Aberdeenshire COUNCIL Business Services

REPORT TO AUDIT COMMITTEE – 31 MARCH 2022

CORPORATE IMPROVEMENT PLAN QUARTERLY UPDATE

1 Executive 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);
2.2 Note the addition of the Best Value Action Plan 2022 to the Plan; and
2.3 Agree to receive quarterly updates.

3 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 on a quarterly basis and six-monthly to Policy Committees 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 1 March 2022.

3.3 Following consideration by Full Council on 13 January 2022, the Best Value Action Plan 2022 has been added to the Corporate Improvement Plan.

4 Discussion

4.1 The Plan was last considered by Committee at its meeting on 16 December 2021.

4.2 Since reporting commenced at the beginning of 2021 a significant amount of work has been undertaken across Services and the vast majority of actions are now complete. Increased monitoring and scrutiny have increased pace and focused attention on completing actions.

4.3 The addition of the Best Value Plan 2022 enhances previous actions and aims to ensure continuity in terms of progress made, reflecting the recommendations in the Best Value Assurance Follow Up Report (the "Follow Up Report") considered by Audit Committee at its meeting on 4 November 2021. The Follow Up Report notes the significant progress made by the Council in

responding to the recommendations in the 2020 BV Report and remarks on the solid foundation that this work provides. However, Audit Scotland cautions that it is important that momentum is not lost and that the new Council in May 2022 continues to build on these foundations and embed what has been achieved.

4.4 The BV Action Plan 2022 was agreed by Full Council on 13 January and is presented today as part of the Corporate Improvement Plan.

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 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 The screening section as part of Stage One of the Integrated Impact Assessment has not identified the requirement for any further detailed assessments to be undertaken 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.

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 1 March 2022

List of Appendices –
Appendix 1: Corporate Improvement Plan extracted on 1 March 2022

APPENDIX 1

CORPORATE IMPROVEMENT PLAN QUARTERLY UPDATE REPORT
Report Type: Actions Report
Generated on:1 March 2022

Year	Plan	Number of actions	Complete (14 December 2021)	Complete (1 March 2022)	In progress (14 December 2021)	In progress (1 March 2022)	Overdue (14 December 2021)	Overdue (1 March 2022)
2019/20	Annual Governance Statement Action Plan 2019/20	22	21	21	0	0	1	1
2020/20	Annual Governance Statement Action Plan 2020/21	19	18	18	0	0	1	1
	HGIOG 2020 Action Plan	8	6	8	1	0	1	0
	Best Value Action Plan 2020	30	29	28	2	1	0	0
2021/22	Best Value Action Plan 2022	**11**	**N/A**	**2**	**N/A**	**3**	**N/A**	**0**
	Total	**90**	**73 (81%)**	**77 (86%)**	**3 (3%)**	**4 (4%)**	**3 (3%)**	**2 (2%)**

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	Completed	100%				31-Mar-21
AGS 2.1 Improve the linkages between policy approval, implementation, performance and outcomes	Completed	100%	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	Completed	100%	Kate Bond	Fiona McCallum	A review of the Policy Implementation & Review Framework has been undertaken over summer 2021. The amended Framework was agreed by Procedures Committee on 5 November 2021 and will be considered by Full Council on 18 November 2021 as part of the wider review of the Scheme of Governance.	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	98%				31-Mar-22
AGS 3.1 HGIOG Performance	Completed	100%			**PARENT ACTION**	31-Mar-22
AGS 3.1. 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; Trisha Pirie; 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	90%	Karen Wiles	Karen Wiles	**PARENT ACTION**	31-Mar-20

AGS 3.2.1 HGIOG5.1.3 Scheme of Governance	Overdue	60%	Mary Beattie; Karen Wiles	Ruth O'Hare	This work was originally envisaged to take place as part of the Expenditure Approval Process Project. In September 2021 the Procedures Committee agreed to pause the project. In November 2021 the Procedures Committee agreed to instruct a review of the Financial Regulations. This will therefore be taken forward as part of that work. It is important to note that interim changes addressing the more critical issues in relation to grants have been made to the Scheme of Governance in 2020 and 2021. Any ancillary changes, together with consideration of loans will be undertaken as part of the review of Financial Regulations.	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.	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 wheneer 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.	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 supplmented with online training, recent training has been provided on How to 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 proviing 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

Action	Status	Progress	Managed By	Assigned To	Latest Note	Due Date
Annual Governance Statement Action Plan 2020/21	**In Progress**	**97%**				**31-Mar-22**
AGS2020 1 Delivering Effective Accountability	**In Progress**	**90%**			**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	70%	Mary Beattie; Karen Wiles	Ruth O'Hare	This work was originally envisaged to take place as part of the Expenditure Approval Process Project (EAPP). In September 2021 the Procedures Committee agreed to close down the project therefore it is no longer possible to take this forward as part of the EAPP. In November 2021 the Procedures Committee agreed to instruct a review of the Financial Regulations. This will therefore be taken forward as part of that work. It is important to note that interim changes addressing the more critical issues in relation to grants have been made to the Scheme of Governance in 2020 and 2021. Any ancillary changes, together with consideration of loans will be undertaken as part of the review of Financial Regulations	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 Committtees.	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	Completed	100%				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 wheneer 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	100%	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 2.4 Review arrangements for provision of information to Community Groups, including funding streams available.	Completed	100%	Angela Keith; David MacLennan; Ann Overton	Angela Keith; David MacLennan; Ann Overton	The review was carried out over a period of time, with an organic approach being applied. The area managers collaborated on how community groups are engaged with by the council and how the council engages with groups such as AVA and the rural partnerships. All areas produce a community group bulletin or newsletter. the area project officers work with communities to support signposting to fund streams and other supporting organisations. There is effective communication and information provision across the six areas with communities and community groups, effective collaboration and engagement with rural partnerships and AVA.	31-Mar-22
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	Completed	100%				31-Jul-21
AGS2020 3.1 Promote Partnership Policy/Framework across the organisation	Completed	100%	Kate Bond		Sharepointsite for officers available on Arcadia	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 Covidwith 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 supplmented 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	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	Completed	100%	SLT; Kate Bond	Donna Redford	Peer Review Framework, supported by the Collaboration Board, published.	31-Jul-21
AGS2020 4 Managing Risks and Performance	Completed	100%				30-Nov-21
AGS2020 4.1 Develop medium-term resource plans demonstrating integrated financial and workforce capacity to deliver agreed council priorities	**Completed**	**100%**	**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	Completed	100%	Mary Beattie	Diane Bain; Moira Beverley; Shirley-Ann Gordon; Elaine Mitchell; Paul Mitchell; Chris Smith	Supporting information and audit evidence provided to Fiona McCallum 7/6/21, by Strategic Finance Manager.	31-Mar-21
AGS2020 4.2 Align Risk Registers with the Council Priorities, Council Plan, Priority Plans and core service responsibilities	**Completed**	**100%**	**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	Completed	100%	Mary Beattie	Susan Donald	The Corporate and Directorate Risk Registers have been updated to reflect the new Council priorities. The updated Registers have been published on the Council's website.	31-Mar-21
AGS2020 4.3 Review the interaction of financial performance reporting with the Committee cycle	**Completed**	**100%**	**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	Completed	100%	Mary Beattie; Karen Wiles	Diane Bain; Moira Beverley; Shirley-Ann Gordon; Elaine Mitchell; Paul Mitchell; Chris Smith	New reporting information developed with input from elected members from Communities Committee. Reports will be submitted to every committee for 21/22, and will be to the month end that is the closest to the Committee date. Council will receive a summary. Training also being provided to elected members throughout June - drop in sessions Strategic and Corporate Finance teams, all sessions being recorded for those who cannot attend.	31-Mar-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
AGS2020 4.4.1 Embed discussions on performance at DMTs, CLG and area management teams. Active use of Pentana	Completed	100%	SLT	Ritchie Johnson	The Council approved the Performance Management Framework on 24 June 2021. Discussions on performance are taking place within Service MTs and within Area MTs. CLG will consider specific issues as appropriate.	31-Mar-21
AGS2020 4.5 Review budget setting process	Completed	100%	Mary Beattie	Moira Beverley; Susan Donald; Paul Mitchell	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.	31-Mar-21

Action	Status	Progress	Managed By	Assigned To	Latest Note	Due Date
How Good is Our Governance Action Plan 2020/21	Completed	100%	Kate Bond	Fiona McCallum		31-Aug-21
HGIOG 1 Performance Management	Completed	100%	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	Completed	100%	Kate Bond	Fiona McCallum	All new performance indicators and actions have now been inputted to Pentana and work is continuing to cleanse old and out of date data. Following an Internal Audit Officers have reviewed the process for adding new users to Pentana and to ensure that all users have the required training.	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 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. A partnership approach to the CIA will provide a strong	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	31-Aug-21
HGIOG 4 Structure and Function of Audit Committee	Completed	100%	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	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	The process arouind addressing outstanding audit actions has been reviewed.	31-Aug-21
HGIOG 4.5 Provide annual report to evidence the value added from the scrutiny process	Completed	100%	SLT	Ritchie Johnson; Ruth O'Hare	The Annual Report of the work of the Audit Committee was included within the Annual Performance Report considered by Full Council in September 2021. The report narrated the scrutiny activity undertaken by the Audit Committee, primarily in relation to the scrutiny referral process, and demonstrated the value of such activity in identifying areas for improvement across the Council and its Committees. The report will form part of the Annual Performance Report	31-Aug-21

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; Trisha Pirie; 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.	31-Mar-21
BV2 Improving its approach to performance management	**Completed**	**100%**			**RECOMMENDATION**	**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	Completed	100%	SLT	Ritchie Johnson	LGBF included in Directorate Plan reports to Policy Committees May/June 2021. Updates due in Nov 21 in terms of progress / performance reporting.	30-Nov-21
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	Completed	100%	SLT	Gillian Milne; Alan Morris; Trisha Pirie; Neil Watts	All Directorate and Area Plans have now been approved by the relevant committee. All performance measures to demonstrate success with delivering the Council priorities through the Directorate and Area Plans have also been approved by the relevant committee. The performance measures will allow the impact on communities of the delivery of our priorities to be demonstrated. The first round of reporting to committee on performance will take place between November 2021 and January 2022 and this will cover the reporting periods Quarter 1 and Quarter 2 2021/22 (April to September 2021). Thereafter performance reports will be presented to committees on a six-monthly basis. Each report will include a summary of progress with the actions set out in the Directorate or Area Plan along with the agreed performance measures. In this way committees can hold services accountable for progressing actions and performance. The range of performance measures that will be reported to each Committee will evolve over time based on feedback from Elected Members and Chief Officers.	30-Apr-21
BV3 Implementing an effective Council-wide approach to selfevaluation including robust arrangements for monitoring agreed actions	Completed	100%			**RECOMMENDATION**	30-Sep-21
BV3.1 Review and develop the selfevaluation process	Completed	100%	Kate Bond	Fiona McCallum	The Audit Committee at its meeting on 16 September agreed to implement the Public Service Improvement Framework self-evalution model across the organisation. A training session is being held with relevant officers on14 October 2021 and a pilot self-evaluation will be identified at that session.	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	Completed	100%			**RECOMMENDATION**	30-Jul-21

BV4.1 Undertake a review of scrutiny arrangements	Completed	100%	Karen Wiles	Ruth O'Hare	At its meeting on 17 September 2021 the Procedures Committee considered the outcome of the review of scrutiny arrangements and agreed an action plan, which included a review of the Scrutiny at Aberdeenshire Guidance in Part 4A of the Scheme of Governance, changes to the language in reports on scrutiny matters and additional training for Elected Members and officers. The Committee therefore agreed that this action could be concluded. The renewed approach to scrutiny brought about by the review will assist Elected Members in carrying out their scrutiny role effectively, ensuring improvements to service delivery can be identified and implemented for the benefit of communities.	30-Jun-21
BV4.2 Develop a systematic programme of scrutiny with a key	Completed	100%	Karen Wiles	Ruth O'Hare	At its meeting on 17 September 2021 the Procedures Committee considered the outcome of the review of scrutiny arrangements and	30-Jul-21
BV4.3 Put in place a programme of cllr training to support improved scrutiny at all levels	Completed	100%	Karen Wiles	Ruth O'Hare	At its meeting on 17 September 2021 the Procedures Committee considered the outcome of the review of scrutiny arrangements and noted the training that had already been implemented for Councillors through a series of face to face sessions and an ALDO module. The Committee further agreed an action plan including a series of drop in sessions for Members on the actions arising from the review, including the review of the Scrutiny at Aberdeenshire Guidance, and noted the inclusion of scrutiny training in the induction programme for new Cllrs in May 2022. The Committee therefore agreed that this action could be concluded. The existing and future training for Elected Members will assist them in carrying out their scrutiny role effectively, ensuring improvements to service delivery can be identified and implemented for the benefit of communities.	30-Jun-21
BV5 Improving the performance of key services including education attainment and housing relets	In Progress	91%			**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 povertyrelated educational attainment	Completed	100%	SLT	Kay MacDonald; Alan Morris; Trisha Pirie; 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; Trisha Pirie; 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; Trisha Pirie; Neil Watts	Aberdeenshire Council's overall average days to relet void properties for the year to date is 89.9 days to the end of Quarter 2. This represents an increase compared to the end of Quarter 1, taking an average of 93.7 days to relet properties in Quarter 2, compared to 85.9 days in Quarter 1. As previously discussed, the main driver of this figure is the challenge presented by the pandemic in letting properties, in particular Sheltered Housing. The Pandemic has affected performance on this measure for local authorities across Scotland, but the effect is more pronounced in Aberdeenshire due to our relatively high proportion of Sheltered Housing. The ongoing impacts presented by the Pandemic mean that it will not be possible for Aberdeenshire Council to achieve the required level of performance within the timescale specified. The way this indicator is calculated means that it will be some time before any of the actions carried out will have an impact on the headline performance figure. However, there have been some improvements in underlying performance as a result of the work carried out under this action. For example, the time taken to complete works on void properties reduced by over 40% since 2019/20 as a result of changes to the void procedure and other actions taken. Similarly, void rent loss for non-sheltered housing has fallen significantly over the same period. Therefore, while the Pandemic has prevented us from achieving the required improvement in performance so far, it can be seen that significant progress has been made in implementing changes that will result in performance in the longer term.	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	Completed	100%	Vincent Docherty	Peter Wood	The National Improvement Framework final report has been completed and submitted to ECS LT QIM/QIOs are continuing to work 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. QIMs have developed the support programme for schools and this has been agreed by the Chief Education Officer. We await detail from Education Scotland on their proposals for restarting their inspection programme. A general overview has been received from them but more detail is still to follow. HTs have completed their Pupil Equity Funding questionnaire and this has been shared with the Director and marked as complete at Audit Committee	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	The Scottish Government agreed a 12 month extension for the implementation of the 1140 provision due to the Covid pandemic. The Council roll out programme was completed within the extended deadline.	31-Aug-20
BV6 Continuing to develop its corporate approach to workforce planning	Completed	100%			**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	Completed	100%	SLT	Kay Hopwood; Ritchie Johnson	All services now have high level workforce plans in place through Directorate Plans (AHSCP are covered by national workforce planning requirements). Completion of workforce planning related actions arising from Directorate Plans are progressing in line with target dates. In addition individual service workforce plans and resulting actions are now captured and monitored in Pentana for ease of reporting to officers, committees and trade unions. Whilst there has been slippage in the progress of this element of the programme due to Covid response and the death of the WFP lead in HR the actions are now re-prioritised and progressing again within services. This will provide the authority with a more detailed picture of total workforce numbers, skills and succession in each service area. This is now becoming business as usual and HR will assist services to monitor their workforce planning and outcomes using the workforce power BI that provides up to date workforce data on absence, establishment, recruitment, turnover.	01-Sep-21
BV7 Developing SMART criteria to measure the impact working in partnership has on improving outcomes	**Completed**	**100%**			**RECOMMENDATION**	**30-Apr-21**
BV7.1 Develop and implement new performance measures to support delivery of the CPP LOIP priorities	Completed	100%	Angela Keith; David MacLennan; Ann Overton	Angela Keith; David MacLennan; Ann Overton	The CPP Board at its meeting on 15 September 2021 approved the performance management framework including high level performance indicators for each of the LOIP priorities and agreed that this action could be marked as complete.	30-Apr-21
BV 7.1.1 Connected and Cohesive Communities	Completed	100%		Angela Keith; David MacLennan; Ann Overton; Moyra Stephen	The CPP Board at its meeting on 15 September 2021 approved the performance management framework including high level performance indicators for each of the LOIP priorities and agreed that this action could be marked as complete.	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	Completed	100%			The CPP Board at its meeting on 15 September 2021 approved the performance management framework including high level performance indicators for each of the LOIP priorities and agreed that this action could be marked as complete.	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	LOIP 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	**Completed**	**100%**			**RECOMMENDATION**	**30-Apr-21**
BV9.1 Develop and implement performance monitoring to support the key deliverables set out in the Area Delivery Plans	Completed	100%	Angela Keith; David MacLennan; Ann Overton	Gillian Milne; Alan Morris; Trisha Pirie; Neil Watts	As of 5 October 2021, all six area committees received reports on Area Performance including the Area Performance Indicators. Area Committees agreed the reporting plan on Area Performance, which includes the wider performance reporting schedule. The Area Plan Action Plan update will be taken forward in the November and December 2021 meeting cycles with reports on the Area Performance Indicators being planned for Area Committees' January-March 2022 meeting cycles.	30-Apr-21

BV9.2 Regular reporting to Area Committees providing transparency, accountability and ability to undertake scrutiny at a local level	Completed	100%	Angela Keith; David MacLennan; Ann Overton	Gillian Milne; Alan Morris; Trisha Pirie; Neil Watts	It is agreed that Area Performance reports will be implemented in the Area Committees' January- March 2022 cycles and then this reporting is planned again for the cycles prior to the summer recess. This arrangement complements the agreed Corporate Performance Framework reporting schedule plus the reporting the delivery of the Actions Plan in the Area Plans. The informal sessions about performance with Directorate Management Teams will take place at least annually and extra sessions can be agreed as needed. Area Committees will also receive an annual Scrutiny report, which identifies both formal and informal scrutiny and performance monitoring undertaken by the area committees.	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-todate	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

Action	Best Value Recommendation	Status	Progress	Managed By	Assigned To	Latest Note	Due Date
BVF2 Implement the corporate reporting schedule in the Performance Management Framework to ensure regular reporting of performance measures in Directorate and Area Plans	BV Recommendation: Formal reporting of agreed performance measures to commence and continue	Completed	100%	Kate Bond	Fiona McCallum	Performance reporting has commenced to all policy and area committees. It will be important that this continues following the local elections in May 2022.	01-Apr-22
BVF3 Develop and agree a two-year corporate programme of self-evaluation	BV Recommendation: Implement new self-evaluation arrangements	Completed	100%	Kate Bond	Fiona McCallum	A two year corporate programme of self-evaluation was agreed by Audit Committee in December 2021. A service self-evaluation is currently being conducted by Customer & Digital Services and a Council-wide self-evaluation is commencing on 1 March 2021.	01-Jan-22
BVF4 Promote awareness of the new scrutiny arrangements amongst Elected Members and officers through training, guidance and support and develop and agree scrutiny programmes with all Area and Policy Committees	BV Recommendation: Implement new scrutiny arrangements	In Progress	30%	Karen Wiles	Ruth O'Hare	Sessions have been held with four Area Committees so far focusing on their scrutiny role in the context of the new scrutiny arrangements. The remaining two Area Committees will receive the training in March. The sessions have also presented an opportunity for Members to discuss areas for inclusion in their upcoming scrutiny programme. The subject of scrutiny will also be incorporated in the induction training for the Policy Committees in June 2022. At the same time the guidance and scrutiny toolkit on Arcadia will be updated for both officers and Members. The template for the annual scrutiny and improvement report has also been reviewed and reports will be going to both Area and Policy Committees in advance of the June 2022 deadline requesting that they agree a scrutiny programme for 2022/2023.	30-Jun-22
BVF5.1.2 Phase 2 (Diversity profile, recruitment)	BV Recommendation: Further development of medium- and longer-term workforce planning	In Progress	25%	Karen Wiles	Kay Hopwood	Age and sex are reported in the Workforce Planning Dashboard which can be accessed by services. Recruitment data is underdevelopment.	01-Jul-22

BVF5.2 Continue to develop regular WFP action plan reporting through Directorate plans and Pentana to Service and audit committees and Strategic Change Board and Trade Unions	BV Recommendation: Further development of medium- and longer-term workforce planning	In Progress	50%	Karen Wiles	Kay Hopwood	WFP actions have been updated in Business Services, Environmental and Infrastructure and ECS Directorate plans for the coming year. A WFP report has been submitted to the Strategic Change Board meeting on the 1st March, 2022. HR continue to record service WFP actions in Pentana for reporting to committees.	01-Mar-23