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

REPORT TO AUDIT COMMITTEE – 22 SEPTEMBER 2022

CORPORATE IMPROVEMENT PLAN QUARTERLY UPDATE

1   Executive Summary/Recommendations

1.1   Audit Committee is requested to note and provide comment on the Corporate Improvement Plan and note that consideration of the report forms part of the Committee's scrutiny role.

1.2   The Committee is recommended to:

1.2.1   Consider and comment on the Corporate Improvement Plan ("the Plan") (attached as Appendix 1 to this report); and
1.2.2   Agree to receive quarterly updates.

2   Decision Making Route

2.1   The Audit Committee at its meeting on 17 September 2020 agreed that all corporate improvement action plans would be merged into one 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.

2.2   The Plan supports the Council to demonstrate compliance with our Code of Corporate Governance and the CIPFA Delivering Good Governance in Local Government Framework as well as our duty to deliver Best Value. The Best Value actions are identified by Audit Scotland. Other actions are identified through self-evaluation and reviews of governance arrangements. It is important to note that the actions are not performance indicators and have not been identified in response to poor performance, nor to achieve particular outcomes or deliver Council priorities. The actions contribute to the operation of the Council's governance framework, the assessment of corporate governance and delivery of Best Value.

2.3   The Plan attached to this report was extracted from Pentana, the Council's corporate performance and risk platform, on 21 August 2022.

3   Discussion

3.1   The Plan was last considered by Committee at its meeting on 29 June 2022. Committee agreed at that meeting that the completed improvement plans could be removed from the corporate improvement plan on the basis that the actions continue to be implemented.

3.2   The plan presented demonstrates continued commitment and progress across all actions, with 38 of 45 actions (84%) now complete.

4 Council Priorities, Implications and Risk

4.1 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

Underpinning the Priorities are a number of key principles. They are: right people, right places, right time; responsible finances; climate and sustainability; Community Planning Partnership Local Outcome Improvement Plans; human rights and public protection; tackling poverty and inequalities; digital infrastructure and economy.

4.2 The table below shows whether risks and implications apply if the recommendations 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

4.3 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.

4.4 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)

5 Scheme of Governance

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

5.2 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 5 September 2022

List of Appendices –
Appendix 1: Corporate Improvement Plan extracted on 5 September 2022

CORPORATE IMPROVEMENT PLAN UPDATE
Report Type: Actions Report
Generated on:5 September 2022

Year	Plan	Number of actions	Complete (21 August 2022)	Complete (23 May 2022)	In progress 21 August 2022	In progress (23 May 2022)	Overdue (21 August 2022)	Overdue (23 May 2022)
2020/21	Best Value Action Plan 2020	30	29	29	0	0	1	1
2021/22	Annual Governance Statement Action Plan 2021/22	7	5	4	2	3	0	0
	Best Value Action Plan 2022	8	6	4	2	4	0	0
	Total	**45**	**38**	**37**	**4**	7	**1**	**1**

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 self-evaluation including robust arrangements for monitoring agreed actions	Completed	100%			**RECOMMENDATION**	30-Sep-21
BV3.1 Review and develop the self-evaluation 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-evaluation model across the organisation. A training session is being held with relevant officers on 14 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 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	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 to outline a process for programming scrutiny activity for Committees, with monitoring and reporting on actions and improvements arising therefrom. The Committee therefore agreed that this action could be concluded.

The renewed approach to programming 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-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	Overdue	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 poverty related 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	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	Overdue	50%	Rob Simpson	Andrew Mackie; Alan Morris; Trisha Pirie; Neil Watts	Our void relet times for 2021-22 did not meet the target set by this action. It is also extremely unlikely that this action will be completed by the end of 2022-23, given the current challenges facing the council. Our performance against this measure worsened in 2021-22, rising from 80.3 days on average in 2020-21 to 94.9 days in 2021-22. This change was mainly driven by the letting of Sheltered Housing properties that had been empty for an extended period due to Pandemic restrictions, with an average of over 183 days to relet Sheltered Housing voids last year. In contrast, the average time taken to relet mainstream properties remained very similar to the previous year, at around 75 days. There are promising signs of improvement in Q1 of 2022/23, with void rent loss showing a substantial decrease compared to last year (falling from 2.77% in Q1 2021-22 to 2.34% in Q1 2022-23). While this illustrates that progress is being made on void performance, the challenges facing us restrict our ability to complete this action. Other factors that impact on our ability to relet properties quickly this year include the potential need to house Ukrainian families, availability of materials due to supply chain issues and costs, a shortage of available contractors and staff, and increased costs due to inflation. We are also experiencing challenges in getting meters fitted by energy suppliers, with 50 properties currently unlettable for this reason.To give some context on the target turnaround time required by this action (28 days), only 2 local authorities in Scotland reported an average of less than 30 days to turn around voids in 2021-22, with the average for local authorities in the year being 55 days. Anecdotal evidence suggests that the challenges outlined above are common across Scottish local authorities at the moment, further highlighting the external factors we are faced with.	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 (NIF) final report has been completed and submitted to Education & Children's Services (ECS) Leadership Team. 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. Head Teachers 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

Action	Status	%		Owner	Contact	Update	Date
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
BV7.1.1 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
BV7.1.2 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-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

Action	Status	Progress	Managed By	Assigned To	Latest Note	Due Date
Annual Governance Statement Action Plan 2021/2022	In Progress	76%				01-Apr-25
AGS2021-2022 7 7. Develop and implement governance frameworks to support and promote cross service working and collaborative projects	Completed	100%			The Collaboration Board formed April 2021 undertakes tasks and activities as directed by SLT, to cover consideration and development of the MTFS and budget strategy, improvement and change. The group also recognises the continuing influence of Covid-19 and supports Service Recovery and Reform and will assess and respond to future emerging risks. The Board facilitates safe space for cross service peer challenge and consequence, adopting a fluid and responsive approach to timeline priorities, looks outward to support the organisation by building capacity and capability. Inclusiveness, openness and transparency are core principles where Board members are responsible for sharing outputs with colleagues reporting to Directorate Management Teams and Boards. The Collaboration Board is Accountable to Strategic Leadership Team.	31-Jan-22
AGS2021-22 6. Work with citizens to help them to realise their digital aspirations through delivery of the Digital Strategy	In Progress	20%	Kate Bond	Donna Redford	The Digital Inclusion Group have considered data analysis to identify key opportunities on digital inclusion, have produced a data report, highlighting specific areas that directly and indirectly affect digital inclusion in Aberdeenshire. Data was pulled on the following areas: Superfast broadband availability in Aberdeenshire; Government funded expansion of fibre broadband connectivity; Support available to residents seeking better broadband; Commercial expansion of fibre broadband; Mobile 4G coverage; SIMD data; Household Income; Families & children in poverty; Universal Credit and other benefit claims; Loneliness & Isolation; Outcome of Peterhead Pilot project completed by TPI; Feedback from residents relating to the work of the Digital Engagement Team. The collation of this information allowed the creation of a Data Report enabling DIG to see identify priorities and opportunities, relating to four strands Digital Connectivity – Digital Infrastructure and/or access to connectivity Digital Access – Equipment and affordability of digital access Digital confidence – Developing skills and opportunities Hybrid Solutions – Support provision of alternative solutions for excluded groups An update report will be considered by Area Committees during September 2022. At the next DIG meeting on 31/08/22 the group will review all work completed to date in advance of a strategic workshop being held on 15/09/22, which will be used to start work on the following: Identification and agreement on a clear mission statement and vision for the Digital Inclusion Group Discussion of the ambitions of the Digital Inclusion Group moving forward, with a focus on what we need to achieve in the next 3, 5, 10 years Agreement of key measures of success, and milestones, for the Digital Inclusion Group Alignment of the work of the Digital Inclusion Group to Aberdeenshire Council's Equality Outcomes Commitments of collaboration and co-production from services and representatives involved in the Digital Inclusion Group	31-Mar-25
AGS2021-22 1 1. Develop training modules and have regular meetings of performance Leads across the organisation Review the self-evaluation model to ensure a more rounded and corporate approach and to embed this within performance processes	Completed	100%	Kate Bond	Fiona McCallum	The performance management framework is underpinned by the development of SMART performance measures with clear, measurable outcomes. Training has been delivered to Officers and Councillors and is also available on ALDO. The Performance Officer Network has been re-established and is meeting every 6 weeks. A new self-evaluation model was agreed by Audit Committee in November 2021 and a corporate programme of self-evaluation agreed in December 2021. A pilot self-evaluation was undertaken in Customer & Digital Services in February 2022 and a Council wide evaluation in March/April 2022.	31-Jan-22
AGS2021-22 2 2. Develop a corporate data hub to promote robust data analysis as well as smart service design based on the needs of our citizens across partner organisations	In Progress	30%	Kate Bond	Fiona McCallum	The Proof of Concept is complete and the contract with Hitachi is concluded. Recommendations for next steps will be presented to the project board on 20 September. Thereafter a full business case will be presented to Business Services Committee (possibly November) for approval.	01-Apr-23
AGS2021-22 3 3. Implement new self-evaluation framework aligned to the Code of Corporate Governance	Completed	100%	Kate Bond	Fiona McCallum	Audit Committee in November 2021 agreed that the Council would adopt the Public Service Improvement Framework self-evaluation model. A corporate programme of self-evaluation agreed in December 2021. A pilot self-evaluation was undertaken in Customer & Digital Services in February 2022 and a Council wide evaluation in March/April 2022.	30-Nov-21
AGS2021-22 4 4. A review of the Risk Management Strategy and related processes has been undertaken during 2020/21 along with a refresh of the Corporate and Directorate Risk Registers.	Completed	100%	Mary Beattie	Susan Donald	Business Services Committee approved a new Risk Management Policy on 6th January 2022. Since then work has been ongoing to set up a draft Service Risk Register on Pentana using the Finance Service as an exemplar, based on a 4 by 5 Risk Matrix. Work has also been ongoing to develop draft Risk Management Guidance. A questionnaire was issued to Directors, Heads of Service and Service Managers to gauge the current RIsk Appetite across the Council and within Services. The results of this will be presented to CLG by the end of September along with a draft Risk Appetite Statement.. It will then be subject to discussion with SLT and Elected Members. The timetable agreed by the Corporate Risk Management Steering Group, aims	30-Jun-22
AGS2021-22 5 5. Promote service design approach by involving customers in our decision-making and shaping service delivery	Completed	100%	Kate Bond	Colleen Henderson	A dedicated service design post was created and filled in January 2022 and sits within Customer and Digital Services, working across the wider organisation. Activity since has focused on establishing the role and developing a workplan which will focus on embedding a service design culture across the organisation and in our communities. The Service Designer is currently working directly with services to demonstrate the value of customer insight in the codesign and redesign of user journeys in key areas such as financial transactions and customer services.	31-May-22

Action	Best Value Recommendation	Status	Progress	Managed By	Assigned To	Latest Note	Due Date
Best Value 2022 Action Plan	**Best Value Action Plan 2022**	**In Progress**	**95%**			**PARENT ACTION**	**31-Dec-23**
BVF1 Implement the Continuous Improvement framework in the Performance Management Framework to ensure regular	BV Recommendation: Refine and embed new arrangements to demonstrate and support a culture of continuous	Completed	100%	Kate Bond	Colleen Henderson	the framework is embedded and reporting is underway	31-Mar-23
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	Directorate and Area Plans are all regularly reported (June and November) to respective Committees. Quarterly reporting to Strategic Leadership Team commenced 4 May 2022 with dates scheduled for the rest of the year.	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	Completed	100%	Karen Wiles	Ruth O'Hare	A session on scrutiny was held with all six Area Committees in early 2022. Training on scrutiny was also held as part of the new Council induction on 27 June 2022, and a recording of this session will be made available on Aldo, along with updated training materials and guidance for both Members and Officers. Scrutiny programmes have been developed and agreed with all four Policy Committees, and four Area Committees, with the remaining two to be reported in August. This action is now therefore complete.	30-Jun-22
BVF5 Continue to develop data driven workforce analysis and decision making. Services and HR working together to embed the culture of effective workforce planning.	**BV Recommendation: Further development of medium- and longer-term workforce planning**	**In Progress**	**55%**			**PARENT ACTION**	**01-Mar-23**
BVF5.1 Continue development of the Workforce Planning Power BI:	**BV Recommendation: Further development of medium- and longer-term workforce planning**	**In Progress**	**75%**			**PARENT ACTION**	**01-Dec-22**
BVF5.1.1 Phase 1 (FTE, absence, age profile, sex, turnover, absence reason)	BV Recommendation: Further development of medium- and longer-term workforce planning	Completed	100%	Karen Wiles	Kay Hopwood		13-Jan-22
BVF5.1.2 Phase 2 (Diversity profile, recruitment)	BV Recommendation: Further development of medium- and longer-term workforce planning	Completed	100%	Karen Wiles	Kay Hopwood	Metrics for workforce Equalities and Recruitment have been added and this is now complete.	01-Jul-22
BVF5.1.3 Phase 3 (Wellbeing, Learning and Development, External Workforce))	BV Recommendation: Further development of medium- and longer-term workforce planning	In Progress	25%	Kay Hopwood; Karen Wiles	Kay Hopwood	Wellness, L&D and External workforce stats such as agency expenditure are under development.	01-Dec-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	75%	Karen Wiles	Kay Hopwood	A corporate workforce action plan has been developed and reports into the Strategic Change Board. Service Workforce action plans continue to be monitored and progress reviewed and updated by services supported by HR.	01-Mar-23