

BVAR Strategic Summary Progress Update	
Committee Report Ref:	MC 003
Report Date:	26/04/21
Committee Date:	12/05/2021

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 002 Update: Work on investment options has advanced and is being framed in the context of the IMP transformation programme to present to council as next stage if IMP with focus on Education which was identified in the original IMP but is now being developed. Main risk is lack of resource for transformation as a result of vacancies. Overall progress has also been impacted and slowed as resources were diverted to Covid response and normal annual budget processes. As a result there are change request for timescales and the position will require ongoing monitoring review while resourcing is resolved. (Note: progress % excludes learning estate which is a major project on its own).</p> <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>	Report 002 Update: 01.3.21: Change target date to May 2021
	50	July 2021	H/GSP	2	Improve Performance Management reporting/Improve the quality and clarity of Service Performance reporting	<p>Report 002 Update: Reasonable progress has been 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 and the quality of material produced is not as high as it could have been. There has also been slippage in the production of a national Local Government Benchmarking Framework (LGBF). It is anticipated that targets will substantially met although there will still be scope for further ongoing improvements.</p> <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>	
	35%	Feb 2022	DCE (EEF)	1	Financial Planning	<p>Report 002 Update: Interim update drafted for council meeting 3 March 2021. Outline approach to balancing budget included and updated. Budget gap for next two years - medium to long term strategy under development - no firm figures to put against themes yet. Planned use of ear-marked reserves will link to priorities as very little spend to save.</p> <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>	
	30	Oct 2021	H/HR ICT & OD	3	Implement the Elected Member Development Strategy	<p>Report 002 Update: Engagement with elected members well progressed with all offered 1 to 1 session with 70% participation rate. Draft activity plan prepared with a calendar of activity set out. This will be made available to EMs in conjunction with implementation of the development framework.</p> <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>	
	50	April 2021	H/GSP	4	Continue to progress the Governance Review	<p>Report 002 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 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>	Report 003 Update: 26.4.21: Change target date to September 2021 to reflect ongoing covid situation which has deferred long term decision

	40	June 2023	H/E	2	Improve Educational Attainment	<p>Report 002 Update: Progressing in all areas through a Covid lens. Continuation of work within Education in relation to school improvement and improving education attainment, including key priorities, risks, actions and next steps arising from constant response to national guidance and directions on Covid-19 lockdown, recovery and return. Remote Learning continues with e-form survey issued to gather engagement/participation/entitlement information and outcomes to inform next steps in developing strategy. National e-learning offer continues to be developed with planned work for Easter 2021. Scoping for possible Easter 2021 Study Support sessions underway.</p> <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>	
	30	Dec 2021	H/H&P	5	Improving satisfaction levels in Housing	<p>Report 002 Update: Good progress being made. Require to amend target date for learning from other councils as all councils busy dealing with impact from current lockdown.</p> <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>	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 002 Update: CPP planning work is difficult to prioritise due to other pressures although effective working is continuing on the ground (e.g. in locality groups). An update report has been provided to the CPB indicating that draft delivery plans have been prepared and presenting the Child Poverty Action plan. The aim is to present final plans to the next CPB in April.</p> <p>Report 003 Update: CPB to be held on 28 April 2021.</p>	
	50%	Oct 2021	CEx	1	Accounts Commission Findings: Need for clear committed and decisive leadership	<p>Report 002 Update: Following research and benchmarking exercise, leadership development proposals will be drafted and presented for discussion to CMT. Joint Leadership / Members programme drafted with timeline and Finalise sequence and timings of implementation of the joint programme</p> <p>Report 003 Update: Leadership development research progressing albeit slowly due to resourcing and other pressures, interim paper and provision being finalised.</p>	

Key	Issues (I)	Major Risks (R)	Change Request (C)				
Issues / Major Risks / Change Requests				Targets for Next Period			
1	(I) Flexible Working project will be informed by the longer term homeworking considerations which will precede the work of the group to some extent.			1	<p>Increase the pace of transformational change: Lead officers to continue to define benefits and report via Boards; consideration of Investment Templates. Flexible working group to meet and develop detailed actions for plan; report to council 24/3 on next phase IMP to determine prioritisation of programme of work; Will also consider investment templates and project team. This may be phased over more than one report</p> <p>Resolve resourcing for H/svc post and progress appr for Learning Estate.</p> <p>Research and benchmarking on flexible working approaches started, first meeting held and initial thinking on possible future direction considered.</p>		
2	(R) Increase the pace of transformational change: 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			2	<p>Improve performance management reporting: Detailed plan finalised and agreed, first development sessions scheduled; finalise format for Q4 (annual) service plan/performance reports; annual corporate plan report format prepared; establish a clear calendar and annual reporting cycle. Annual corporate plan report format agreed and indicators approved.</p>		
3	(R) Continue to progress the governance review: Covid-19 response has delayed a final decision on committee structure.			3	<p>Financial Planning: Draft prioritisation of investment templates.</p> <p>Incorporate planned programme of spend from reserves into Medium to Long Term financial strategy ; add budget pressure for service improvements</p>		
4	(R) Impact on Senior Phase attainment through lack of long term clarity on expectations regarding provisional grades and any associated national moderation and appeals processes. Lack of clarity regarding National ACEL data collection and time available for robust assessment and moderation within the BGE.			4	<p>Implement the Elected Member Development Strategy: CMT input to corporate development needs obtained.</p> <p>Final agreement on design of blended solution agreed and methodology for appraisals and psychometric tool activity.</p> <p>Final agreement on EM activity development planner so EMs can access and dates for activity planned.</p>		
5	(R) Wellbeing of all learners, their parents and staff on full return in order to reorientation and engage fully in learning and teaching activities, improving attainment.			5	<p>Continue to progress the governance review: Proceed with review of second tier governance documents.</p>		
6	(C) Improve satisfaction levels in Housing: 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.			6	<p>Continue work with CPP to determine clear outcomes and milestones and performance reporting: Finalise delivery plans for April Board; consult/engage with partners on poverty governance</p>		
7	(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			7	<p>Improve satisfaction levels in Housing: Issue tender documentation for the carrying out of the tenant satisfaction survey in 2021. Profile the investment required for the housing stock over the next 30 years for inclusion in the review of the HRA Business Plan.</p>		

8		8	Improve Educational Attainment: Successful return of all pupils on 12 April 2021.
9		9	Accounts Commission Findings: Agreement on blended approach to Leading in Complexity and 3 Horizons so the launch to senior managers can be planned and implemented.
10		10	

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.