

BVAR Strategic Summary Progress Update	
Committee Report Ref:	006
Report Date:	06/12/2021
Committee Date:	19/01/2022

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	
	90%	May 2021	DCE (ECOD)	1	(R1) Increase the pace of Transformational Change	<p>Report 003 Update: Preparations have progressed to report the updated positon 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</p> <p>Report 005 Update: Work is underway to progress recruitment per 12/5 council decision. Next stage has been set out for each project and to be confirmed with lead officers to enable progress. Priority is being given to learning estate work in preparation for potential LEIP 3 bid in September and for free school meals roll out. Transformation work is limited in progress pending appointments to vacancies, which is in progress. A review has been completed and issued to HoS re the next stage for each project, meantime progress is service based. Work is progressing as planned for the learning estate. A number of transformation projects are moving slowly while recruitment is underway. However, a report on well-being has been prepared for the council on 15/9 based on links with the ASN review work.</p> <p>Report 006 Update: Progress on learning estate is now being established in line with developing project plan. Board should be up and running in Dec. Working with SFT to produce LEIP bid ready for SG announcement. Educ projects and governance now taking shape with recent appointment of PM. Significant work in next quarter. Moving positively and HoT should assist amber areas in early 2022.</p>	Report 002 Update: 01.3.21: Change target date to May 2021	
	97%	July 2021	H/GSP	2	(R2) 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 RIOs (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 005 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.</p> <p>Good progress made on Service plan and performance reporting, to aid strategic scrutiny, with a whole cycle in the new format. LGBF has been incorporated into these reports. There has been some slippage in development of a new Corporate Plan reporting format, now due in August, and in the refinement of PI's for committee reporting. Outcome based planning e-learning progressing and due for launch in September following pilot testing in August. Report on progress of outcomes in Corporate Plan due in August. Corporate Plan annual report due to full Council on 15 September 2021. 6 monthly service planning reports in place. New quarterly management reports (including refreshed service PI's) being rolled out Oct 2021. Training and development resources progressing.</p> <p>Report 006 Update: Most action in this workstream is completed. There are development sessions planned for officers and members to address training needs, which is the last significant action. There are a few outstanding points in relation to service performance indicators and these will be finalised as soon as possible, however, the majority of this work is complete.</p>		
	60%	Feb 2022	DCE (EEF)	1	(R3) 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> <p>Need to update short term financial plan to reflect this and report to members after the recess.</p> <p>Report 005 Update: Overview updated per above, need to update short term financial plan to reflect this and report to members after the recess. Updated short term financial plan with particular reference to Covid ear-marked reserves to be reported to committee in August. Updated short to medium term financial plan and reserves policy to be reported to Council on 15 September.</p> <p>Report 006 Update: Updated short to medium term financial plan and reserves policy to be reported to Council on 30 November and again following Scottish Spending Review on 19 January 2022. Further reserves ear-marked.</p>		
	100%	Oct 2021	H/HR ICT & OD	3	(R4) 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> <p>Report 005 Update: Resource issues are resolved, work is progressing on the next stages of the EM development activity. Development work with IS on scrutiny and other key issues progressing, linking closely with Scrutiny Charter work, other methods to improve self-awareness being brought forward. Planning session for scrutiny development planned, other work progressing.</p> <p>Report 006 Update: Development programme implemented and planned activity available to EMs. Most work on this workstream is now concluded. Outstanding item is a scrutiny workshop which was scheduled and requires review following council decision on scrutiny and availability of members.</p>		
	60%	Sept 2021	H/GSP	4	(R5) 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>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 005 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. A revised structure has been agreed, taking account of split in Depute Chief Executive responsibilities. Formal amendments to the Scheme of Administration to be approved In September 21.</p> <p>Report 006 Update: Planned review now complete. Moving to the next phase of indexing, then reviewing second tier governance documents</p>	Report 003 Update: 26.4.21: Change target date to September 2021 to reflect ongoing Covid situation which has deferred long term decision	

	85%	June 2023	H/E	2	(R6) 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> <p>Report 005 Update: With schools on holiday, work has focussed on central team preparations for schools return, including updated Covid mitigations. Work on the ASN review has progressed and will provide essential actions for the development of the Moray wide strategy for supporting all learners.</p> <p>Report 006 Update: Schools/ELC settings continue to focus on recovery as well as continually dealing with the impact of Covid 19 in terms of absence of pupils and staff. Absence has also been impacted on due to recurring winter bugs and colds/flu where staff/pupils have no immunity to this. There remains a focus on improvement however staff absence is impacting on collegiate time around this as well as HTs, other senior leaders and Covid Teachers are being used to keep schools open and so negates the additional staffing to focus on interventions to raise attainment.</p>	
	95	Dec 2021	H/H&P	5	(R7) 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> <p>Report 005 Update: Following the appointment of the consultant work remains on target to conduct the tenant survey this year, in accordance with regulatory framework. Progress continues to be good, with the consultant who undertook the previous survey appointed and undertake an enhanced methodology agreed which will be interviewer-led with a sample of 1,500 households, as opposed to a postal survey to all tenants. An initial inception meeting was held on 14 July and the following programme agreed: Fieldwork – 23 August – 15 October; Results Initial Review – 22 October; Final Report – 19 November.</p> <p>Report 006 Update: Fieldwork for comprehensive tenant survey completed and draft report presented to officers. High level summary shared with Audit Scotland and following officer comments/finalisation of report, a presentation for members will take place early in the new year, further to which the findings will be reported to Housing & Community Safety committee.</p>	<p>Report 002 Update: 01.3.21: Maintain overall timescale but extend target date from June to August for learning from other councils.</p>
	100%	April 2021	CEx CPP		(R8) 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> <p>Report 005 Update: Recruitment is progressing for senior policy officer post.</p> <p>Report 006 Update: Planned actions are now completed and this stream will continue as ongoing work. SPO (Poverty) appointed and will provide support for council poverty aspects which in turn will support the partnership work.</p>	
	85%	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. Interim arrangements for leadership development being progressed. Wider research on future developments to continue.</p> <p>Report 005 Update: Interim arrangements for leadership development being progressed. Wider research on future developments to continue. Leadership development activity is continuing based on previous programme, further L&S leadership development activity to be promoted and implemented. Change request made for delivery date of leadership development actions, interim paper being amended following initial feedback.</p> <p>Report 006 Update: Interim leadership development activity implemented. Second tier governance documents (under review per tab 5, action 10) to include provision for a Group Leaders/Senior Councillors forum to assist with policy and budget development.</p>	

Key	Issues (I)	Major Risks (R)	Change Request (C)
Issues / Major Risks / Change Requests			
R1	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.		R1 Increase the pace of transformational change: Further work on job descriptions and phasing for project resources Progress procurement/commissioning for relevant IMP projects Report to council on well-being 15/9 March 22 - draft strategy underway / Leip bids drafting well progressed / Inveravon consultation underway and feedback report prepared
	Increase the pace of transformational change: (R) Vacancy for H/Transformation and Inclusion Manager - 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		
R2	Improve Performance Mgmt: (R) Lack of engagement by councillors or officers with development activity due either to current pressures or individual approach		R2 Improve Performance Mgmt: Dec - members devt session planned with IS Outcomes planning - officer session being worked on
	(I) Part of development work links with R4, R8 and accounts comm section		
R3	Financial Planning: (I) Part of the work is dependent on IMP		R3 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 Update short term financial plan
R4	EMs Development Strategy: (I) Overlaps and interdependencies with R8 and Accounts Comm.		R4 EMs Development Strategy: Circulate calendar of activity, complete scheduling of 6 monthly one to ones, complete arrangements for IS workshop for August. Further develop workshops with IS, demo psychometric tool to CMT 10-11-21: Completion of IS Workshop on 2/12.
	(R) Lack of engagement from EMs would impact on achievement of outcomes.		
R5	Governance Review:		R5 Governance Review:
R6	Raising Attainment: (I) PLL plan to be represented to LNCT at the beginning of Term 1 2021/22. (I) Following Covid-19, schools are beginning to engage with RRSA. Building Relationships Programme on hold till August 2021.		R6 Raising Attainment:
	(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. (R) Additional staffing is being used to keep classes functioning and schools open and so there is a new risk of reduction in capacity as well as not being able to fully utilise the Covid monies to focus on interventions etc to raise attainment and fully support recovery.		
R7	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.		R7 Satisfaction Levels in Housing: Complete procurement assessment and tender documentation for a consultant to carryout the next tenant satisfaction survey Issue tender documentation for the undertaking of the tenant survey to suitable consultants. Analysis of feedback from other LA's. Tenders to be returned for next tenant survey. Tenders to be assessed and appointment made. Review of Business Plan to have begun Develop questions and form for the tenant survey. Provide back data for the Business Plan review by consultant Agree questions with consultant and discuss intended approach with Scottish Housing Regulator, which Audit Scotland will have regard to in follow-up Comment on draft report, arrange presentation of final report to elected members and remit to H&CS committee.
R8	CPP: (I) Progress dependent on engagement of CPP.		R8 CPP: Further develop overview of poverty governance and link with new council poverty team once appointed
	Accounts Commission: (R) Progress dependent on EM and senior officer engagement with development programme/activity (C) Request for delivery date for leadership development actions to be extended to Dec 2021		Accounts Commission: Joint programme drafted, initial activity identified and scheduled Circulate draft proposals to review capacity and ways of working of CMT and SMT to CMT / SMT Agreement on blended approach to Leading in Complexity and 3 Horizons so the launch to senior managers can be planned and implemented Alternative measures to be put in place to allow work to progress Interim leadership development options paper finalised Interim paper signed off and L&D activity promoted/implemented 10-11-21: leadership development programme being implemented.

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.
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.
Report 005 Update:	There is progress overall in all areas but timescales have been revised to align Elected Members and senior officer development programmes. Work continues to mobilise skills and expertise for the extended IMP, in particular recruitment in accordance with the decision of Moray Council on 12 May 2021. Complete cycle of performance management achieved.
Report 006 Update:	There is progress overall in all areas. There is progress in particular in the recruitment of the skills and expertise of a Transformation Team agreed to ensure corporate management across all two phases of the IMP. Tenants satisfaction survey completed and scheduled for Housing & Community Safety Committee early February 2022.
Report 007 Update:	
Report 008 Update:	
Report 009 Update:	