

ITEM No ...4.....

REPORT TO: POLICY AND RESOURCES COMMITTEE - 22 NOVEMBER 2021

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

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 292-2021

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; and
- (b) note revised timescales for two areas within the action plan, see details in Section 6.

3.0 FINANCIAL IMPLICATIONS

None.

4.0 BACKGROUND

4.1 Report No 248-2020 presented to Dundee City Council Committee on 16 November 2020 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 This is the second progress report in relation to the BVAR Action Plan. Report 128-2021 provided the first update in April 2021.

4.3 Despite the ongoing challenges of the pandemic, this second update shows that good progress has been made within the first year. Progress will continue to be monitored regularly by the Council Management Team with further updates coming to Committee on a 6-monthly basis.

4.4 Whilst it is necessary to extend the target completion dates for actions in relation to workforce planning and asset management, it is important that timescales remain challenging to ensure the commitment to implement the Best Value recommendations within an acceptable timeframe.

5.0 ACTIONS COMPLETED SINCE THE LAST UPDATE

5.1 Since the last update, a further six actions have been completed. These are detailed at 5.2 to 5.7 below. Currently, 25 out of 33 (76%) actions have either been completed or are on target for completion by the original due date.

- 5.2 Three-year service plans were approved at Service Committees during June 2021. Since then, all plans have been implemented. The first performance reports in relation to the service plans will be presented at Committees during November and December 2021.
- 5.3 A standardised business case template has been developed and completed to ensure the Council undertakes robust processes consistently when embarking on significant capital projects. The new template and guidance have been agreed. By the Capital Governance Group in May and subsequently by Council Management Team in June.
- 5.4 Significant progress has been made in relation to how the Dundee Partnership manages performance and demonstrates impact on key priorities. The Dundee Partnership Management Group has adopted a framework for Executive Boards to monitor and report on performance and ensure that progress towards targets is regularly assessed within Executive Board meetings and where necessary, corrective action is agreed by partners. Now that the Framework is in place, the Community Planning Team will support the Dundee Partnership to ensure the process continues.
- 5.5 The Dundee Partnership has also completed an action to clearly set out an outcomes framework which will be integral to the next iteration of the Fairness and Child Poverty Action Plan. This action plan was completed on schedule and approved at Policy and Resources Committee in June 2021.
- 5.6 Within the BVAR Action Plan, commitment was made to progressing two recommendations in relation to community empowerment:
- (a) To implement a framework for engagement and consultation with citizens and communities, and
 - (b) To consolidate learning from Dundee Decides by embedding participatory budgeting into mainstream budgets
- 5.7 Frameworks have now been approved by the Dundee Partnership and Council Management Team respectively and the next step towards implementation is underway. Whilst the action at (b) above (BVAR 7.2 in Appendix 1) is showing as behind schedule, implementation is being rolled out and it is anticipated that by the next progress update in April 2022 there will be clear evidence these strategies have been fully embedded.

6.0 ACTIONS BEHIND SCHEDULE

- 6.1 There are eight actions currently flagging as behind schedule. Progress in relation to one action (BVAR 7.2) is detailed at 5.7 above and therefore excluded from this section.
- 6.2 It is necessary to extend the due dates for three actions:
- one in relation to workforce planning; and
 - two in relation to asset management due to the ongoing operational challenges presented by the pandemic.

Workforce Planning

- 6.3 There are two linked actions in relation to workforce planning (BVAR 3.1 and BVAR 3.2).
- 6.4 BVAR 3.1 involves developing an overarching workforce plan, which, in part, will be informed by the outcome of the workforce planning being undertaken for BVAR 3.2 which requires workforce plans for the next three years to be aligned with service plans and the medium-term financial outlook.
- 6.5 Progress with BVAR 3.2 has been significantly impacted due to the operational challenges of the pandemic and, in turn, this has impacted on progress with BVAR 3.2. There has been some

progress made, during the development of service plans and it is intended that further workforce planning will be undertaken at a service and corporate level over the coming months.

- 6.6 The target completion date remains as April 2022 for BVAR 3.1 and has been extended to 31 March for BVAR 3.2.

Asset Management Plan

- 6.7 There are two linked actions in relation to asset management (BVAR 4.1 and BVAR 4.2).
- 6.8 BVAR 4.1: involves reviewing 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 Covid-19, as set out in the recovery plan.
- 6.9 BVAR 4.2: involves developing a Strategic Asset Management Plan to guide the Council through the recovery phase and support the ambition to build back better.
- 6.10 Both tasks are 45% complete. The Executive Directors of City Development and Corporate Services are drafting a report to be presented to P&R Committee early in the new year. This will provide a summary for the proposed approach and target dates for individual service asset management plans.
- 6.11 Both tasks are overdue at this stage, and the target completion date has been extended to March 2022. The approval of the Committee report and implementation of the recommendations should be completed by the beginning of 2022/23.
- 6.12 (SE4 10.3) is concerned with improving engagement with employees through regular and meaningful surveys and addressing issues emerging from feedback. Although behind schedule, this action has progressed to 90% complete since the last update in April. A recent Hybrid working engagement survey took place in summer 2021 and a survey regarding well-being is planned for November 2021.
- 6.13 There are 3 actions in relation to public protection (SE9 12.01, 12.02 and 12.03). These are all behind schedule. However, regular updates are provided by the lead officer and there is clear evidence that these areas are being addressed by the Chief Officers Group.

7.0 POLICY IMPLICATIONS

- 7.1 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.

8.0 CONSULTATIONS

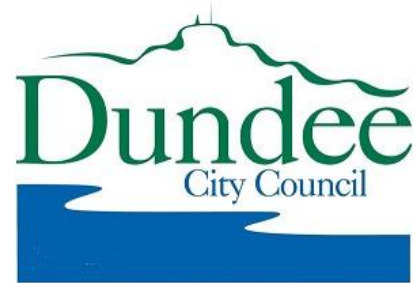
- 8.1 The Council Management Team were consulted in the preparation of this report.

9.0 BACKGROUND PAPERS

None.

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




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


BVAR1.1




	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	Engage with non-elected committee members on their personal development needs	<div style="width: 28%;"><div style="width: 28%;"></div></div> 28%	Frances Greig; Aileen Smyth	Identified non-elected members & set up a meeting to discuss specific needs	01-Dec-2021	31-Dec-2021	On schedule

BVAR1.2

	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	Engage with Elected Members on their personal development needs	<div style="width: 70%;"><div style="width: 70%;"></div></div> 70%	Frances Greig; Aileen Smyth	Meetings in progress with Elected Members to discuss their personal development needs	01-Dec-2021	31-Dec-2021	On schedule


BVAR1.3

	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	Deliver support and/or development opportunities to meet personal development needs identified during 2021/22	<div style="width: 60%;"><div style="width: 60%;"></div></div> 60%	Aileen Smyth	Meetings in progress to identify needs & create draft plan for Induction mid November	01-Dec-2021	30-Apr-2023	On schedule

Action Status					
	In Progress,Assigned		Completed		Overdue




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	Next Update Due	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: 100%;"><div style="width: 100%; background-color: #0070C0; color: white; text-align: center;">100%</div></div>	Sandra Lorimer	Three-year service plans are now in place for all service areas. Preparations are underway to produce the first performance reports in relation to the key priorities within the plans in November 2021.		30-Jun-2021	Completed

BVAR2.2


	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	Report progress towards service plans to service and Scrutiny committees twice yearly	<div style="width: 30%;"><div style="width: 30%; background-color: #0070C0; color: white; text-align: center;">30%</div></div>	Sandra Lorimer	A Service Plan performance report template has been agreed by Council Management Team and all services and performance reports for Q1 and Q2 are being prepared for presentation at November/December Committees.	06-Dec-2021	30-Apr-2023	On schedule




Action Status					
	In Progress,Assigned		Completed		Overdue

BVAR2.3


	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	Review the Performance Management Framework	<input type="text" value="100%"/>	Sandra Lorimer	Committee approved the Performance Management Framework on 8 March 2021. The framework was launched on OneDundee with high level communication to all staff. The next stage of implementation is being developed in partnership with service management teams and Learning and Organisational Development.		31-Jan-2021	Completed

BVAR2.4

	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	Relaunch and deploy the revised Performance Management Framework across the Council	<input type="text" value="30%"/>	Sandra Lorimer	Report templates for Service Plan performance reports have been developed and all service areas are currently drafting performance reports for Q1 and Q2 for presentation at Committee November/December. The report template structure will assist services in identifying where improvement activity is required. The next stage of roll out of the PMF is to identify the range of improvement models which will be used to support improvement activity and how these will be embedded. Further blogs are appearing on OneDundee with a focus on what is being done to ensure that performance in relation to key priorities set out in Service Plans is effectively monitored, regularly reported and that services can identify where improvement action may be necessary, based on key results. Blog #3 went live on 6 October 2021.	12-Mar-2022	30-Jun-2022	On schedule


Action Status					
	In Progress,Assigned		Completed		Overdue




BVAR2.5

	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	Undertake awareness sessions for relevant officers, elected and non-elected members on Performance Management	<input type="text" value="30%"/>	Sandra Lorimer	Report templates for Service Plan performance reports have been developed and all service areas are currently being consulted on the format. The report template will assist services in identifying where improvement activity is required. The next stage of roll out of the PMF is to identify the range of improvement models which will be used to support improvement activity and how these will be embedded. Blog #3 went live OneDundee on 6 October with a focus on service plan performance. The next blog will focus on how to identify where improvements are necessary and what steps services should be taking to address those areas of improvement. Awareness sessions will be delivered to Elected Members as part of the wider member development programme being set up by Learning and Organisational Development.	01-Mar-2022	30-Apr-2022	On schedule

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.


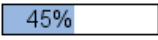
BVAR3.1




	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	Assess current workforce skills against future needs to determine any skills gap and	<input type="text" value="25%"/>	Tanya Briennesse	The workforce planning group has met and pulled together the key components of tool kits to support services. Different elements of	01-Dec-2021	30-Apr-2022	On schedule

Action Status					
	In Progress,Assigned		Completed		Overdue

Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
succession planning to meet the Council's priorities			workforce planning sit against Our People Strategy, Corporate Services Service Plan and the Best Value Improvement Plan. Discussions ongoing nationally about skills needs analysis ongoing.			


BVAR3.2

Action	% Complete	Responsible Officer	Latest Update	Next Update Due	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	 45%	Frances Greig	Services have now delivered their service plans and the next step is to work with services individually and collectively. An updated workforce planning tool has been refreshed and sent to Executive Directors as of 30 June and we are working on connecting HR systems in order to provide real time, granular information to inform decision-making.	01-Dec-2021	31-Mar-2022	Behind schedule


Action Status					
	In Progress,Assigned		Completed		Overdue




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	Next Update Due	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.	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"> 45% </div>	Robert Emmott; Robin Presswood	Following consideration at Council Management Team in November 2021 it was agreed that a report will now be presented to Policy and Resources Committee in December 2021 setting out the proposed approach and target dates for individual service asset management plans.	01-Dec-2021	31-Mar-2022	Behind schedule

BVAR4.2

	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	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: 100px; height: 15px; background-color: #e0e0e0; position: relative;"> 45% </div>	Robert Emmott; Robin Presswood	Following consideration at Council Management Team in November 2021 it was agreed that a report will now be presented to Policy and Resources Committee in December 2021 setting out the proposed approach and target dates for individual service asset management plans.	10-Dec-2021	31-Mar-2022	Behind schedule


Action Status					
	In Progress,Assigned		Completed		Overdue




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	Next Update Due	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="background-color: #4F81BD; color: white; padding: 2px;">100%</div>	Paul Thomson	Business Case and Option Appraisal Guidance approved by Capital Governance Group on 16th December 2020.		31-Mar-2021	Completed


BVAR5.2

	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	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.	<div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div>	Paul Thomson	New template and guidance agreed by Capital Governance Group 18th May. Issued to CMT		30-Jun-2021	Completed


Action Status					
	In Progress,Assigned		Completed		Overdue




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	Next Update Due	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	100%	Peter Allan; Sandra Lorimer	The revised action plan with the adapted framework was agreed at P&R committee in June 2021.		30-Jun-2021	Completed

BVAR6.2

	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	The Dundee Partnership will implement arrangements for monitoring and reporting on performance similar to the Council's Performance Management Framework.	100%	Peter Allan; Sandra Lorimer	The Dundee Partnership approved arrangements for monitoring City Plan priorities at a Partnership meeting on 13 May 2021. The arrangements include processes for performance to be an active item on the agenda of each Executive Board and templates for Executive Boards to report on performance for their City Plan Theme to the Dundee Partnership twice yearly. The Senior Officer, Community Planning and the Community Planning Manager will support the Dundee Partnership on an ongoing basis to ensure performance is reported, impact is measured and where appropriate, corrective action is taken to address areas where agreed targets are not being met.		30-Sep-2021	Completed


Action Status					
	In Progress,Assigned		Completed		Overdue




BVAR6.3

	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	The Dundee Partnership will set out and clearly communicate arrangements for addressing lack of progress towards targets.	<div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div>	Peter Allan; Sandra Lorimer	The Dundee Partnership approved arrangements for monitoring City Plan priorities at a Partnership meeting on 13 May 2021. The arrangements include processes for performance to be an active item on the agenda of each Executive Board and templates for Executive Boards to report on performance for their City Plan Theme to the Dundee Partnership twice yearly. The Senior Officer, Community Planning and the Community Planning Manager will support the Dundee Partnership on an ongoing basis to ensure performance is reported, impact is measures and where appropriate, corrective action is taken to address areas where agreed targets are not being met.		30-Sep-2021	Completed


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

BVAR7.1

	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	Produce and implement a framework for engagement and consultation with citizens and communities	<div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div>	Nicky Maccrimmon	A Participation and engagement framework has been approved by the Dundee Partnership for use when undertaking consultation and engagement with citizens.		30-Jun-2021	Completed


Action Status					
	In Progress,Assigned		Completed		Overdue




BVAR7.2

	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	Consolidate learning from Dundee Decides by embedding participatory budgeting into mainstream budgets	<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%	Marie Dailly	Continuing to develop mainstream proposals for PB	10-Dec-2021	30-Jun-2021	Behind 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	Next Update Due	Target Completion Date	Expected Outcome
	Review the Performance Management Framework	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Sandra Lorimer	The review of the Performance Management Framework (PMF) has been completed. The framework will support the delivery of the BVAR actions in relation to performance management. Key actions are to ensure the framework is consistently launched and deployed across the organisation. The Framework was finalised on 27/01/21 and approved by Council Management Team on 02/02/21. The next stage of implementation is to agree roll out.		31-Jan-2021	Completed




Action Status					
	In Progress,Assigned		Completed		Overdue

BVAR8.2.1

	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	Report on performance to committee twice yearly	<input type="text" value="30%"/>	Sandra Lorimer	A Service Plan performance report template has been agreed by Council Management Team and all services and performance reports for Q1 and Q2 are being prepared for presentation at November/December Committees.	10-Apr-2022	31-Mar-2024	On schedule


BVAR8.2.2

	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	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="20%"/>	Sandra Lorimer	A digital portal containing the top 20 key performance indicators is being developed to enable Council Management Team to monitor performance on a regular basis at Council Management Team Meetings. Council Management Team will closely monitor those key indicators on a more regular basis increasing the opportunity to make decisions on real-time data. In addition, Council Management Team will be able to identify areas for improvement from six-monthly service plan performance reports,	10-Apr-2022	31-Mar-2024	On schedule


Action Status					
	In Progress,Assigned		Completed		Overdue




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	Next Update Due	Target Completion Date	Expected Outcome
	AC4 - Work with partners and stakeholders to deliver improved outcomes for priority groups	<input type="text" value="45%"/>	Peter Allan	A report outlining the BVAR recommendations in relation to Dundee Partnership activity was presented to Dundee Partnership Management Group in February 2021. Since then, meetings have taken place with the Co-Chairs of all Executive Boards to communicate the findings of the BVAR. 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 improved outcomes for the priority groups. 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.	01-Mar-2022	31-Mar-2024	On schedule


BVAR9.1

	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	AC4.1 - Drugs related deaths	<input type="text" value="40%"/>	Diane Mcculloch	In preparation for the return of the Dundee Drug Commission, the Alcohol and Drug Partnership undertook a self-evaluation against the recommendations from the Drugs Commission. This evaluation identified that the city had made reasonable progress against the recommendations, while acknowledging the impact of the Pandemic. The evaluation highlighted areas for priority over the next year.	10-Mar-2022	31-Mar-2024	On schedule


Action Status					
	In Progress,Assigned		Completed		Overdue




Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
			The Drugs Commission returned during the summer and are currently concluding their review. This work will report towards the end of 2021. The ADP are reviewing the action plan to address priority areas and will further refine this in line with any additional recommendations arising from the Drug Commission report.			

BVAR9.2

Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
 AC4.2 - Pressures around poverty	<input type="text" value="40%"/>	Peter Allan	Additional measures to address the impact of the financial impact of Covid 19 continue to be introduced. The most recent is the second iteration of the Fuel Well scheme, the details of which are currently being finalised with advice from the Fairness Commissioners. The arrangements for the Fairness Leadership Panel have been agreed and its first meeting will take place before the end of 2021.	10-Mar-2022	31-Mar-2024	On schedule


BVAR9.3




Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
 AC4.3 - Significant issues within mental health services	<input type="text" value="40%"/>	Vicky Irons	A Mental Health and Strategic Board has been in place since February 2021. The Board oversees progress against the Tayside Strategy 'Living Life Well'.	10-Mar-2022	31-Mar-2024	On schedule

Action Status					
	In Progress,Assigned		Completed		Overdue

Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
			<p>A report about mental health crisis support in Dundee was submitted to Dundee IJB in April 2021. This report outlined plans to improve support for people experiencing distress and for people experiencing acute mental illness. Further strategic updates about improvements being made were submitted to the IJB in August 2021 and October 2021, covering both local and Tayside wide developments. A report was submitted to DCC P&R Committee in September outlining progress and further planned improvements.</p> <p>A progress report was published by David Strang in July this year. The report followed a review undertaken by the Inquiry team 1 year on from the initial Inquiry findings. The progress report and a covering report has been submitted to the IJB for October 2021.</p>			


BVAR9.4

Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
 AC4.4 - Financial sustainability of the IJB	<input type="text" value="60%"/>	Dave Berry; Robert Emmott	The 2021/22 financial projected outturn position reflects an overall projected underspend for the IJB at this stage of the financial year.	10-Mar-2022	31-Mar-2024	On schedule


Action Status					
	In Progress,Assigned		Completed		Overdue




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	Next Update Due	Target Completion Date	Expected Outcome
	Use segmented absence data more effectively to identify emerging trends and possible areas for action	<div style="width: 80%;"><div style="background-color: #0070C0; width: 80%;"></div></div> 80%	Diane Telfer	HR and IT have been working together to produce a graphical Absence Dashboard which pulls through live absence information from the Council's absence system. This includes a variety of graphs complete with narrative showing a variety of trends in absence data at a click of a button. This will be available not only at Council level, but at service level and right down to team level information. Services will be able to analyse their absence data in order to identify trends and provide support where necessary, to attempt to reduce absence across the Council. The dashboard which has been created in the test system will be demonstrated to Senior HR Management in November for feedback and comments before demonstrating to Executive Directors in Services to obtain further feedback prior to implementation by the end of the Year.	10-Dec-2021	30-Apr-2022	On schedule



SE4 - 10.2

	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	Consistently deploy the Promoting Attendance Policy across the Council	<div style="width: 70%;"><div style="background-color: #0070C0; width: 70%;"></div></div> 70%	Gillian Milne	Courses have now resumed and are offered to all managers to ensure the policy is applied consistently. A dashboard of absence/employee information is currently	10-Sep-2021	30-Apr-2023	On schedule

Action Status					
	In Progress,Assigned		Completed		Overdue



Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
			being developed to give services real-time absence information			




SE4 - 10.3

Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
 Improve engagement with employees through regular and meaningful surveys and address issues emerging from feedback	 90%	Tanya Briennesse	Survey planned regarding well-being planned for November 2021. Recent Hybrid working engagement survey took place in summer 2021	10-Dec-2021	30-Apr-2021	Behind schedule

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

SE9 - 12.01


Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
 Driving Public Protection Cultural Change	 87%	Kathryn Sharp	Work to test chronologies format has progressed in small number of third sector organisations and is also moving forward within Education services. The HSCP are exploring options to increase capacity to support progression of adult protection practice improvement activity, recognising this has been significantly impacted by the ongoing pandemic pressures.	01-Dec-2021	31-Aug-2021	Behind schedule




Action Status					
	In Progress,Assigned		Completed		Overdue

SE9 - 12.02

	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	Public Protection Enhanced Leadership Support & Scrutiny	<div style="width: 92%;"><div style="width: 92%;"></div></div> 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 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.	01-Dec-2021	31-Aug-2021	Behind schedule

SE9 - 12.03

	Action	% Complete	Responsible Officer	Latest Update	Next Update Due	Target Completion Date	Expected Outcome
	Transformative Re-Design of Public Protection Processes	<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%	Kathryn Sharp	<p>The COG has held their development session focused on screening arrangements; this has generated material focused on their vision and ambition for screening and expectations of how screening arrangements will operate in the future.</p> <p>An evidence framework has been developed to support the next stage of information gathering; ensuring that all relevant, available data and information is gathered and reviewed to inform appraisal of current arrangements and any future re-design activity.</p>	01-Dec-2021	31-Aug-2021	Behind schedule

Action Status					
	In Progress,Assigned		Completed		Overdue

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