be progressed meantime.</p> <p>Report 004 Update: Information gathering and identification of options taken place for Governance review, however the impact of Covid has delayed the making of a final decision. Deadline has been extended to Sept 21.</p>	<p>Report 003 Update: 26.4.21: Change target date to September 2021 to reflect ongoing Covid situation which has deferred long term decision</p>	
	40	June 2023	H/E	2	Improve Educational Attainment	<p>Report 003 Update: Requirement to respond to changing environment re school attendance, testing, and to deal with SQA accreditation process has placed pressure on the system that has left limited scope for progressing normal improvement actions.</p> <p>Report 004 Update: Work continues at pace alongside managing outbreaks over the last reporting period. The Alternative Certification Model has created significant additional workload to the system in supporting processes to provide provisional grades for young people by the end of June. Across the BGE staff are ensuring that they have identified the gaps in learning as pupils have returned full-time and gathering evidence of achieving CFE levels for national reporting purposes in June.</p>		

	30	Dec 2021	H/H&P	5	Improving satisfaction levels in Housing	<p>Report 003 Update: Good progress continues to be made. Feedback from others councils on their approach to tenant surveys has been received earlier than expected and this is being analysed. Stock Condition Survey report received and the investment for the next 30 years will be profiled in the review of the HRA Business Plan.</p> <p>Report 004 Update: Good progress continues to be made. Tenant survey feedback from other LA's analysed and summarised into a report. Findings incorporated into tenant survey tender document and tender issued. Investment profiles for existing and new housing carried out in preparation for Business Plan Review in June 2021.</p>	Report 002 Update: 01.3.21: Maintain overall timescale but extend target date from June to August for learning from other councils.
	60	April 2021	CEx CPP		Continue working with CPP to determine clear outcomes and milestones and Performance reporting	<p>Report 003 Update: CPB to be held on 28 April 2021.</p> <p>Report 004 Update: Priority plans now in place which provides foundation for performance reporting to be on stronger footing. Performance report to CPB in June. Poverty work remains a gap but temp Chair in place for FMF and council poverty team when recruited can provide some support to partnership working in this area.</p>	
	50%	Oct 2021	CEx	1	Accounts Commission Findings: Need for clear committed and decisive leadership	<p>Report 003 Update: Leadership development research progressing albeit slowly due to resourcing and other pressures, interim paper and provision being finalised.</p> <p>Report 004 Update: Leadership development work has been delayed further due to additional resourcing issues. Other work will require to be re-prioritised to release resource to progress this work.</p>	

Key	Issues (I)	Major Risks (R)	Change Request (C)	Issues / Major Risks / Change Requests	Targets for Next Period
R1				<p>Increase the pace of transformational change: (I) Flexible Working project will be informed by the longer term homeworking considerations which will precede the work of the group to some extent.</p> <p>Increase the pace of transformational change: (R) Vacancy for H/Transformation and Inclusion Manager (Now DHT) - impact on specific projects and overall programme. Pandemic is adding pressure and requires attention on day to day operation which draws focus from development work</p>	<p>Increase the pace of transformational change: Progress DAR, job descriptions and identify phasing for project resources Progress recruitment for core team Review project documents and processes to trigger next project stage as approp for each Develop high level project plan/timelines for learning estate Develop plans for options appraisal for learning estate Progress procurement/commissioning for relevant IMP projects</p>
R2				<p>Improve Performance Mgmt: (R) Lack of engagement by councillors or officers with development activity due either to current pressures or individual approach</p> <p>(I) Part of development work links with R4, R8 and accounts comm section</p>	<p>Improve Performance Mgmt: Aug 21: Annual corporate plan report format agreed and indicators approved. Sept 21: Finalise service PI review and incorporate into Q1,2 performance reports to service committees.</p>
R3				<p>Financial Planning: (I) Part of the work is dependent on IMP</p>	<p>Financial Planning: Draft prioritisation of investment templates. Incorporate planned programme of spend from reserves into Medium to Long Term financial strategy ; add budget pressure for service improvements. Update for outturn 2020/21</p>
R4				<p>EMs Development Strategy: (I) Overlaps and interdependencies with R8 and Accounts Comm.</p> <p>(R) Lack of engagement from EMs would impact on achievement of outcomes.</p>	<p>EMs Development Strategy: CMT input to corporate development needs obtained. Final agreement on design of blended solution agreed and methodology for appraisals and psychometric tool activity. Final agreement on EM activity development planner so EMs can access and dates for activity planned. To restart work following new start within OD team.</p>
R5				<p>Governance Review: (R) Continue to progress the governance review: Covid-19 response has delayed a final decision on committee structure.</p> <p>(C) Streamline processes including reviews of committee structures, Scheme of Delegation and reporting to Committees: Amend target date to Sept 2021 to reflect ongoing Covid situation which has deferred long term decision</p>	<p>Governance Review: Proceed with review of second tier governance documents. Agree post Covid committee structure.</p>
R6				<p>Raising Attainment: (I) Consultation on the PLL plan has been curtailed due to Covid-19 and will be carried over to the next reporting period. (I) Following Covid-19, schools are beginning to engage with RRSAs. Building Relationships Programme on hold till August 2021.</p> <p>(R) ACEL attainment moving forwards taking into account emerging evidence of pupil participation during lockdown including parent over-assistance in learning. Continued need for consistency of assessment and moderation processes. (R) Wellbeing of all learners, their parents and staff continues to impact and ELC settings/schools continue to work with their communities in reducing risk. This may have impact on ACEL, ACM and wider learning.</p>	<p>Raising Attainment:</p>
R7				<p>Satisfaction Levels in Housing: (C) Extend completion date for the "Learn from other Councils with higher satisfaction results" from June 2021 to August 2021. The return to lockdown has restricted the service and other authorities availability to respond to requests for information.</p>	<p>Satisfaction Levels in Housing: Tenant satisfaction survey consultant tenders to be returned and assessed before making appointment. Housing investment programme to be incorporated into the HRA Business Plan Review. Business Plan review to begin.</p>
R9				<p>CPP: (I) Progress dependent on engagement of CPP.</p>	<p>CPP: Further develop overview of poverty governance and link with new council poverty team once appointed Complete performance reports and report to June CPB</p>
				<p>Accounts Commission: (R) Progress dependent on EM and senior officer engagement with development programme/activity</p>	<p>Accounts Commission: Agreement on blended approach to Leading in Complexity and 3 Horizons so the launch to senior managers can be planned and implemented. Work to be reprioritised to allow this work to progress.</p>

Programme Summary

Report 002 Update:	There is progress in all areas but timescales have been revised in a number of workstreams in light of ongoing challenges in relation to the national pandemic. Members' attention is also drawn to the separate report to this meeting of Council on Covid related pressures and the impact on council services.
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Report 003 Update:	Progress continues in all areas but timescales have been revised in one workstream in light of the continuing challenges in relation to the national pandemic. Audit Scotland are cognisant of the challenges and impact of covid-19 on the Council and will reflect this in their reporting. Information that would help convey this context will be made available for this purpose.
Report 004 Update:	Delays with Elected member development and leadership development due to resourcing issues have impacted on progress. Successful recruitment and re-prioritisation of work should allow for more progress in the next period. Information gathering and identification of options taken place for Governance review, however the impact of Covid has delayed the making of a final decision. Deadline has been extended to Sept 21.