

ITEM No ...5.....

REPORT TO: POLICY AND RESOURCES COMMITTEE – 26 APRIL 2021

REPORT ON: BEST VALUE ASSURANCE REPORT (BVAR) ACTION PLAN – PROGRESS REPORT

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 128-2021

1.0 PURPOSE OF REPORT

1.1 To report progress on the implementation of the improvement actions agreed to address the findings and recommendations from the Best Value Assurance Report published in September 2020.

2.0 RECOMMENDATIONS

2.1 It is recommended that Committee:

- a) Note progress on each action as detailed in Appendix 1.
- b) Note revised timescales for some actions as set out in 5.3 below.

3.0 FINANCIAL IMPLICATIONS

None

4.0 BACKGROUND

4.1 Report No 248-2020 (Article IV of the minute of meeting of Dundee City Council of 16 November, 2020 refers) set out the findings and the Improvement Action Plan in response to the Best Value Review of Dundee City Council undertaken during 2020. Elected members considered the key messages and recommendations published in the Best Value Assurance Report and agreed to receive further updates to Policy and Resources Committee as improvement work progressed.

4.2 Since the action plan was approved, the country has experienced its second lockdown due the COVID-19 pandemic. This has significantly impacted our day to day business and the opportunity to progress some of the longer term, developmental actions within the plan. Whilst it is appropriate to extend the target completion date for a small number of actions, it is important that timescales remain challenging to ensure the commitment to implement the Best Value recommendations within an acceptable timeframe

4.3 Despite the challenges of the pandemic, this first update shows good progress is being made with the action plan after just six months. Progress will continue to be monitored regularly by the Council Management Team and further updates coming to Committee on a 6-monthly basis.

5.0 PROGRESS SUMMARY

5.1 The full action plan with the latest update for each improvement action is attached see Appendix 1. This clearly shows that all actions have been assigned to a responsible officer and are now in progress.

5.2 The following three actions in relation to the Performance Management Framework and option appraisals have been completed:

- a) **BVAR 2.3 Review the Performance Framework** (to ensure Regular performance reports are presented to members which include performance data for the current year, covering all services).
- b) **BVAR 8.1 Review the Performance Management Framework** (to ensure prioritisation of improvement plans is considered to focus on actions that will deliver the greatest impact for service users).
- c) **BVAR 5.1 Review processes to ensure that all necessary options and projections are considered and well documented when making decisions in relation to significant capital projects.**

5.3 Four actions are currently behind schedule and the completion dates have been reviewed and revised as set out below:

- a) **BVAR 1.1 Engage with non-elected committee members on their personal development needs.**

This action is being led by the Learning & Organisational Development Service. Since the outbreak of the pandemic and throughout the last year, this service has been at the forefront of the Council's response to Covid19 ensuring that deployment procedures were in place to meet a number of pressures and additional requirements across a range of workstreams. This has had a direct impact on the opportunity to make progress with this action. The target timescale for completion has therefore been reviewed and extended to December 2021 (originally April 2021).

- b) **BVAR 1.2 Engage with Elected Members on their personal development needs.**

Opportunities to make significant progress with this action has been limited due to the impact of Covid19. Progress has been made in relation to plans for equalities training for members and further discussions are planned regarding Continuing Professional Development of elected members. Officers attended a national event run by the Improvement Service on member development and new member induction in March. Learning from this event will assist with developing an appropriate programme for elected members in Dundee. The target timescale for completion has been reviewed and extended to December 2021 (originally April 2021).

- c) **BVAR 3.1 Assess current workforce skills against future needs to determine any skills gap and succession planning to meet the Council's priorities.**

BVAR3 has two linked actions: BVAR3.1 and BVAR3.2. BVAR3.2 requires each service to develop a workforce plan. This is being addressed as part of service planning and will be completed by December 2021. Action 3.1 relates to the Council's overarching Workforce Plan which will be informed by the completion of BVAR3.2. It is therefore necessary to extend the completion date for action 3.1 to April 2022, allowing appropriate time for analysis of the service workforce plans (originally April 2021).

- d) **SE 4 (10.1) Use segmented data more effectively to identify emerging trends and possible areas for action**

A working group has been established to analyse absence data to identify emerging trends and appropriate action to be taken to address and improve absence rates. This will be an evolving task over the next 12 months. It is therefore appropriate to extend the completion date to April 2022 (originally January 2021).

6.0 POLICY IMPLICATIONS

6.1 This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues.

7.0 CONSULTATIONS

7.1 The Council Management Team were consulted in the preparation of this report.

8.0 BACKGROUND PAPERS

None.

GREGORY COLGAN
CHIEF EXECUTIVE


6 APRIL 2021

**Best Value Improvement Action Plan
Progress Report
April 2021**




BVAR 1 - Consideration should be given to extending the support provided to non-elected committee members


BVAR1.1


	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Engage with non-elected committee members on their personal development needs	<input type="text" value="2%"/>	Frances Greig	Still to progress and plan how to do this.	31-Dec-2021	Behind schedule

BVAR1.2

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Engage with Elected Members on their personal development needs	<input type="text" value="15%"/>	Frances Greig	Elected members equalities training in the diary and dates set. Further discussions planned for further Continuing Professional Development.	31-Dec-2021	Behind schedule


BVAR1.3

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Deliver support and/or development opportunities to meet personal development needs identified during 2022.	<input type="text" value="0%"/>	Frances Greig		30-Apr-2023	On schedule

Action Status			
	In Progress,Assigned		Completed

BVAR 2 - Regular performance reports need to be presented to members which include performance data for the current year, covering all services


BVAR2.1

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Implement 3-year service plans which set out clear prioritisation of key actions and targets for each strategic service area to enable transparency in reporting service performance to service committees	<div style="width: 20%;"><div style="width: 20%;"></div></div> 20%	Gregory Colgan	Three-year service Plans are being developed for all service areas. These will be presented for approval at Service Committees by June 2021. Guidance and a mock service plan have been created which services are using to ensure a standard approach to developing and implementing the plans.	30-Jun-2021	On schedule

BVAR2.2


	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Report progress towards service plans to committees twice yearly	<div style="width: 2%;"><div style="width: 2%;"></div></div> 2%	Gregory Colgan	Service Plans will be in place for June 2021. Performance reports will be presented to Committee in November 2021 for Q1 and Q2.	30-Apr-2023	On schedule

BVAR2.3


	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Review the Performance Framework (to ensure Regular performance reports are presented to members which include performance data for the current year, covering all services).	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Sandra Lorimer	Committee approved the PMF on 8 March 2021. The framework sets out performance reporting to committees and established service planning.	31-Jan-2021	Completed



Action Status			
	In Progress,Assigned		Completed

BVAR2.4

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Relaunch and deploy the revised Performance Management Framework across the Council	<input type="text" value="15%"/>	Sandra Lorimer	The Performance Management Framework was approved by Policy and Resources Committee in March 2021. The Framework was launched on OneDundee and a link to the Framework was added to Dundee Performs, the performance module on the Council's website. The launch on OneDundee introduced the Framework and service management teams have been asked to consider how best to communicate the key elements of the Framework, the roles and responsibilities and what it means for individuals. The next stage of implementation is being developed in partnership with service management teams and L&OD.	30-Jun-2022	On schedule


BVAR2.5



	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Undertake awareness sessions for relevant officers, elected and non-elected members on Performance Management	<input type="text" value="5%"/>	Sandra Lorimer	Discussions with Service Management Teams underway to explore what people need to know and what skills they require to support implementation of the framework.	30-Apr-2022	On schedule

Action Status			
	In Progress,Assigned		Completed


BVAR 3 - Workforce plans need to be developed for all services to demonstrate that staff have the capacity and skills to deliver the Council's priorities.

BVAR3.1

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Assess current workforce skills against future needs to determine any skills gap and succession planning to meet the Council's priorities	<input type="text" value="0%"/>	Frances Greig	<p>Services have access to up-to-date workforce planning data, guidance and courses on succession planning to assist them in their workforce planning. They are already supported to fill gaps identified through existing workforce planning and EPDR processes by our business partnering approach.</p> <p>MyLearn contains employee records of learning and development gained during their time with DCC and this will be further developed to record learning and development gained out with the workplace and their CPD, with a view to it becoming a skills register.</p> <p>The desired outcome for this action is that current workforce skills against future needs have been assessed and that a strategic workforce plan exists to ensure the Council can meet its priorities. This task will involve assessing and aggregating the individual service workforce plans and any skills gaps identified during this process will be considered when developing the Council's workforce plan. Action 3.2 is due for completion in December 2021 and as a result, it is proposed that the target completion date for action 3.1 is extended to April 2022.</p>	30-Apr-2022	Behind schedule


Action Status			
	In Progress,Assigned		Completed


BVAR3.2

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Further develop workforce planning (at corporate and service level) detailing the overall implications for the next three years, aligned with service plans, the medium-term financial outlook, transformation programme and budget setting processes	<input type="text" value="14%"/>	Frances Greig	Service Plans are currently being developed by each service area. Workforce planning is an integral part of service planning and this will therefore be progressed as the service planning process develops further.	31-Dec-2021	On schedule


BVAR 4 - A strategic asset management plan should be developed, aligned to the financial and strategic service delivery plans.

BVAR4.1

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Review the areas for improvement in relation to the management of assets within the Council's Annual Governance Statement and their relevance in line with the priorities emerging from Covid19, as set out in the recovery plan priorities.	<input type="text" value="25%"/>	Robert Emmott; Robin Presswood	Council Management Team has agreed that Services will be required to ensure that Asset Management Plans and Registers are in place for each relevant asset class including Corporate Property, IT, Roads, Structures, Housing Revenue Account and Fleet, with oversight through the Annual Governance Statements administered by Corporate Services. These should be updated as a minimum on a three year refresh cycle.	30-Apr-2021	On Schedule


Action Status			
	In Progress,Assigned		Completed

BVAR4.2

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Develop a Strategic Asset Management Plan to guide the Council through the recovery phase and support the ambition to build back better	<div style="border: 1px solid black; width: 60px; height: 15px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">10%</div>	Robert Emmott; Robin Presswood	Council Management Team is exploring the potential benefits and costs of producing a centralised Corporate Asset Management Plan, and seeking to study other similar documents produced by other Councils. As an interim measure, Service Asset Management Plans and Registers will be updated for each relevant asset class, including Corporate Property, IT, Roads, Structures, Housing Revenue Account and Fleet, with oversight through the Annual Governance Statements administered by Corporate Finance.	31-Dec-2021	On schedule


BVAR 5 - A standardised business case template should be developed and completed for all capital projects, including detailed options appraisal, whole life costing, and consideration of funding implications.

BVAR5.1

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Review processes to ensure that all necessary options and projections are considered and the reasons for decisions are well documented when making decisions in relation to significant capital projects	<div style="border: 1px solid black; width: 60px; height: 15px; background-color: #0070c0; display: flex; align-items: center; justify-content: center;">100%</div>	Sandy Flight	Business Case and Option Appraisal Guidance approved by Capital Governance Group on 16th December 2020.	31-Mar-2021	Completed


Action Status	
	In Progress,Assigned
	Completed

BVAR5.2


	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Identify and develop the tools and templates necessary to ensure the Council undertakes robust processes consistently when embarking on significant capital projects.	<input type="text" value="10%"/>	Sandy Flight	Now Capital Plan has been approved time will be allocated to progressing this	30-Jun-2021	On schedule


BVAR 6 - The Dundee Partnership needs to set out how it will measure the impact of its action plan to reduce inequality and poverty.

BVAR6.1

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	The Dundee Partnership will clearly set out its aims within an outcomes framework which will be integral to the next iteration of the Fairness and Child Poverty Action Plan	<input type="text" value="50%"/>	Peter Allan; Sandra Lorimer	The revised Fairness and Child Poverty Annual Report and plan will be published before the end of June 2021. Positive feedback has been received from the Improvement Service on the report for 2019/20 reported to Committee in December 2020	30-Jun-2021	On schedule


BVAR6.2



	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	The Dundee Partnership will implement arrangements for monitoring and reporting on performance similar to the Council's	<input type="text" value="15%"/>	Peter Allan; Sandra Lorimer	The Community Planning Manager and Senior Officer, Performance have met with the Co-Chairs of each Executive Board. Executive Boards will now review arrangements for monitoring performance in light of	30-Sep-2021	On schedule

Action Status			
	In Progress,Assigned		Completed

	Performance Management Framework.			the BVAR recommendations and embed this activity into Executive Board meetings. As well as regularly monitoring performance against current indicators and targets, each Board will review current City Plan indicators and targets to reflect current and future priorities. Chief Executive Services Performance Team will support Boards initially in developing a standard performance report template. Dundee Partnership Management Group will be updated at their next scheduled meeting..		
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BVAR6.3

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	The Dundee Partnership will set out and clearly communicate arrangements for addressing lack of progress towards targets.	<div style="border: 1px solid black; width: 60px; height: 15px; background-color: #4F81BD; display: flex; align-items: center; justify-content: center;">15%</div>	Peter Allan; Sandra Lorimer	A Report setting out the BVAR recommendations in relation to Dundee Partnership responsibilities was presented to Dundee Partnership Management Group (DPMG) in February 2021. The DPMG approved the recommendation that officers meet with Executive Board Co-Chairs to explore what steps need to be taken in order to improve arrangements for monitoring performance and demonstrating impact in relation to key priorities. These meetings have taken place and a progress report, setting out the arrangements Executive Boards have put in place for managing performance will be presented to DPMG in April.	30-Sep-2021	On schedule


Action Status		
	In Progress,Assigned	
		Completed

BVAR 7 - Communication to citizens on the rationale for policy decisions should be reviewed

BVAR7.1


	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Produce and implement a framework for engagement and consultation with citizens and communities	<div style="width: 50%;"><div style="background-color: #4F81BD; width: 50%;"></div></div> 50%	Nicky Maccrimmon	Content of Engagement and Participation Framework has been agreed by all parties and will be shared after going to design services. Localities scheme first draft is complete and updated at Decentralisation Briefing on 5 March. Next stages are to produce another draft and submit to Council Management Team	30-Jun-2021	On schedule



BVAR7.2

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Consolidate learning from Dundee Decides by embedding participatory budgeting into mainstream budgets	<div style="width: 50%;"><div style="background-color: #4F81BD; width: 50%;"></div></div> 50%	Marie Dailly	An exercise to identifying possible service areas to expand the Participatory Budgeting approach is underway	30-Jun-2021	On schedule

BVAR 8 - Prioritisation of improvement plans should be considered to focus on actions that will deliver the greatest impact for service users.


BVAR8.1

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Review the Performance Management Framework (to ensure prioritisation of	<div style="width: 100%;"><div style="background-color: #4F81BD; width: 100%;"></div></div> 100%	Sandra Lorimer	The review of the Performance Management Framework (PMF) has been completed and approved. The framework will support the delivery of	31-Jan-2021	Completed


Action Status	
	In Progress,Assigned
	Completed



Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
improvement plans is considered to focus on actions that will deliver the greatest impact for service users).			the BVAR actions in relation to performance management. Key actions are to ensure the framework is consistently launched and deployed across the organisation.		

BVAR8.2.1

Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
 Report on performance to committee twice yearly	<input type="text" value="0%"/>	Sandra Lorimer	Performance reports will follow the implementation of service plans	31-Mar-2024	On Schedule


BVAR8.2.2

Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
 Council management team to regularly monitor performance to increase the pace of change in areas to improve in relation to targets and benchmarking	<input type="text" value="0%"/>	Sandra Lorimer	Performance reports will follow the implementation of service plans	31-Mar-2024	On Schedule


Action Status			
	In Progress,Assigned		Completed


BVAR9 AC4 - The Council must work with partners to ensure it addresses the City's complex and deep-rooted challenges

BVAR9


	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	AC4 - Work with partners and stakeholders to deliver improved outcomes for priority groups	<input type="text" value="10%"/>	Peter Allan	Dundee Partnership Executive Boards will review how performance is measured in terms of outcomes for priority groups and the necessary structure and processes will be in place across the partnership to ensure it maintains a focus on delivering improvement. Progress in relation to drugs, poverty, mental health and the financial stability of the IJB will be updated within the 4 sub-actions relating to this higher-level action.	31-Mar-2024	On schedule

BVAR9.1


	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	AC4.1 - Drugs related deaths	<input type="text" value="10%"/>	Vicky Irons	The revised Action Plan for Change continues to respond to the recommendations made by the independent Dundee Drugs Commission. It reflects the impact of Covid-19, service developments, a focus on further improvements and the impact of the new government funding (confirmed and anticipated.) The action plan was presented to Policy and Resources Committee on 22nd February 2021.	31-Mar-2024	On schedule

Action Status			
	In Progress,Assigned		Completed


BVAR9.2



	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	AC4.2 - Pressures around poverty	<input type="text" value="20%"/>	Peter Allan	The revised Fairness Strategy will build on the work already done to improve established outcomes set out in the original framework and expand to reflect the new, severe challenges caused by COVID including digital inequalities, access to emergency food and medicine and escalating household debt.	31-Mar-2024	On schedule

BVAR9.3

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	AC4.3 - Significant issues within mental health services	<input type="text" value="10%"/>	Vicky Irons	A report outlining progress towards the implementation of the Tayside Mental Health and Wellbeing Strategy 2020-2025 was presented to Policy and Resources Committee on 22 February 2021. The Strategy has a key focus on new technologies, prevention and early intervention and access to joined-up and co-ordinated services across the lifespan.	31-Mar-2024	On schedule


BVAR9.4

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	AC4.4 - Financial sustainability of the IJB	<input type="text" value="0%"/>	Dave Berry; Robert Emmott	The Council will continue to work with NHS Tayside and the Integration Joint Board to explore every opportunity to improve the financial sustainability of Dundee's Health and Social Care Partnership.	31-Mar-2024	On schedule

Action Status			
	In Progress,Assigned		Completed

BVAR SE4 - Continue to improve monitoring of segmented absence data in order to discover the root causes of employee absence


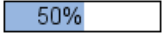
SE4 - 10.1



	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Use segmented absence data more effectively to identify emerging trends and possible areas for action	<div style="width: 20%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 20%	Diane Telfer	<p>An Absence Short Life Working group was set up in September 2020 made up of Senior Officers from HR, Learning & Organisational Development and Health & Safety to analyse absence data to identify emerging trends and appropriate action to be taken to improve absence rates across the Council. Actions include:</p> <ul style="list-style-type: none"> • Provide trend analysis on stress related absence from Service down to team level • Provide trend analysis on all other absences (excluding COVID) at Service level • Provide trend analysis on COVID related absence at Service Level • Provide trend analysis on the Improvement Service COVID19 Dashboard against other Local Authorities • Provide trend analysis on the wellbeing pulse survey at Service level • Provide reports on outstanding actions and no monitors raised <p>The trend analysis is being used by HR Professionals to facilitate discussions with managers across Services to identify supports and or other measures to reduce absence rates. Further to discussions with managers, advice and support will be sought from our Occupational Health Provider (PAM) with the aim to reduce absence.</p>	30-Apr-2022	Behind schedule

Action Status			
	In Progress,Assigned		Completed


Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
			The results from the regular Health & Wellbeing pulse survey are considered by this group to help understand how the issues that employees are facing may be affecting absence rates and to assist in the development of our approaches to managing absence.		

SE4 - 10.2

Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
 Consistently deploy the Promoting Attendance Policy across the Council	 50%	Gillian Milne; Val Ridley	<p>The council's approach to absence management, the Promoting Health and Attendance Policy is deployed through guidance and FAQs for employees and managers on OneDundee. There are 2 linked eLearning courses, Promoting Health and Attendance and Creating a Mentally Healthy Workplace and 2 linked training courses of the same name. While it was not possible to run the training courses because of the pandemic, these courses are due to be available again through video conferencing in the Spring, but the eLearning courses were always there.</p> <p>In addition to the guidance and learning materials, the absence management system ensures that once an absence is logged, managers receive emails from the system to remind them to carry out the various stages of the policy, e.g. return to work interviews and follow-up letters and HR Officers monitor data and provide support to managers to ensure that the policy is being followed.</p>	30-Apr-2023	On schedule


Action Status			
	In Progress,Assigned		Completed

SE4 - 10.3

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Improve engagement with employees through regular and meaningful surveys and address issues emerging from feedback	<div style="border: 1px solid black; width: 60px; height: 15px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">75%</div>	Tanya Briennesse	Wellbeing pulse surveys were introduced in April 2020, with a focus on finding out how employees were feeling and what support they needed during the various stages of the pandemic. These surveys continue to be issued on a regular basis. The results are published on oneDundee which is accessible to all employees. More in-depth analysis of results is also carried out and suggestions are responded to. These regular surveys have resulted in more meaningful engagement with employees. The next survey, with a focus on recovery, will be issued mid-April.	30-Apr-2021	On schedule

BVAR SE9 - Address recurring areas for improvement in public protection in external scrutiny reports and internal self-evaluation activities



SE9 - 11

	Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
	Transforming Public Protection	<div style="border: 1px solid black; width: 60px; height: 15px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">67%</div>	Kathryn Sharp	Planned activity within the programme has been adversely impacted over the last six months by the COVID-19 pandemic as a range of resources required to be diverted to maintain essential services and provide a range of enhanced approaches to mitigate the impact of lockdown conditions on the most vulnerable citizens. However, over the last year progress has been made in relation to: the implementation of practice improvement programmes focused on chronologies and risk assessment; the development of a strategic risk register and options for restructuring of the multi-agency protecting people	31-Aug-2021	On schedule



Action Status			
	In Progress,Assigned		Completed



Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
			strategic and governance structure; and, in relation to the re-design of multi-agency screening approaches. A detailed action update has been provided against all incomplete sub actions.		

SE9 - 11.01

Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
 Driving Public Protection Cultural Change	 78%	Kathryn Sharp	Practice Teams have continued to make progress. Children and Families have now completed testing and internal roll out of new format chronologies. HSCP are planning for internal roll out of new format risk assessments. Case file audit tool has been extensively tested within Children and Families and is now being embedded in day-to-day practice. Focus for 2021/22 is on planning for wider roll out, including sharing of developments between children and adult services and spreading of pilot activity to external partner organisations. The third sector has shown a particular interest in embedding practice developments through future programme work and planning is also progressing with NHS Tayside.	31-Aug-2021	On schedule


SE9 - 11.02



Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
 Public Protection Enhanced Leadership Support & Scrutiny	 92%	Kathryn Sharp	This area of the work programme is at the most advanced stage, with a range of planned activities having been completed. Work is continuing to focus on restructuring of governance and strategic	31-Aug-2021	On schedule

Action Status			
	In Progress,Assigned		Completed

Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
			structures and refocusing on core functions, supported by the development of a risk register. Much of the leadership activity is becoming embedded as business as usual culture and approach at the COG.		

SE9 - 11.03

Action	% Complete	Responsible Officer	Latest Update	Target Completion Date	Expected Outcome
 Transformative Re-Design of Public Protection Processes	<input type="text" value="44%"/>	Kathryn Sharp	A range of initial scoping work focused on current arrangements for delivery of multi-agency screening functions is nearing conclusion. This has included a staff engagement exercise, benchmarking with LGBF group comparator authorities and a review of relevant literature. An action plan has been developed to support completion of this work by June 2021, including a development session for COG focused on developing a strategic vision and ambition for screening arrangements. Following this a phase of options appraisal and redesign will commence, including involvement of operational staff.	31-Aug-2021	On schedule

Action Status		
	In Progress,Assigned	 Completed

