Aberdeenshire
C O U N C I L **Business Services**

REPORT TO AUDIT COMMITTEE – 16 SEPTEMBER 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   Consider and comment on the Corporate Improvement Plan ("the Plan") (attached as Appendix 1 to this report); and
2.2   Agree to receive quarterly updates.

3   Purpose and Decision Making Route

3.1   The Audit Committee at its meeting on 17 September 2020 agreed that all corporate improvement action plans would be merged into a corporate improvement plan (the Plan). The Plan is reported to Audit Committee and Policy Committees on a quarterly basis to enhance transparency and accountability and to provide Members with assurance around progression of agreed actions.

3.2   Actions for consolidation were agreed by Audit Committee on 25 March 2021. The Plan attached to this report was extracted from Pentana, the Council's corporate performance and risk platform, on 17 August 2021.

4   Background

4.1   Quarterly reporting of the Plan has led to increased monitoring and scrutiny by Senior Officers and since the Plan was last considered by Committee on 3 June 2021 the number of overdue actions has reduced considerably from 25 to 14. Although good progress has been made it is acknowledged that the number of overdue actions remains a concern and exploratory work is ongoing to understand the reasons for delays and to ensure that deadlines can be adhered to. All overdue and soon to become overdue actions are regularly monitored by Strategic Leadership Team and action plans to address these have been developed.

4.2   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 extraction for reporting for comparison purposes. The table of progress is as follows:

Plan	Complete (17 August 2021)	Complete (30 April 2021)	In progress (17 August 2021)	In progress (17 August 2021)	Overdue (17 August 2021)	Overdue (30 April 2021)
Annual Governance Statement Action Plan 2019/20	20	18	0	0	2	4
Annual Governance Statement Action Plan 2020/21	18	8	0	6	1	7
HGIOG 2020 Action Plan	6	2	1	5	1	1
Best Value Action Plan 2020	15	8	5	17	10	13
Total	**59**	**36**	**6**	**28**	**14**	**25**

4.3 Of the overdue actions, 2/3 are 75% complete or more and have completion dates before the end of September and considerable progress is being made, for example, around Area Plans, performance reporting and development of performance indicators across all Directorates and the Community Planning Partnership. The scrutiny review is well underway with reports due at Procedures Committee in September.

4.4 The Performance team has developed a Pentana training video which is now available on ALDO for Members and Officers. Bespoke training sessions are available upon request to the Performance team – performance@aberdeenshire.gov.uk

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

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

5.3   An integrated 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 may 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 their comments are incorporated within the report and are satisfied that the report complies with the Scheme of Governance 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. of the List of Committee Powers in Part 2A of the Scheme of Governance as it relates to the review of internal control systems.

Ritchie Johnson, Director of Business Services

Report prepared by Fiona McCallum, Business Strategy Manager

Date 31 August 2021

List of Appendices –
Appendix 1: Corporate Improvement Plan extracted on 17 August 2021

CORPORATE IMPROVEMENT PLAN QUARTERLY UPDATE REPORT
Report Type: Actions Report
Generated on:17 AUGUST 2021

Year	Plan	Number of actions	Complete (17 August 2021)	Complete (30 April 2021)	In progress (17 August 2021)	In progress (30 April 2021)	Overdue (17 August 2021)	Overdue (30 April 2021)
2019/20	Annual Governance Statement Action Plan 2019/20	22	20	18	0	0	2	4
2020/20	Annual Governance Statement Action Plan 2020/21	20	18	8	0	6	1	7
	HGIOG 2020 Action Plan	8	6	2	1	5	1	1
	Best Value Action Plan 2020	30	15	8	5	17	10	13
	Total	**80**	**59**	**36**	**6**	**28**	**14**	**25**

Annual Governance Statement Action Plan 2019

Report Type: Actions Report
Report Author: Jade Fitzpatrick
Generated on: 16 July 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	Complete	100%				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	97%				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	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	85%	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 | 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	Completed	100%	Mary Beattie	Moira Beverley; Susan Donald; Paul Mitchell; Alison Tennant	Report presented to SLT. Review considered input from senior politicians and services as well as finance staff. Revision to the 22/23 budget setting process will be overseen by SLT with input from the collaboration board and support from Finance and Services.	30-Nov-19
AGS 3.2.4 HGIOG9.2.2 Budget Setting Process - Transparency & Accountability	Completed	100%	Mary Beattie	Moira Beverley; Susan Donald; Paul Mitchell; Alison Tennant	Review undertaken by Finance with input from all services and senior politicians. This was presented to SLT 25 May 2021. New process to be developed for 22/23, through SLT, Collaboration Board and Finance. Review paper submitted to Fiona McCallum for forwarding to External Audit.	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	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 proving 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: 16 July 2021

Action	Status	Progress	Managed By	Assigned To	Latest Note	Due Date
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	Completed	100%	Kate Bond	Fiona McCallum	**PARENT ACTION**	31-Jul-21
AGS2020 2.3.1 Engagement and participation policy to be developed/revised	Completed	85%	Kate Bond	Fiona McCallum	A new Engagement & Partcipation Policy has been developed and considered by all Area Committees. The final policy will be presented to BSC in September for approval	31-Jul-21

AGS2020 2.5 Promote opportunities for community groups to use participation requests	Completed	100%	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	Completed	100%	Kate Bond	Fiona McCallum	New Engagement and Participation Policy has been developed and considered by all Area Committees and will be presented for approval to Business Services Committee in September. Extensive guidance has been developed with Services and roll out will commence once approved.	31-Jul-21
AGS2020 3 Developing the Council's Capacity	In Progress	85%				31-Jul-21
AGS2020 3.5 Embed project prioritisation process that incorporates benefits to demonstrate value to inform project approval and assign resources	Completed	100%	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	Overdue	90%	SLT; Kate Bond	Donna Redford	The Collaboration Board Terms of Reference have been agreed, the board is fully established meeting regularly. This facilitates a safe space for cross service peer challenge and consequence, adopts a fluid and responsive approach to timeline priorities, looks outward to support the organisation by buildings capacity and capability, inclusiveness, openness and transparency are core principles where Board members are responsible for sharing outputs with colleagues reporting to DMTs and Boards. The Board supports a range of activity, primarily undertaking tasks and activities as directed by SLT, to cover (but not limited to) consideration and development of the MTFS and budget strategy, improvement and change. In moving forwards the group recognises the continuing influence of Covid-19 and supports Service Recovery and Reform.	31-Jul-21
AGS2020 4 Managing Risks and Performance	Completed	100%				30-Nov-21
AGS2020 4.4 Review the use of performance data and benchmarking by services to drive continuous improvement.	Completed	100%	Kate Bond		**PARENT ACTION**	30-Nov-21

How Good Is Our Governance 2020/21

Report Type: Actions Report
Report Author: Jade Fitzpatrick
Generated on: 16 July 2021

Action	Status	Progress	Managed By	Assigned To	Latest Note	Due Date
How Good is Our Governance Action Plan 2020/21	In Progress	89%	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 different sexes - 82% of respondents were female. • 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
HGIOG 3 Leadership and Direction	Completed	100%	Jim Savege		**PARENT ACTION**	31-Aug-21
HGIOG 3.1 Improve and maintain consistently clear message from Leaders and senior management	Completed	100%	SLT	Ritchie Johnson	Clear direction from Senior Councillors in relation to budget, service priorities and best value - as evidenced through input at Full Council over recent meetings. Senior managers reinforcing this through regular Team Talks and corporate communications.	31-Aug-21
HGIOG 4 Structure and Function of Audit Committee	In Progress	88%	Karen Wiles		**PARENT ACTION**	31-Aug-21
HGIOG 4.1 Tailored and informal training supported by officers/external trainers	Completed	100%	Karen Wiles	Ruth O'Hare	At its meeting on 1st July 2021 Audit Committee approved a training programme for 21/22 and noted that it would be reported annually to Committee in future years. The Committee therefore agreed that this action could be marked as complete.	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	Completed	100%	Karen Wiles	Ruth O'Hare	At its meeting on 1st July 2021 Audit Committee considered potential barriers to participation and agreed measures to address same in the form of detailed training and support. The Committee therefore agreed that this action could be marked as complete.	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	Completed	100%	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	75%	SLT	Ritchie Johnson; Ruth O'Hare	Draft annual report considered by Audit Committee on 1 July 2021. Audit Committee to finalise. Report scheduled to go to Full Council in Sep 2021 as part of suite of performance reports.	31-Aug-21

Best Value Action

Plan 2020

Report Type: Actions Report
Report Author: Jade Fitzpatrick
Generated on: 16 July 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.	Overdue	93%			**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.	Overdue	90%	SLT	Debbie McGilvray; Gillian Milne; Alan Morris; Neil Watts	Business Services have completed all tasks in relation to this Action. The BS Directorate Plan and associated Directorate Action Plan have both been approved at BS Committee on 25 February 2021 and 10 June 2021 respectively. Action is 100% complete for Business Services.The Housing Service Plan was approved by the Communities Committee in December 2020. This Plan set out the actions for Infrastructure Services which fall under the remit of the Communities Committee. The full Directorate Plan for Infrastructure Services was approved by ISC in March 2021. In the development of the plans it was accepted that further work would be carried out with Elected Members to develop a range of performance measures that would demonstrate clear progress in delivering on the strategic priorities and outcomes as well as providing assurance that other service activities were being carried out effectively and efficiently. Options for performance reporting by Housing will be considered by the Communities Committee in September.	31-Mar-21
BV2 Improving its approach to performance management	In Progress	78%				30-Nov-21
BV2.1 Develop and implement a new performance management framework	Completed	100%	Kate Bond	Fiona McCallum	The Performance Management Framework was approved by Full Council on 24 June. Sessions have been presented to all DMTs and offered to all service management teams. Work is progressing in conjunction with Learning & Development to create a general awareness course for employees, with other modules being developed for line managers to encourage conversations at all levels of the organisation.	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	75%	SLT	Ritchie Johnson	Use of LGBF influencing Service improvement actions is being reported through the next cycle of Policy Committee meetings.	30-Nov-21

Action	Status	%	Owner	Lead	Update	Due
BV2.3 Develop a new programme supporting continuous improvement across all services in conjunction with the Improvement Service	Completed	100%	Kate Bond; Jim Savege	Donna Redford	CI Framework approved by SLT 30/6/21. Framework to be discussed with DMTs during July 2021.	30-Jun-21
BV2.4 Regular performance reporting to Policy and Area Committees	Overdue	40%	SLT	Gillian Milne; Alan Morris; Neil Watts	Progress with the IS Directorate Plan covering the period October 2020 - April 2021 was reported to ISC in June. A report on progress with the Housing Service Plan for the same period will go to the Communities Committee in September. Both reports were intended to bridge the gap between the end of the old service plan and the start of the new. There is now an agreed corporate timetable in place for reporting progress with these actions with IS will adhere to with a six monthly update covering the period April - end of September to be reported in around October. Work is on-going to finalise the format of these reports so we have a standard approach across all services.	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	An options appraisal of different self-evaluation models is currently being undertaken and a report will be presented to Audit Committee in September with the preferred option.	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	50%			**RECOMMENDATION**	30-Jul-21
BV4.1 Undertake a review of scrutiny arrangements	Overdue	90%	Karen Wiles	Ruth O'Hare	The review has been undertaken and proposals will be reported to Procedures Committee on 17 September which will conclude the review. Any actions arising from the review will be progressed thereafter with appropriate oversight and Committee/Full Council approval where necessary.	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	Overdue	90%	Karen Wiles	Ruth O'Hare	This work is being undertaken alongside BV4.1 and proposals for implementing a programme of scrutiny will be reported to Procedures Committee on 17 September as part of the review of the scrutiny arrangements which will conclude this action	30-Jul-21

BV4.3 Put in place a programme of Cllr training to support improved scrutiny at all levels	Overdue	90%	Karen Wiles	Ruth O'Hare	A programme has being developed, with a mix of online and face to face training, including: Aldo training materials which will be updated following the conclusion of the review under B4.1 to reflect any changes to the Council's scrutiny arrangements, a "quick reference" guide on scrutiny for Members, face to face training as part of the new Council induction in May 2022 and a workshop for the Audit Committee on its scrutiny role which will take place in September 2021. Procedures Committee will be asked to approve the programme at its meeting on 17 September, at which point this action can be concluded.	30-Jun-21
BV5 Improving the performance of key services including education attainment and housing relets	In Progress	83%			**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	Completed	100%	SLT	Kay MacDonald; Alan Morris; Neil Watts	Re-let plan in place and performance being monitored. Performance improvements will become more visible as we emerge from Covid 19 restrictions and move back to routine allocation of properties. Progress discussed with Audit Scotland 28/06 who appeared content with actions and progress to date. ECS NIF plan demonstrates our plans to deal with poverty related educational attainment.	31-Dec-20
BV5.2 Housing re-lets: review all policies/procedures and implement improvement action plan	Completed	100%	Rob Simpson	Andrew Mackie; Alan Morris; Neil Watts	As noted in previous updates, the new void procedure has been completed, and the updated lettable standard has been implemented across the whole of Aberdeenshire. Relets within Sheltered Housing units have now resumed, meaning that implementation is now complete across all Housing stock. Aberdeenshire Council is moving to a Choice-Based Lettings (CBL) model of housing provision, which will require a modification of the void procedure to take account of these changes. Work on this update has been completed, with the CBL model now due to go live in August.	31-Dec-20

BV5.3 Housing re-lets: 50% reduction in time to re-let	In Progress	50%	Rob Simpson	Andrew Mackie; Alan Morris; Neil Watts	Aberdeenshire Council's overall average time to relet properties for the year to date (12/08/2021) is 87.7 days, which represents an increase compared to both the previous quarter (84.8 days) and figures for 2020/21 (80.3 days). However, this increase is in line with performance for other local authorities, where the average days taken to relet properties in quarter 1 was 62.2 days, compared to 57.1 days for all Scottish local authorities in 2020-21. In the case of Aberdeenshire Council, this increase is driven by the letting of Sheltered Housing properties that were void for an extended period due to Covid restrictions. This can be demonstrated by comparing the figures for Mainstream and Sheltered properties – the average days to relet Mainstream properties is currently 69.1 days for 2021/22 to date, which is relatively close to the current Scottish average, and has been improving slowly for the year to date. In contrast, the current average time to relet Sheltered Housing properties is 181.7 days for the year to date, and this is likely to continue for some time to come as Sheltered Housing properties continue to be let (the nature of the indicator means that properties only affect the figures once they have been relet). Given the ongoing impact of the Covid Pandemic on our void figures, it will not be possible to achieve the target of halving average void times by the end of 2021-22. However, this should be seen in the light of the unprecedented challenges presented by the Pandemic to all Scottish Landlords, as evidenced by the significant increases in relet times reported across Scotland. At this point, we are unable to provide an estimate of when we will be able to meet the targets set, given the complexity of the issues facing the service, although it is likely that Mainstream lets will achieve this improvement before Sheltered Housing.	31-Mar-22
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	Completed	100%	Vincent Docherty	Peter Wood	Complete - data gathering tool has been issued and HTs have returned their submissions to the centre.	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 most recent officer/lead update was completed two weeks ago and a report is going to ECS SLT on that recent update for their June meeting. QIM/QIOs are working closely with Education Scotland colleagues and our attainment advisor on schools who have a follow through inspection and are therefore part of our intensive support programme. This is currently 'live' school support.	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	80%			**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. A workforce power BI has been developed to provide real time workforce data in order to set priorities and monitor progress. A corporate WFP Tracker is being developed for reporting and monitoring purposes. the "our future workforce" strategy was approved at Business services committee in Feb 2020 and has been embedded into the WFP Toolkit, WFP guidance and resources pack which can be accessed through the AskHR Portal.	31-Mar-21
BV6.2 Develop and implement service workforce plans	In Progress	60%	SLT	Ritchie Johnson	The tracking of WFP across services will now take place in Pentana and 10 services (LLA,Housing,Children's services, CLD, Customer and Digital, Planning, Schools, Roads, Waste and Landscape Services, Legal and People and Property)) have WFP activity in progress. These are currently being captured in Pentana for reporting to Audit Committee and Business Services Committee every 6 months. The Pentana report will be used to update the Collaboration Board and Trade Unions regularly. HR are working to schedule remaining services WFP activity. A workforce data dashboard has been developed and phase 1 will launch early August. This will provide services with real time data on key indicators such as absence, turnover, recruitment and workforce profile. HR will work with services on an ongoing basis to use this data to capture workforce planning priorities.	01-Sep-21
BV7 Developing SMART criteria to measure the impact working in partnership has on improving outcomes	Overdue	68%			**RECOMMENDATION**	30-Apr-21
BV7.1 Develop and implement new performance measures to support delivery of the CPP LOIP priorities	Overdue	60%	Angela Keith; David MacLennan; Ann Overton	Angela Keith; David MacLennan; Ann Overton	The draft framework will be considered by the CPP Executive on 18 August and the CPP Board on 15 September for approval.	30-Apr-21
BV 7.1.1 Connected and Cohesive Communities	Overdue	50%		Angela Keith; David MacLennan; Ann Overton; Moyra Stephen	The framework will be developed over the summer and it is hoped a draft will be presented to the CPP Exec on 18 August and then approval at the Board on 15 September.	30-Apr-21
BV 7.1.2 Reducing Poverty	Completed	100%		Amanda Roe	On 1st April Communities Committee agreed the updated child poverty action plan which has been refreshed to reflect the impact of Covid-19 and the UK's exist from Europe. 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	90%			Aberdeenshire Drugs & Alcohol Partnership (ADP) have a new strategy in place 'Being Human' which contains a range of performance measures which will support monitoring for addressing issues of alcohol and drug use in the future. The ADP report directly into IJB and the CPP Exec yesterday agreed to recommend to the Board (on 15 September) to address the duplication of reporting mechanisms. This will be removed as a CPP LOIP priority and maintain oversight via an annual update report (as is the case with the Community Justice Partnership and Community Safety).	30-Apr-21
BV7.2 Develop six Area Delivery Plans which bring together existing local plans	Completed	100%	Angela Keith; David MacLennan; Ann Overton	Angela Keith; David MacLennan; Ann Overton	All Area Plans were reported to the six Area Committees, and approved, by 25 May 2021	30-Apr-21
BV8 Concluding the remaining locality plans as soon as possible	Completed	100%			**RECOMMENDATION**	31-Mar-21
BV8.1 Finalise Banff and Macduff locality plan	Completed	100%	Angela Keith; David MacLennan; Ann Overton	Angela Keith; David MacLennan; Ann Overton	Locality Plan was approved at CPP Board on 9 June.	31-Mar-21
BV9 Continuing to develop area performance reporting that is timely and relevant at that level	Overdue	62%			**RECOMMENDATION**	30-Apr-21
BV9.1 Develop and implement performance monitoring to support the key deliverables set out in the Area Delivery Plans	Overdue	80%	Angela Keith; David MacLennan; Ann Overton	Gillian Milne; Alan Morris; Neil Watts	There has been a substantial amount of work carried out by the Area Managers and Directorate Performance leads to deliver the framework for area performance. This framework will be agreed at Area Committees and the reporting cycle commences on Sept 21 2021 with the final reports going on 5 October 2021. However Area Committees will have informal sessions to discuss the framework, how it links and reflects the corporate performance framework, the key performance indicators for the Services in regards to 'Business as Usual' service delivery, the deliverables and KPIs for each of the projects and actions in the six Area Plans, the proposed reporting schedule to Area Committees and the format of the performance reports. These informal schedules will take place on 31 August and 7 September 2021. The feedback will be collated, assessed and the final formal reports agreed before the publication of the first set of Area Committee reports on or before 14 September 2021.	30-Apr-21

BV9.2 Regular reporting to Area Committees providing transparency, accountability and ability to undertake scrutiny at a local level	Overdue	70%	Angela Keith; David MacLennan; Ann Overton	Gillian Milne; Alan Morris; Neil Watts	The Annual Scrutiny reports have all been to Area Committees prior to recess. The discussion at area committees included the ongoing work on area performance framework, that area committees are part of that process. The was support for the development of area performance reporting and this an essential part of the process but it is not the only way that scrutiny and monitoring can be conducted. It was also acknowledged that area committees conduct formal scrutiny via the wide range of formal reports to area committees. There is always opportunity to fulfil the scrutiny and monitoring role as per the Scheme of Governance and committee delegations. There was also discussion on informal scrutiny and how to increase transparency following seminars, workshops, training sessions and ward meetings. The Area Working paper to Full Council is also a helpful part of this process as there is a requirement to report to Full Council twice a year, with comments from policy and area committees and how scrutiny and monitoring is ongoing can be part of those 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