Aberdeenshire COUNCIL **Business Services**

REPORT TO AUDIT COMMITTEE – 20 MAY 2021

CORPORATE IMPROVEMENT PLAN QUARTERLY UPDATE

1   Reason for Report / Summary

1.1   Audit Committee is requested to note and provide comment on the Corporate Improvement Plan.

2   Recommendations

The Committee is recommended to:

2.1   Note and comment on the Corporate Improvement Plan ("the Plan") (attached as Appendix 1 to this report);

2.2   Note that the Plan, including any comments and/or decisions of this Committee, will be reported to Policy Committees; and

2.3   Agree to receive quarterly updates.

3   Purpose and Decision Making Route

3.1   The Corporate Improvement Plan was presented to Audit Committee on 4 February 2021. It was acknowledged that a number of actions, particularly in respect of the Annual Governance Statement action plans 2019/20 and 2020/21, were duplications and that consolidation and alignment would provide clarity. The Committee agreed to the removal of duplicate actions to streamline the plan and ensure resources are focused appropriately and effectively.

3.2   Actions for consolidation were agreed by Committee on 25 March 2021.

4   Discussion

4.1   Amalgamation of actions has reduced the number of actions in each plan as follows:

PLAN	NUMBER OF ACTIONS BEFORE AMALGAMATION	NUMBER OF ACTIONS AFTER AMALGAMATION
Annual Governance Statement 2019	38	22
Annual Governance Statement 2020	20	20
HGIO 2020	12	8
Best Value 2020	28	31
TOTAL	**98**	**81**

4.2   The additional actions in the Best Value action plan have been created by separating action BV 7.1 Develop and implement new performance measures to support delivery of the CPP LOIP priorities into three distinct actions for each LOIP priority. This has been done with the agreement of each of the LOIP leads. A further action will be created when the new LOIP priority is formally agreed.

4.3   The summary page of the Plan provides details of the total number of actions, the number overdue, in progress and completed and includes the figures from last date of reporting (15 January 2021) for comparison purposes. The table of progress is as follows:

Plan	Complete (15 Jan 2021)	Complete (5 April 2021)	In progress (15 Jan 2021)	In progress (5 April 2021)	Assigned (15 Jan 2021)	Assigned (5 April)	Overdue (15 Jan 2021)	Overdue (5 April 2021)
Annual Governance Statement Action Plan 2019/20	17	18	11	0	0	0	10	4
Annual Governance Statement Action Plan 2020/21	8	8	13	6	0	0	0	7
HGIOG 2020 Action Plan	0	2	12	5	0	0	0	1
Best Value Action Plan 2020	3	8	21	17	0	1	3	13
Total	**28**	**39**	**57**	**29**	**0**	**1**	**13**	**25**

4.4   Members will note that whilst the number of overdue items has increased from 13 to 25, the number of completed actions has also increased from 28 to 39. A number of the actions that have become overdue had a due date of 31 March and 30 April 2021.

4.5   The overdue actions are as follows

Plan	Action	Progress	Due Date
AGS 2019	AGS 2.1.1 Undertake policy implementation review based on impact of any changes to Council Priorities	20%	31 March 21

AGS 2019	AGS 3.2.1 HGIOG5.1.3 Scheme of Governance	40%	31 March 2020
AGS 2019	AGS 3.2.3 HGIOG8.1.2 Budget Setting Process - Aligning to Outcomes/Priorities	40%	30 November 2019
AGS 2019	AGS 3.2.4 HGIOG9.2.2 Budget Setting Process - Transparency & Accountability	10%	31 March 2019
AGS 2020	AGS2020 1.1 Scheme of Governance - revise and review appropriate inclusion of Loans and Grants within Scheme of Governance	30%	31 March 2021
AGS 2020	AGS2020 4.1.1 Increase the use of data analytics to link financial and non-financial data to calculate unit costs and inform the setting of fees and charges	85%	31 March 2021
AGS 2020	AGS2020 4.2.2 Review the Risk Registers to ensure these align with the Council Priorities, Council Plan, Priority Plans and core service responsibilities	75%	31 March 2021
AGS 2020	AGS2020 4.3.1 Consider how to provide Committees with more current financial performance data	90%	31 March 2021

	under the current Committee cycle		
AGS 2020	AGS2020 4.4.1 Embed discussions on performance at DMTs, CLG and area management teams. Active use of Pentana	70%	31 March 2021
AGS 2020	AGS2020 4.5 Review budget setting process	60%	31 March 2021
HGIOG 2020	HGIOG 1.1 Revise and update performance information on Pentana	70%	1 April 2021
Best Value 2020	BV2.1 Develop and implement a new performance management framework	80%	30 April 2021
Best Value 2020	BV2.4 Regular performance reporting to Policy and Area Committees	40%	30 April 2021
Best Value 2020	BV5.1 Develop improvement plans based on performance of key services, aligned to Directorate Plans. Initially focusing on housing re-lets and poverty related educational attainment	50%	31 December 2020
Best Value 2020	BV5.2 Housing re-lets: review all policies/procedures and implement improvement action plan	80%	31 December 2020
Best Value 2020	BV5.3 Housing re-lets: 50% reduction in time to re-let	0%	31 March 2021
Best Value 2020	BV7.1 Develop and implement new performance	35%	30 April 2021

	measures to support delivery of the CPP LOIP priorities		
Best Value 2020	BV 7.1.1 Connected and Cohesive Communities	25%	30 April 2021
Best Value 2020	BV 7.1.2 Reducing Poverty	80%	30 April 2021
Best Value 2020	BV7.1.3 Changing Aberdeenshire's relationship with alcohol	0%	30 April 2021
Best Value 2020	BV7.2 Develop six Area Delivery Plans which bring together existing local plans	96%	30 April 2021
Best Value 2020	BV8.1 Finalise Banff and Macduff locality plan	90%	31 March 2021
Best Value 2020	BV9.1 Develop and implement performance monitoring to support the key deliverables set out in the Area Delivery Plans	50%	30 April 2021
Best Value 2020	BV9.2 Regular reporting to Area Committees providing transparency, accountability and ability to undertake scrutiny at a local level	50%	30 April 2021

5 Council Priorities, Implications and Risk

5.1 This report helps deliver all six of the Council's Strategic Priorities

Pillar	Priority
Our People	Education Health & Wellbeing
Our Environment	Infrastructure Resilient Communities
Our Economy	Economy & Enterprise Estate Modernisation

5.2 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed.

Subject	Yes	No	N/A
Financial			x
Staffing			x
Equalities			x
Fairer Scotland Duty			x
Town Centre First			x
Sustainability			x
Children and Young People's Rights and Wellbeing			x

5.3 An equality impact assessment is not required because the report is to Audit Committee on arrangements for performance improvement and there will be no differential impact, as a result of the report, on people with protected characteristics. The actions in the Plan will be individually assessed in terms of impact on people with protected characteristics.

5.4 The following Corporate Risks have been identified as relevant to this matter on a Corporate Level:

- ACORP001 – budget pressures
- ACORP002 – changes in government policy, legislation and regulation (including Education reforms and potential impact on integration of children' services; Brexit)
- ACORP004 – business and organisation change (including ensuring governance structures support change; managing the pace of change)
- ACORP006 – reputation management including social media
- ACORP007 – social risk (e.g. population changes, poverty and social inequality, demographic changes, crime and anti-social behaviour)

6   Scheme of Governance

6.1   The Head of Finance and Monitoring Officer within Business Services have been consulted in the preparation of this report and had no comments to make and are satisfied that the report complies with the <u>Scheme of Governance</u> and relevant legislation.

6.2   The Committee is able to consider and take a decision on this item in terms of Section G.1.2(a) and Section G.1.6 of the <u>List of Committee Powers in Part 2A</u> of the Scheme of Governance as it relates to the review of the adequacy of the Council's policies and practices employed to ensure compliance with the Best Value duty and aligns with the approval and review of the annual Self-Evaluation Report arising from the Code of Corporate Governance.

Ritchie Johnson, Director of Business Services

Report prepared by Fiona McCallum, Business Strategy Manager
Date 8 April 2021

List of Appendices –
Appendix 1: Corporate Improvement Plan extracted on 30 April 2021

APPENDIX 1

**CORPORATE IMPROVEMENT PLAN QUARTERLY
UPDATE REPORT
Report Type: Actions Report
Generated on:30 April 2021**

Year	Plan	Number of actions	Complete (15 Jan 2021)	Complete (30 April 2021)	In progress (15 Jan 2021)	In progress (30 April 2021)	Assigned (15 Jan 2021)	Assigned (30 April)	Overdue (15 Jan 2021)	Overdue (30 April 2021)
2019/20	Annual Governance Statement Action Plan 2019/20	22	17	18	11	0	0	0	10	4
2020/20	Annual Governance Statement Action Plan 2020/21	20	8	8	13	6	0	0	0	7
	HGIOG 2020 Action Plan	8	0	2	12	5	0	0	0	1
	Best Value Action Plan 2020	31	3	8	21	17	0	1	3	13
	Total	**81**	**28**	**39**	**57**	**29**	**0**	**1**	**13**	**25**

Annual Governance Statement Action Plan 2019

Aberdeenshire COUNCIL

Report Type: Actions Report
Report Author: Jade Fitzpatrick
Generated on: 30 April 2021

Action	Status	Progress	Managed By	Assigned To	Latest Note	Due Date
AGS 1 2018/2019 Audit of Accounts	Completed	100%				31-Mar-21
AGS 1.1 Undertake an effectiveness review on the operation of the Audit Committee	Completed	100%	Kate Bond	Fiona McCallum	**PARENT ACTION**	31-Mar-21
AGS 1.1.1 Develop self-evaluation programme for the Audit Committee	Completed	100%	Kate Bond		Self-evaluation programme for the Audit Committee was developed at the end of 2019.	31-Mar-21
AGS 1.1.2 Undertake electronic Survey of Audit Committee members, Policy Chairs, Vice-Chairs, Directors, Heads of Service and regular attendees.	Completed	100%	Kate Bond		Electronic Survey undertaken and reported at Audit Committee on 29 October 2020	31-Mar-21
AGS 1.1.3 Report on Electronic Survey to Audit Committee	Completed	100%	Kate Bond		Electronic Survey undertaken and reported at Audit Committee on 29 October 2020	31-Mar-21
AGS 1.1.4 Virtual Workshop through the use of online tools for Audit Committee members.	Completed	100%	Kate Bond	Fiona McCallum	Workshop occurred on 7 December	31-Mar-21
AGS 1.1.5 Report on Self-Evaluation to Full Council	Completed	100%	Kate Bond		Self evaluation survey was carried out virtually in 2019 and reported to committee on 29 October 2020 - see action AGS 1.1.3	31-Mar-21

AGS 1.2 Consider the information which the Council routinely puts in the public domain out with the formal Committee process to determine what more can be effectively achieved to strengthen transparency and openness arrangements	Completed	100%	Kate Bond	Sarah Rochester	Discussions underway on succinct process for committee media releases to provide the relevant media information in a timely manner.	31-Mar-21
AGS 2 Feedback on Annual Governance Statement from Policy Chair	Overdue	60%				31-Mar-21
AGS 2.1 Improve the linkages between policy approval, implementation, performance and outcomes	Overdue	20%	Kate Bond	Fiona McCallum	**PARENT ACTION**	31-Mar-21
AGS 2.1.1 Undertake policy implementation review based on impact of any changes to Council Priorities	Overdue	20%	Kate Bond	Fiona McCallum	The review will take place over the summer and will be reported to Full Council as part of the Annual Review of the Scheme of Governance in November this year following consideration by Procedures Committee.	31-Mar-21
AGS 2.3 Undertake formal reporting on the work of the Audit Committee to Full Council	Completed	100%	Kate Bond		**PARENT ACTION**	31-Mar-21
AGS 2.3.1 Consider including the Chair of Audit Committee in the annual performance reporting to Full Council in September.	Completed	100%			The Chair of the Audit Committee is scheduled to present an update on the work of the Audit Committee during 2019/20 to the meeting of Aberdeenshire Council on 24 September 2020 as part of the Annual Performance Report.	31-Mar-21
AGS 3 2019 How Good is our Governance Action Plan	In Progress	89%				31-Mar-22
AGS 3.1 HGIOG Performance	Completed	100%			**PARENT ACTION**	31-Mar-22

AGS 3.1.1 1.1.1 Performance management - area performance reporting	Completed	100%	Area Managers		Approach has been established and first six-monthly reports were received Nov/Dec 2019. All services met informally with all Area Committees. Next round of area meetings with services will be arranged beginning in September 2020.	31-Mar-22
AGS 3.1.2 HGIOG1.3 Performance management - decision making	Completed	100%	SLT	Gillian Milne; Alan Morris; Neil Watts	Directorate Plan template has been agreed by SLT and Directorate Plans will be presented to relevant Policy Committees in February 2021. Templates have been developed to align with new Priorities. PIs measures and actions to be developed in accordance with SMART. Templates promote use of LGBF and other appropriate benchmarking frameworks to drive service improvement.	31-Jul-20
AGS 3.1.3 HGIOG1.2.1 Complaints	Completed	100%	Michelle Milne; Caroline O'Shaughnessy	Auditors; David Anderson	Report is shared with services for action and overview by Audit Committee will support the process. Update: Annual Complaints Report considered by Audit Committee 19 September 2019 and will be delivered annually. Complete.	31-Jul-20
AGS 3.2 HGIOG Use of Resources	Overdue	47%	Karen Wiles	Karen Wiles	**PARENT ACTION**	31-Mar-20

AGS 3.2.1 HGIOG5.1.3 Scheme of Governance	Overdue	40%	Mary Beattie; Karen Wiles	Ruth O'Hare	This work was due to be included with the overall Expenditure Approval Process Project (EAPP) which was put in hold in February 2020. The EAPP Project Board will meet on the 28 April 2021 to discuss the future plans for the project. In the meantime, further interim changes to the Financial Regulations in relation to grants were agreed by Full Council on 11 February 2021, to address particular issues with external funding. The issue of grants and loans will be considered as part of the next Annual Review of the Scheme of Governance which will be reported to Full Council in November 2021, in the event that this work cannot be taken forward as part of the EAPP project.	31-Mar-20
AGS 3.2.2 HGIOG8.1.1 Service Level Agreements	Completed	100%	Ritchie Johnson	Ritchie Johnson	The review of the use of SLAs across services has been completed. Feedback is being provided to each Service Management Team who will assess the appropriateness of their use of SLAs - in overall terms as well as individually when a specific SLA falls due for review.	31-Mar-20
AGS 3.2.3 HGIOG8.1.2 Budget Setting Process - Aligning to Outcomes/Priorities	Overdue	40%	Mary Beattie; Moira Beverley; Alison Tennant	Mary Beattie; Moira Beverley; Susan Donald; Alison Tennant	Update required - MTFS 2 approved by Full Council November 2020	30-Nov-19
AGS 3.2.4 HGIOG9.2.2 Budget Setting Process - Transparency & Accountability	Overdue	10%	Mary Beattie; Moira Beverley; Alison Tennant	Mary Beattie; Moira Beverley; Susan Donald; Alison Tennant	Adaptive Services Board. Strategic Leadership Team. RRG	31-Mar-19
AGS 3.3 HGIOG Partnership Working	Completed	100%			**PARENT ACTION**	30-Apr-20

AGS 3.3.1 HGIOG4.1.1 Community Councils	Completed	100%	Area Managers	Alison Cumming; Maureen Stephen	All relevant modules on ALDO have been updated to allow Community Councils to access learning whenever suits them. To date, no formal sessions with Community Councils have taken place. Online modules within ALDO have been updated so there is a constant resource available. No formal sessions bringing all Community Councils together for this purpose have taken place this year, however it will be looked at in the coming months.	31-Jan-20
AGS 3.3.2 HGIOG8.2.1 Promote Partnership Working	Completed	100%	Kate Bond	Moyra Stephen	SharePoint site for officers is available on Arcadia with guidance. It was promoted in the Policy Bulletin which is issued directly to subscribers and available online.	31-Dec-19
AGS 3.4 HGIOG Vision and Strategic Direction	Completed	100%			**PARENT ACTION**	31-Jan-20

AGS 3.4.1 HGIOG9.1.1 One Aberdeenshire	Completed	100%	Kate Bond	Donna Redford	Employee Engagement Board established to oversee activity, supported by a working group with cross service representation. Activity has stepped up during COVID-19 with a staff micro-site, regular bulletins, Team Talks and direct engagement with managers. Activity is being monitored via quick polls on Arcadia.	31-Dec-19
AGS 3.4.2 HGIOG9.1.2 Personal Performance Plans (PPP)	Completed	100%	Laura Simpson	Kay Hopwood	The ALDO course is regularly reviewed and supplemented with online training, recent training has been provided on How do manage PPP's on line.	31-Jan-20
AGS 3.4.3 HGIOG9.1.4 Leadership: Officers	Completed	100%	SLT; Laura Simpson	Kay Hopwood; Jim Savege	One Aberdeenshire Principles and council priorities are regularly discussed and thinking developed at the Leadership Forum, CLG, through the Employee Engagement Board and Team talks. This is now embedded.	31-Dec-19
AGS 3.4.4 HGIOG9.2.1 Leadership: Elected Members	Completed	100%	SLT	Kay Hopwood	Annual Continued Professional Development programmes are made available to Elected members providing internal opportunities through subject matter experts on subjects such as sustainability, social media and skills such as agile mind set, digital, media, etc. The next phase of development in just about to start with officer/member co-creation of CPD programme for the next 2 years.	31-Jan-20

AGS 4 Annual Governance Statement	Completed	100%			**PARENT ACTION**	31-Mar-20
AGS 4.1 HGIOG11.0 Certificate of Assurance	Completed	100%	SLT	Mary Beattie; Kate Bond; ~~Norrie Crichton~~	These actions have been brought forward and are captured within the various plans within the CIP which is reported on quarterly to committee. Bullet points listed will also be addressed with the implementation of the new performance framework and delivery plans. This action is now closed.	31-Mar-20

Annual Governance Statement Action Plan 20/21

Report Type: Actions Report
Report Author: Jade Fitzpatrick
Generated on: 30 April 2021

Action	Status	Progress	Managed By	Assigned To	Latest Note	Due Date
Annual Governance Statement Action Plan 2020/21	In Progress	81%				31-Mar-22
AGS2020 1 Delivering Effective Accountability	In Progress	76%			**PARENT ACTION**	31-Mar-22
AGS2020 1.1 Scheme of Governance - revise and review appropriate inclusion of Loans and Grants within Scheme of Governance	Overdue	30%	Mary Beattie; Karen Wiles	Ruth O'Hare	The Expenditure Approval Process Project remains on hold. Officers are due to meet in April 2021 to discuss the future of the project. Consideration will be given as to whether further changes are required to the Scheme of Governance as part of the Annual Review of the Scheme which will commence in Summer 2021.	31-Mar-20
AGS2020 1.2 Provide Quarterly Progress Reports on AGS Action Plan to Audit Committee	Completed	100%	Kate Bond	Fiona McCallum	Quarterly updates are now being provided to Audit Committee as well as all Policy Committees.	30-Apr-21
AGS2020 1.3 Ensure Annual Governance Statement for 2020/21 is the subject of a report to all the Policy Committees for discussion and comment prior to being put before Audit Committee.	Completed	100%	Ritchie Johnson	Mary Beattie	The Annual Governance Statement is being presented to all Policy Committees in the May/June cycle of committee meetings prior to being presented to Audit Committee with the Unaudited Accounts at its meeting in July.	31-Mar-21
AGS2020 2 Ensuring Openness	In Progress	86%				31-Mar-22
AGS2020 2.1 Undertake formal reporting on the work of the Audit Committee to Full Council	Completed	100%	Kate Bond		**PARENT ACTION**	31-Mar-21
AGS2020 2.1.1 Consider including the Chair of Audit Committee in the annual performance reporting to Full Council in September.	Completed	100%	Kate Bond		The Chair of the Audit Committee is scheduled to present an update on the work of the Audit Committee during 2019/20 to the meeting of Aberdeenshire Council on 24 September 2020 as part of the Annual Performance Report.	31-Mar-21

AGS2020 2.2 Support and deliver training to governance arrangements within Community Councils	Completed	100%	Angela Keith; David MacLennan; Ann Overton	Angela Keith; David MacLennan; Ann Overton	All relevant modules on ALDO have been updated to allow Community Councils to access learning whenever suits them. To date, no formal sessions with Community Councils have taken place. Online modules within ALDO have been updated so there is a constant resource available. No formal sessions bringing all Community Councils together for this purpose have taken place this year, however it will be looked at in the coming months. Area teams have provided support to Community Councils in relation to AGMs and co-options due to the delay in election processes and continue to provide support for Community Councils to meet virtually and maintain their business and have done so since the start of lockdown. Complete.	31-Jul-21
AGS2020 2.3 Strengthen transparency of community engagement to include clarity on what is meant	In Progress	75%	Kate Bond	Fiona McCallum	**PARENT ACTION**	31-Jul-21
AGS2020 2.3.1 Engagement and participation policy to be developed/revised	In Progress	75%	Kate Bond	Fiona McCallum	The Engagement & Participation group reviewed progress of the policy and guidance at the beginning of March to ensure work will be completed in time to enable us to report to Business Services Committee in June 2021 with Area Committees being consulted prior to this. The Draft Policy is ready and case studies and guidance are being finalised by officers from across council services and the H&SCP by the end of March.	31-Jul-21
AGS2020 2.4 Review arrangements for provision of information to Community Groups, including funding streams available.	In Progress	80%	Angela Keith; David MacLennan; Ann Overton	Angela Keith; David MacLennan; Ann Overton	The 2021 Area Committee Budget was agreed at FC in March 2021, reports have gone to Area Committees for approval for overall approval of approach. Also note that a review of the Education Trust is ongoing and will have an area focus and website pages will be required to be updated too.	31-Mar-22
AGS2020 2.5 Promote opportunities for community groups to use participation requests	In Progress	75%	Kate Bond	Fiona McCallum	**PARENT ACTION**	31-Jul-21

AGS2020 2.5.1 Further promotion of all aspects of community participation to be included within the wider engagement policy	In Progress	75%	Kate Bond	Fiona McCallum	The roll out of the new engagement tool, Engagement HQ, has been the focus through February and March 2020. The Business Strategy Team have provided training for around 300 people and 73 users have been added to the system. Support is being provided to these users to develop engagement activities. The Engagement & Participation group reviewed progress of the policy and guidance at the beginning of March to ensure work will be completed in time to enable us to report to Business Services Committee in June 2021 with Area Committees being consulted prior to this. The Draft Policy is ready and case studies and guidance are being finalised by officers from across council services and the H&SCP by the end of March.	31-Jul-21
AGS2020 3 Developing the Council's Capacity	In Progress	85%				31-Jul-21
AGS2020 3.1 Promote Partnership Policy/Framework across the organisation	Completed	100%	Kate Bond		SharePoint site for officers available on Arcadia with guidance. It was promoted in the Policy Bulletin which is issued directly to subscribers and available online. COMPLETE	31-Mar-21
AGS2020 3.2 Set out objectives for embedding One Aberdeenshire for the year ahead	Completed	100%	Kate Bond		**PARENT ACTION**	31-Jul-20
AGS2020 3.2.1 Plan to support employee engagement in development, which will contain measurable objectives	Completed	100%	Kate Bond		Employee Engagement Board established to oversee activity, supported by a working group with cross service reps. Activity has stepped up during Covid with a staff microsite, regular bulletins, Team Talks and direct engagement with managers. Activity is being monitored via quick polls on Arcadia.	31-Jul-20
AGS2020 3.3 Provide clear guidance to managers in support of PPP	Completed	100%			**PARENT ACTION**	31-Jul-20
AGS2020 3.3.1 Issue further resources such as articles and webinars and signpost to existing support delivered to help managers develop their skills in this area	Completed	100%	Mary Beattie		The ALDO course is regularly reviewed and supplemented with online training, recent training has been provided on How do manage PPP's on line.	31-Jul-20
AGS2020 3.4 Increase visibility of our leadership in relation to embedding vision in support of future council and One Aberdeenshire, with a focus on leadership development	Completed	100%	Mary Beattie		**PARENT ACTION**	31-Jul-20

AGS2020 3.4.1 Undertake gap analysis and develop action plan based on findings	Completed	100%	SLT; Mary Beattie		One Aberdeenshire Principles and council priorities are regularly discussed and thinking developed at the Leadership Forum, CLG, through the Employee Engagement Board and Team talks. This is now embedded.	31-Jul-20
AGS2020 3.5 Embed project prioritisation process that incorporates benefits to demonstrate value to inform project approval and assign resources	In Progress	85%	Kate Bond	Donna Redford	The approved Strategic Change, Capital Plan & HRA Capital Board project prioritisation process is being integrated and tested through Service Transformation Boards. The outputs from this will be considered by the Board which will lead to a revised programme of work enabling resources to be assigned to the prioritised programme.	31-Jul-21
AGS2020 3.6 Develop peer support/challenge mechanisms, including a model which sets out how and when to use it	In Progress	30%	SLT; Kate Bond	Donna Redford	The learning gained from ASB and discussion through Chief Officers has informed the development of a new model which will be refined as part of an iterative process of learning and informing the model.	31-Jul-21
AGS2020 4 Managing Risks and Performance	In Progress	78%				30-Nov-21
AGS2020 4.1 Develop medium-term resource plans demonstrating integrated financial and workforce capacity to deliver agreed council priorities	Overdue	85%	Mary Beattie	Mary Beattie	**PARENT ACTION**	31-Mar-21
AGS2020 4.1.1 Increase the use of data analytics to link financial and non-financial data to calculate unit costs and inform the setting of fees and charges	Overdue	85%	Mary Beattie	Mary Beattie	The Budget Setting Process for 2020/21 brought together financial and work force data, linking these elements to service delivery and the council priorities	31-Mar-21
AGS2020 4.2 Align Risk Registers with the Council Priorities, Council Plan, Priority Plans and core service responsibilities	Overdue	87%	SLT	Ritchie Johnson	**PARENT ACTION**	31-Mar-21
AGS2020 4.2.1 Re-consider existing priorities due to the societal, organisational and financial impact of COVID-19	Completed	100%	Mary Beattie	Karen Wiles	Council agreed new priorities July 2020	01-Mar-21
AGS2020 4.2.2 Review the Risk Registers to ensure these align with the Council Priorities, Council Plan, Priority Plans and core service responsibilities	Overdue	75%	Mary Beattie	Susan Donald	Review by Audit Committee	31-Mar-21

AGS2020 4.3 Review the interaction of financial performance reporting with the Committee cycle	Overdue	90%	Mary Beattie; Karen Wiles	Mary Beattie	**PARENT ACTION**	31-Mar-21
AGS2020 4.3.1 Consider how to provide Committees with more current financial performance data under the current Committee cycle	Overdue	90%	Mary Beattie; Karen Wiles	Mary Beattie	• The deadlines for Committee Reports means that financial performance data is at least 2 months old before it comes before Committee. • The use of Power BI to produce financial performance data based on actuals means that the data can be as current as at 5pm the night before Committee. • Councillors have access to Power BI reports for their respective out with the Committee cycle.	31-Mar-21
AGS2020 4.4 Review the use of performance data and benchmarking by services to drive continuous improvement.	In Progress	70%	Kate Bond		**PARENT ACTION**	
AGS2020 4.4.1 Embed discussions on performance at DMTs, CLG and area management teams. Active use of Pentana	Overdue	70%	SLT	Ritchie Johnson	The first iteration of Directorate Plans have been approved with associated Performance Measures and use of LGBF included. Area Plans currently being developed, again with associated action plans.	31-Mar-21
AGS2020 4.5 Review budget setting process	Overdue	60%	Mary Beattie	Mary Beattie; Moira Beverley; Susan Donald	Update required - MTFS 2 approved by Full Council November 2020	31-Mar-21

How Good Is Our Governance 2020/21

Report Type: Actions Report
Report Author: Jade Fitzpatrick
Generated on: 30 April 2021

Action	Status	Progress	Managed By	Assigned To	Latest Note	Due Date
How Good is Our Governance Action Plan 2020/21	In Progress	76%	Kate Bond	Fiona McCallum		31-Aug-21
HGIOG 1 Performance Management	Overdue	70%	SLT; Angela Keith; David MacLennan; Ann Overton	Angela Keith; David MacLennan; Ann Overton	**PARENT ACTION**	30-Apr-21
HGIOG 1.1 Revise and update performance information on Pentana	Overdue	70%	Kate Bond	Fiona McCallum	Work has commenced to review and update performance information on Pentana. Services have been requested to ensure that all inactive performance indicators and actions are retired and that all performance information is up to date, This work is being coordinated by the Business Strategy team. Once agreed, new performance indicators and actions will be added. All ECS information is up to date - all inactive PIs are removed or deactivated.	01-Apr-21

HGIOG 2 Impact on the Local Community	Completed	100%	Kate Bond		PARENT ACTION	31-Jan-21
HGIOG 2.1 Provide a much clearer description of links between the Council and work ongoing within Communities	Completed	100%	Kate Bond	Fiona McCallum	Phase 2 of the Community Impact Assessment is due to commence in Spring 2020. This phase will be led by the Area Manager (Garioch) and supported by the Business Strategy team. Additionally, our Community Planning Partners have accepted an invitation to be part of this process. The results of the CIA have been utilised when developing the Council's Priorities, Principles and Plan and also the refreshed six area Community Plans, the Directorate Plans and Council Budget. The Council is also utilising CIA has to aid decision making both by committees and officers. Phase 2 will be developed to tackle specific issues that arose during Phase 1 such as • The difference in responses from the two sexes - 82% of • Underrepresentation from under 25s - less than 2% of respondents were under 25. • Ensuring there are responses from the full range of household income groups • Exclusion of older people and people without access to internet or devices, whether due to economic or geographical reasons • Engaging with the communities of non-British nationals, specifically in Buchan and Banff and Buchan.	31-Jan-21

					A partnership approach to the CIA will provide a strong foundation from which those opportunities can be enhanced and ensure our resources are focused efficiently and effectively for the benefit of the communities we all serve. Area Plans provide additional specific linkages between the work of the Council and the work going on in communities and the different plans in place. Area plans provide the golden thread between the Council, CPP and our communities.	
HGIOG 3 Leadership and Direction	In Progress	85%	Jim Savege		**PARENT ACTION**	31-Aug-21
HGIOG 3.1 Improve and maintain consistently clear message from Leaders and senior management	In Progress	85%	SLT	Ritchie Johnson	The Council has set it's budget for 2021/22 and set out clear budget priorities for the year ahead.	31-Aug-21
HGIOG 4 Structure and Function of Audit Committee	In Progress	49%	Karen Wiles		**PARENT ACTION**	31-Aug-21
HGIOG 4.1 Tailored and informal training supported by officers/external trainers	In Progress	15%	Karen Wiles	Ruth O'Hare	A report will be submitted to the meeting of Audit Committee on 1 July 2021 with proposals for scheduled training across the year.	31-Aug-21

HGIOG 4.2 Review attendance and work to identify and reduce barriers to attendance/participation of Members and level of Substitute Members	In Progress	15%	Karen Wiles	Ruth O'Hare	A report will be submitted to the meeting of Audit Committee on 1 July 2021 following the outcome of the review with recommendations for improvement.	31-Aug-21
HGIOG 4.3 Consideration of the publication of full reports to Audit Committee	Completed	100%	Ritchie Johnson	Colin Harvey	Agreed at the Audit Committee of 25 March 2021	31-Aug-21
HGIOG 4.4 Consider a review into all current outstanding recommendations/plans	In Progress	65%	Colin Harvey; Ritchie Johnson	Fiona McCallum	On 3 March 2021 SLT agreed Directors would review and actively manage / refresh all outstanding audit recommendations. Any recommendations that for example are no longer valid, require an extension, or the risk is to be accepted should be notified to Internal Audit so they can be reported to Committee. In future these will be reviewed once/twice per year as part of a regular routine programme to be embedded within service plans. Performance to be monitored by SLT - arrangements to be agreed.	31-Aug-21
HGIOG 4.5 Provide annual report to evidence the value added from the scrutiny process	In Progress	50%	SLT	Ritchie Johnson; Ruth O'Hare	This will be incorporated into the annual report from the Audit Committee to Full Council.	31-Aug-21

Best Value Action

Plan 2020

Report Type: Actions Report
Report Author: Jade Fitzpatrick
Generated on: 30 April 2021

Action	Status	Progress	Managed By	Assigned To	Latest Note	Due Date
BV1 Reviewing its priorities and outcomes and including SMART measures and targets so that progress can be easily demonstrated.	Completed	100%			**RECOMMENDATION**	31-Mar-21
BV1.1 Cllrs will agree a new set of Priorities	Completed	100%	Andy Kille		Cllrs agreed a new set of Priorities in July 2020	01-Mar-21
BV1.2 Agree a new Council Plan	Completed	100%	Andy Kille		New Council Plan agreed by Cllrs in Sept 2020.	01-Mar-21
BV1.3 Develop Directorate and Area Plans that include SMART measures, targets and actions to demonstrate how the council will deliver on its priorities.	Completed	100%	SLT	Debbie McGilvray; Gillian Milne; Alan Morris; Neil Watts	Directorate plans have all been approved by respective policy committees and include SMART measures targets and actions to show how the Council will deliver on its priorities. Work is ongoing with Members in terms of developing performance indicators with Services.	31-Mar-21

					RECOMMENDATION	30-Nov-21
BV2 Improving its approach to performance management	In Progress	51%			RECOMMENDATION	30-Nov-21
BV2.1 Develop and implement a new performance management framework	Overdue	80%	Kate Bond	Fiona McCallum	A draft performance management framework is being presented to SLT on 12 May 2021 with a proposal for consultation with policy and area chairs during May and June before consideration by Full Council on 24 June 2021.	30-Apr-21
BV2.2 Robust use of LGBF in all services. Demonstrate how services use LGBF to deliver improvements through Directorate Plans	In Progress	60%	SLT	Ritchie Johnson	LGBF information contained in approved Directorate Plans and will be subject to further reports to, and discussion at, Service Management Teams and relevant Committees.	30-Nov-21
BV2.3 Develop a new programme supporting continuous improvement across all services in conjunction with the Improvement Service	In Progress	32%	Kate Bond; Jim Savege	Donna Redford	Initial discussions have been held with the Improvement Service. The ongoing work being progressed at senior management level to identify the best mechanism to embed a corporate approach to performance and continuous improvement will lead to the development of a new programme supporting continuous improvement. The programme will be informed by stakeholder engagement and shaped by the priorities identified from performance data.	30-Jun-21
BV2.4 Regular performance reporting to Policy and Area Committees	Overdue	40%	SLT	Gillian Milne; Alan Morris; Neil Watts	It is intended to report progress with the agreed actions and performance measures to Infrastructure Services Committee on a six monthly basis. The first report will go to ISC on the 13th May 2021.	30-Apr-21
BV3 Implementing an effective Council-wide approach to self-evaluation including robust arrangements for monitoring agreed actions	In Progress	87%			RECOMMENDATION	30-Sep-21
BV3.1 Review and develop the self-evaluation process	In Progress	75%	Kate Bond	Fiona McCallum	Following discussions with the Improvement Service in December 2020 and January 2021, work is ongoing at senior management level to explore and identify the best mechanism to embed all aspects of performance management including self evaluation across the organisation. The corporate improvement plan and refreshed corporate governance framework which is now in place, including the annual report from audit committee, is integral to the self-evaluation process.	30-Sep-21
BV3.2 Embed the key actions arising into a corporate improvement plan	Completed	100%	Kate Bond	Fiona McCallum	Complete. Corporate Improvement Plan is developed and is to be presented to SLT on 13 January 2021 and Audit Committee on 4 February with quarterly updates being provided thereafter.	31-Dec-20

BV4 Reviewing the scrutiny arrangements to ensure that there is sufficient public scrutiny and that it effectively supports continuous improvement	In Progress	13%			RECOMMENDATION	30-Jul-21
BV4.1 Undertake a review of scrutiny arrangements	In Progress	20%	Karen Wiles	Ruth O'Hare	As part of the work to inform the review of scrutiny arrangements a scrutiny page has been developed and published on Arcadia to assist Members and officers navigate the scrutiny process. At the same time a template for annual scrutiny reports to Policy and Area Committees has been prepared to assist Directors in reporting on scrutiny activity. The first of the annual reports is expected in June and will complement the ongoing review by increasing awareness of public scrutiny undertaken by Committees.	30-Jun-21
BV4.2 Develop a systematic programme of scrutiny with a key focus on outcomes and improvements and the impact of scrutiny actions on service delivery to align with the seven principles in the Code of Corporate Governance	In Progress	10%	Karen Wiles	Ruth O'Hare	This work will be undertaken alongside the review of scrutiny arrangements under BV4.1.	30-Jul-21
BV4.3 Put in place a programme of Cllr training to support improved scrutiny at all levels	In Progress	10%	Karen Wiles	Ruth O'Hare	This action will follow the review of scrutiny arrangements under BV4.1	30-Jun-21
BV5 Improving the performance of key services including education attainment and housing relets	In Progress	61%			RECOMMENDATION	31-Mar-22
BV5.1 Develop improvement plans based on performance of key services, aligned to Directorate Plans. Initially focusing on housing re-lets and poverty related educational attainment	Overdue	50%	SLT	Kay MacDonald; Alan Morris; Neil Watts	The IS Directorate Plan sets out a series of improvement actions the service will undertake in support of the Council priorities. The Housing Plan sets out the housing specific improvement actions. One of the key improvement actions relates to improving the relet time for vacant properties (further details of the steps taken to achieve this can be found under Action 5.2). Unfortunately, the Covid Pandemic has significantly delayed implementation of this improvement action due to limitations on lettings and working restrictions, as explained under Action 5.2.	31-Dec-20

BV5.2 Housing re-lets: review all policies/procedures and implement improvement action plan	Overdue	80%	Rob Simpson	Andrew Mackie; Alan Morris; Neil Watts	A Revised Voids Procedure is now completed and published, and an updated lettable Standard has been implemented throughout Aberdeenshire. Whilst Level 4 Covid 19 restrictions have impacted on re-let times by restricting our ability to let properties (particularly during lockdown), void works have continued in mainstream properties. Sheltered Housing voids remain on hold due to risks inherent within Schemes. Covid-19 has had a substantial impact on the implementation of these changes, requiring significant changes to the void procedure to take account of safer ways of working and letting restrictions. This has delayed implementation, particularly with regard to main block Sheltered Housing where, as noted above, void works and lettings are not currently possible. The updated void procedure and lettable standard will be implemented across all housing stock when restrictions on lettings in Sheltered Housing are lifted (i.e. when Aberdeenshire moves to lower Covid tiers). Additionally, we are moving to a Choice-Based Lettings (CBL) model in the next few months, which will require further work to adapt the revised void procedure, although the overall targets for relet times will remain the same.	31-Dec-20
BV5.3 Housing re-lets: 50% reduction in time to re-let	Overdue	0%	Rob Simpson	Andrew Mackie; Alan Morris; Neil Watts	Aberdeenshire Council took an average of 64.1 days to relet properties in Q4 to the end of February. This represents an improvement of around 7 days overall compared to Q3. However, it is likely that the ongoing Covid lockdown will have a negative impact on performance in the coming months, as it has limited our ability to let properties such as Sheltered Housing. Despite the recent improvement, relet times remain above 2018/19 levels.	31-Mar-21
BV5.4 Education: Review of Pupil Equity Funding impact on educational attainment at all levels and identify areas where PEF can be more appropriately targeted to improve outcomes for young people	Overdue	90%	Vincent Docherty	Peter Wood	PEF now has a Head Teacher questionnaire ready to issue in term 4. This will ensure we can capture PEF impact across the school estate, capture the very good practice, can share success and also hear from HTs on their views on how to improve the PEF impact.	31-Mar-21
BV5.5 Education: National Improvement Framework priority 2 (Closing the attainment gap between the most and least disadvantaged children and young people) added to cluster attainment targets linked to the National Improvement Framework Plan for Aberdeenshire	In Progress	50%	Vincent Docherty	Peter Wood	The NIF is now updated by key officers on a quarterly basis. Officers are focussed on aligning the NIF priorities to the 4 ECS school priorities and to ensuring the re engagement of pupils and staff back to school is represented within Improvement Planning as a Health and Well-Being priority. PEF, Quality Assurance processes, self-evaluation, improvement planning etc will all be used by school teams to ensure they focus on the learning journeys of all pupils and on providing the resources needed to ensure equity	31-Mar-22
BV5.6 Fully implement Scottish Government 1140 early learning and childcare (ELCC) strategy	Completed	100%	Anne Marie Davies MacLeod	James Martin; Julia Matthew; Natalie Stewart	Strategy for 1140 has been fully rolled out. All Funded Providers have signed contract that allows them to provide up to 1140 hours. All Local Authority settings are being supported to put in place staffing allocation to deliver 1140. All LA settings will be supporting up to 1140 hours from April 2021.	31-Aug-20
BV6 Continuing to develop its corporate approach to workforce planning	In Progress	70%			RECOMMENDATION	30-Sep-21

BV6.1 Implementation of the workforce strategy "Our Future Workforce"	Completed	100%	Karen Wiles	Kay Hopwood	Services have the choice to incorporate workforce planning into service, team and or business plans or they can have a stand alone workforce plan. Workforce Plans have been built into Directorate Plans for Business Service and Infrastructure Services and these have been approved by their respective policy committees. ECS Directorate Plan was already approved but Workforce Planning has subsequently been built into the plan. Numerous Service and team workforce plans are currently being developed.	31-Mar-21
BV6.2 Develop and implement service workforce plans	In Progress	40%	SLT	Ritchie Johnson	Services have the choice to incorporate workforce planning into service, team and or business plans or they can have a stand alone workforce plan. Workforce Plans have been built into Directorate Plans for Business Service and Infrastructure Services and these have been approved by their respective policy committees. ECS Directorate Plan was already approved but Workforce Planning has subsequently been built into the plan. Numerous Service and team workforce plans are currently being developed	01-Sep-21
BV7 Developing SMART criteria to measure the impact working in partnership has on improving outcomes	Overdue	65%			**RECOMMENDATION**	30-Apr-21
BV7.1 Develop and implement new performance measures to support delivery of the CPP LOIP priorities	Overdue	35%	Angela Keith; David MacLennan; Ann Overton	Angela Keith; David MacLennan; Ann Overton	Officers from the Improvement Service are working with LOIP leads to develop a suitable Monitoring & Evaluation Framework for the Aberdeenshire LOIP. This will be presented to the CPP Board for consideration, at its meeting on 9 June. Thereafter, it is anticipated a workshop involving CPP Executive and Board members will take place to ensure a robust framework is developed that meets the needs of all LOIP priorities and provides the Executive and Board with the scrutiny and accountability they require.	30-Apr-21
BV 7.1.1 Connected and Cohesive Communities	Overdue	25%	Angela Keith; David MacLennan;	Angela Keith; David MacLennan; Ann Overton; Moyra Stephen	A framework of performance measures is being developed to capture delivery of LOIP priorities across all areas of Aberdeenshire with particular focus on the two Locality Plan areas; Banff & Buchan and Buchan.	30-Apr-21
BV 7.1.2 Reducing Poverty	Overdue	80%	Amanda Roe	Amanda Roe	The Tackling Poverty & Inequality Strategic Partnership has review the Child Poverty Action Plan to reflect the long term implications of the Covid 19 pandemic on families and households. The updated plan will be considered and approved by Aberdeenshire Council Communities Committee on 1st April 2021. The Partnership continues to measure impact of the action plan using the four targets identified by the Scottish Government to support the overarching Every Child Every Chance plan as well as specific performance measures aligned to each action within Aberdeenshire's Child Poverty Action Plan. The plan is a live plan and updates are regularly posted on the Our Aberdeenshire website - https://www.ouraberdeenshire.org.uk/our-priorities/reducing-child-poverty/	30-Apr-21
BV7.1.3 Changing Aberdeenshire's relationship with alcohol	Overdue	0%				30-Apr-21

BV7.2 Develop six Area Delivery Plans which bring together existing local plans	Overdue	96%	Angela Keith; David MacLennan; Ann Overton	Angela Keith; David MacLennan; Ann Overton	The Area Plans are being reported to Garioch and Buchan ACs on 11 May followed by the other four ACs thereafter.	30-Apr-21
BV8 Concluding the remaining locality plans as soon as possible	Overdue	90%			**RECOMMENDATION**	31-Mar-21
BV8.1 Finalise Banff and Macduff locality plan	Overdue	90%	Angela Keith; David MacLennan; Ann Overton	Angela Keith; David MacLennan; Ann Overton	The Banff & Macduff Locality Plan was endorsed at the Banff & Buchan LCPG meeting on 10 March, Connected & Cohesive Communities Strategic Lead Group on 21 April, and will be taken to the CPP Executive meeting on 5 May for further endorsement. It will then be presented to the CPP Board for approval on 9 June.	31-Mar-21
BV9 Continuing to develop area performance reporting that is timely and relevant at that level	Overdue	50%			**RECOMMENDATION**	30-Apr-21
BV9.1 Develop and implement performance monitoring to support the key deliverables set out in the Area Delivery Plans	Overdue	50%	Angela Keith; David MacLennan; Ann Overton	Gillian Milne; Alan Morris; Neil Watts	There have been a number of meetings between service representatives and Area Managers to identify the information and actions required to complete each Plan. Drafts are expected to be reported to the SLT on the 24th March and then taken to the appropriate Area Committee for approval in April.	30-Apr-21
BV9.2 Regular reporting to Area Committees providing transparency, accountability and ability to undertake scrutiny at a local level	Overdue	50%	Angela Keith; David MacLennan; Ann Overton	Gillian Milne; Alan Morris; Neil Watts	Work has been on-going within each service to identify those Area specific measures that can demonstrate progress against delivery of the agreed actions. Input from elected members on the development of these members has been sought through a series of informal workshops with the Area Committees. It is intended that performance will be reported to Area Committees along with details of progress with each action. Area performance activity will formally be reported through Area Plans. Performance measures and targets will be established after the first Area Plans are approved at Area Committees in April/May 20221. Performance reports will be presented to Area Committees in 6-12 months time alongside Area Plan updates.	30-Apr-21
BV10 Councillors should take advantage of the training and development opportunities that the Council provides to ensure they have the necessary skills and knowledge to perform their role effectively	Completed	100%			**RECOMMENDATION**	01-Mar-21
BV10.1 All Cllrs to ensure that basic CPD requirements are up-to date	Completed	100%	Karen Wiles	Kay Hopwood	An Elected Member CPD Focus group took place on 15/02/2021 and proposal has been developed for wider engagement. The proposals outlines solutions for increasing councillor engagement around CPD recognising, attending and recording events and learning. Solutions include annual engagement around the CPD timetable, regular reminders and updates, a dedicated e-learning portal for all Councillors.	31-Dec-20

BV10.2 Undertake a review of the current training and development programme	Completed	100%	Karen Wiles	Kay Hopwood	An Elected Member CPD questionnaire was issued in March 2021 and in now complete and analysed. A package of support has been put in place in order to increase EM engagement with CPD. this includes EM ALDO portal, monthly reminder, newsletter, top tips, articles, timetable of events, bi-annual focus group. Outcomes will regularly monitored by the group and any additional remedies put in place.	01-Mar-21